

Public Transit

Led by: Calgary Transit, Transportation Infrastructure & Transportation Planning

Description:

The Public Transit service line provides a network of train and bus transportation for citizens and visitors to Calgary to get from place to place safely, reliably and affordably. The service includes rapid transit service by bus and CTrain, local bus routes and a support system that keeps customers safe, comfortable and informed.

Customers:

Public Transit customers include citizens and visitors of all ages; Youth, Adults, and Seniors; who ride buses and trains to commute to school or work, and to visit the services, amenities and places they care about. Public Transit connects people across the city and links to other transportation services like Streets and Sidewalks & Pathways.

What is delivered to customers:

Public Transit customers purchase trips that connect anywhere across the city. Public Transit trips include supporting services like customer information systems and security services. Service is priced according to usage and ability to pay.

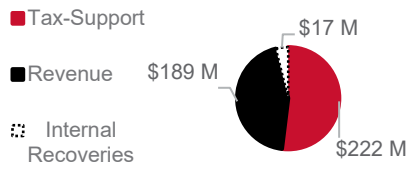

Partners:

We partner with a number of City services including Community Strategies, Neighbourhood Supports, Development Approvals, Emergency Services, Streets, Sidewalks & Pathways, and Social Programs. We also support safety initiatives and infrastructure with industry partners, railroads and other levels of government.

Service need (value proposition):

Public Transit makes it easier for citizens to get around Calgary safely and affordably. Calgarians care about a public transit system that is safe and secure, accessible for all ages and abilities, reliable and comfortable to use. Public Transit connects customers with people and places that they care about by providing a transportation choice that is accessible to a variety of ages and abilities, and affordable to access. Customer service and information by phone, online, text and app, help keep riders informed, and a robust security service keeps them safe.

Current state service value

<p>104,000,000 Ridership projected for 2018</p> <p>87% Customers satisfied with trips</p>	<p>87% On Time Arrival Reliability</p> <p>7.8 Customer Safety Rating Index</p>	<p>2018 Budgeted Gross Operating Expenditures Funding Breakdown (\$ Millions)*</p> <p>\$4.10 Operating cost per trip</p>  <p>* Gross operating budget and the service cost ratio may include internal recoveries that are also included in other services gross operating budget.</p>
<p>Connections to Citizen Priorities</p> 		<p>What the service includes This service has no sub-services.</p> <p>Key Capital Investments Essential capital investments are required to maintain safe and reliable vehicles, tracks, LRT stations, buildings, and transit technologies. A shortage of available capital will impact the service line's ability to provide reliable service to riders.</p>



What we've heard and service outlook

What we heard: Research & Engagement Results

Public Transit service has an established process for customer research and engagement through the annual citizen satisfaction and internal customer satisfaction surveys. Customers have good overall satisfaction (87 per cent) but they rate reliability and safety of service as their top two values. Late or unsafe services directly affect customer experience and overall satisfaction. We will focus on investing in these top two dimensions to minimize the impact of a capital funding shortfall over the next 4-year period, as these reductions will likely impact the reliability of service.

What Council has directed

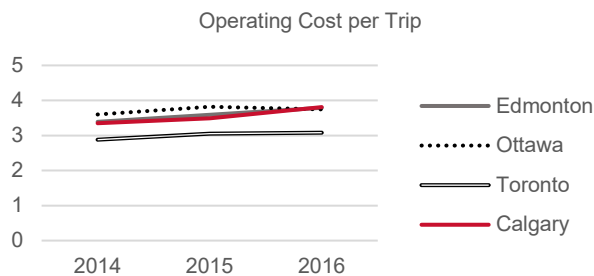
Council's primary concern is for all transportation options to be safe and attractive choices for Calgarians (M1 and M2). Investments included in this budget cycle maintain a focus on the safety of transit service, protecting both customers and employees. By providing public transit service to customers in existing, new and developing communities, and by expanding rapid transit routes with the MAX network, we are making public transit a better option for more Calgarians. Council has supported opening Stoney Garage which will enable us to better use our technology (M3) and reduce greenhouse gas emissions (H1).

Over the next four years, we will ensure transit technology is available to help with schedule reliability and customer safety. We will also add service to actively developing communities (N4) ensuring that growth in those areas is supported by public transit service.

What are we watching?

We are monitoring closely for efficient service delivery through varying economic conditions, operating and capital funding variability and changing customer expectations. Technological advancements and the emergence of transportation network companies, and other innovative service delivery is changing the transit industry. Given the limited availability of capital funds, first priority will be given to ensure the system is safe while other priorities like infrastructure improvements may be delayed leading to less reliable service. There will be impacts to customer experience with less investment in fleet, stations and buildings. Over the next few years, 40-year-old U2 trains may continue to retire but without replacements, service may gradually be reduced to 3-car service. We keenly prepare for the construction and delivery of the new Green Line LRT which will influence the entire system.

Benchmarking



Measuring the cost of providing transit trips and benchmarking it against other municipalities helps gauge the efficiency to service. This performance measure calculates the increasing costs relative to the increase in service and includes numerous factors like ridership, city density and efficient delivery of service. Information from the Canadian Urban Transit Association (CUTA) shows Calgary similar to cities of the same size, but more expensive than larger, denser cities like Toronto.

Source: Canadian Urban Transit Association (CUTA) Fact Book

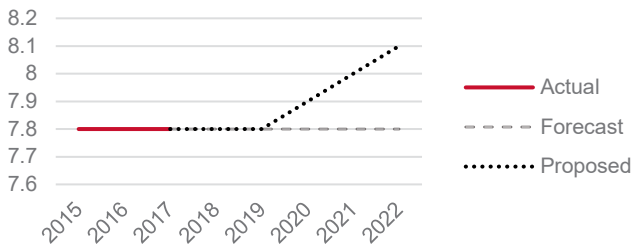
What matters to Calgarians

VALUE DIMENSION	DESCRIPTION
Safety	Provide a safe environment for our customers and employees.
Reliability	Provide a predictable and consistent transit service that customers can rely on.
Affordability	Provide affordable transit service to customers including required support to vulnerable Calgarians.
Quality	Provide clear and consistent communication to customers.
Attractiveness	Provide convenient, accessible transit service that is easy to use for customers. Provide clean travel environment to our customers and employees.

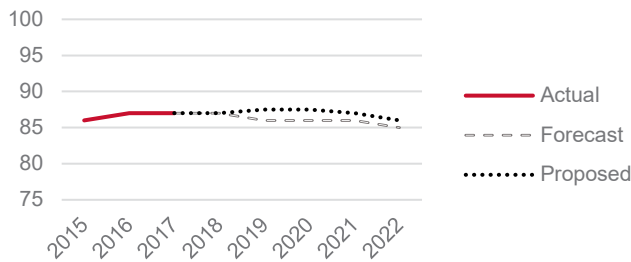


How is the Service performing? Where we are headed and where do we want to go?

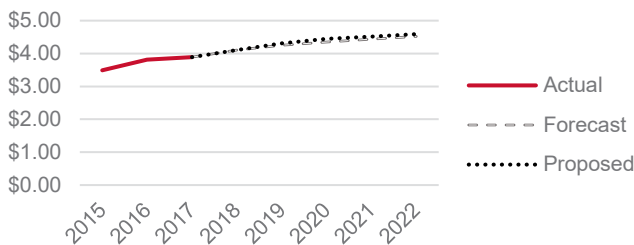
Safety – Customer Commitment index (Rating Score)



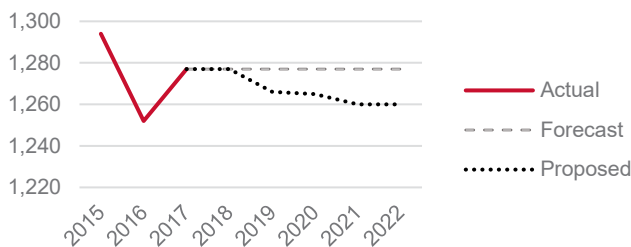
Reliability - On time performance (Percentage)



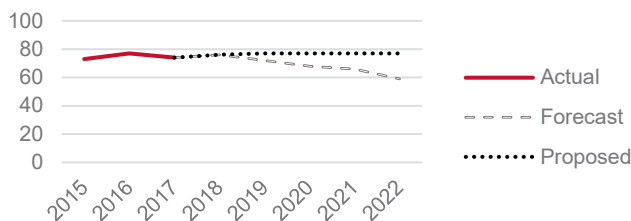
Operating Cost per Trip (\$)



Bus GHG Emissions (Kg CO2 per 1000 km)



Percent population within walking distance of Base & PTN Transit Service (Percentage)

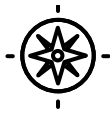


Story behind the curve

Considering a slow but steady turnaround of the economy, this operating budget will help to serve an increasing demand for service, expected to increase by approximately 2 M customers in 2018 and expected to increase further over the 2019-22 cycle. This operating package will provide funds to improve customer satisfaction by implementing previously approved capital projects like Bus Rapid Transit (BRT) service, Stoney Garage, and the mobile payment application. Implementing these projects aligns with Council's long-term vision and The City's long-term plans such as the MDP, CTP and Route Ahead. All of these contribute to Council's priority of A City That Moves and to making service more attractive by use of newer technologies. Increased investments in developing and existing communities will help Public Transit meet the growing demand of service.

With the reduced capital funding, fewer CNG buses will be purchased over the 4-year cycle. Buses will be used past their optimum life of 16 years and will incur additional maintenance cost. The reduced capability to purchase CNG buses will slow down the pace of reduction in GHG emissions. The oldest fleet of U2 train cars will be used for as long as they are safe but will be taken offline once they're no longer fit for service. This will gradually bring the service down from 4-car service to 3-car service. There is a likelihood of CTrain overloads during peak times and some customers will need to wait for the next CTrain due to increasing ridership. Limited funding under capital investments will impact service levels of service reliability, as investments required to sustain the existing fleet, infrastructure, buildings and technologies will not be fully available.

For this operating budget, after identifying key activities to continue providing service, efficiencies of approximately \$3 million can be made from service scheduling, using alternate fuel vehicles (calculating the reduction in the capital spending), and other continuous improvement initiatives. Along with this, a net revenue increase of approximately \$9 million, starting 2020 onwards (subject to an average yearly increase of 3 per cent for transit fares), was also identified to help offset the inflation impact. This helps to keep operating cost increases manageable.



What do we propose to do?

What we propose to continue doing

STRATEGY
Optimize routes and schedules to consistently improve service.
Focus the business around meeting the Calgary Transit Customer Commitment.
Improve efficiency in business processes.
Optimize use of existing technologies.
Invest to expand BRT service, Primary Transit Network and service to actively developing communities.
Invest to support Sliding Scale program.
Developing the Green Line including design and construction.

Why?

Public Transit will continue to optimize routes and schedules, assess its business practices and process to achieve efficiencies in the system. Service will be implemented in eligible actively developing communities and existing communities. Anticipated ridership and service demand increase over the 2019-22 cycle will be addressed. Previously approved capital projects (i.e. BRT Service, Stoney Garage and Mobile Payment Applications) will be operationalized successfully. Continued capital investments are required for design and construction of Green Line.

What we propose to do less of

STRATEGY
Reliability of service.
Asset management improvement.
4-car CTrain service.
Buildings and major facility maintenance.

Why?

Reduced capital budget will have the following impacts: Reduced purchase of buses and LRVs for replacement of end-of-life vehicles and growth in service. Reduced regular maintenance of buildings, stations, LRT systems and customer technologies. Reduced number of CNG buses will impact the emissions targets. Service reduced from 4-car to 3-car service with likelihood of CTrain peak-time overloads. Inability to support extended service during special events.

What we propose to do more of or include as a new offering

STRATEGY
Invest in Public Safety Enhancements.
Invest in strategies to improve customer commitment.
Improve schedule adherence practices.
Evaluate new technologies and environmentally friendly initiatives.

Why?

Public Transit service will be investing into additional Peace Officers for high visibility patrols to support vulnerable users, improved snow and ice control, deploying additional resources to manage detours to improve reliability, and improve customer satisfaction by improving training, coaching and support for the frontline operators. These investments will help with resources for evaluating innovative service delivery methods, alternate fuel and related technologies.



What Operating Budget do we need to achieve these results and strategies?

For Council Approval

SERVICE PERFORMANCE RESULTS FOR 2019-2022	CURRENT	TREND
Safety – Customer Commitment index (Rating Score)	7.80	↑
Reliability – On-time performance (Percentage)	87	↓
Operating Cost per Trip (\$)	4.11	↑
Bus GHG Emissions (kg CO2 per 1000 km)	1277	↓
Percent population within walking distance of Base & PTN Transit Service (Percentage)	76	↔

Breakdown of net operating budget (\$000s)

	2019	2020	2021	2022
Previous Year's Budget	221,919	243,648	251,105	259,062
Less Previous Year one Time	(1,008)	(6,500)	(500)	(500)
Base	220,911	237,148	250,605	258,562
Revenue Changes	-	(3,000)	(3,000)	(3,000)
Internal Recovery Changes	-	-	-	-
Inflation	5,867	5,805	4,735	4,615
Operating Impact of Previously Approved Capital	10,000	2,000	-	-
Operating Impact of New Capital (Incremental)	-	2,970	500	500
Efficiencies	(1,130)	(985)	(445)	(445)
Service Reductions	-	-	-	-
Service Increases	1,500	6,667	6,167	6,917
One Time	6,500	500	500	500
Realignments	-	-	-	-
Total	243,648	251,105	259,062	267,649

Total Operating Budget (\$000s) for Approval

	2018 Budget	2019			2020			2021			2022		
	At Mar 31	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditure	427,114	444,834	500	445,334	462,251	500	462,751	474,108	500	474,608	486,764	500	487,264
Recoveries	(16,659)	(13,063)	-	(13,063)	(13,133)	-	(13,133)	(13,133)	-	(13,133)	(13,133)	-	(13,133)
Revenue	(188,536)	(194,623)	6,000	(188,623)	(198,513)	-	(198,513)	(202,413)	-	(202,413)	(206,482)	-	(206,482)
Net	221,919	237,148	6,500	243,648	250,605	500	251,105	258,562	500	259,062	267,149	500	267,649



Recommended Capital Investment to Support Service Delivery

For Council Approval

Capital Budget for Council Approval

ACTIVITY	DESCRIPTION	2019 REQUEST (\$000s)	2020 REQUEST (\$000s)	2021 REQUEST (\$000s)	2022 REQUEST (\$000s)	2023+ REQUEST (\$000s)	Total REQUEST (\$000s)
Annual Investment Program(s)		19,360	22,227	18,530	21,022	-	81,140
431435	LRV Refurbishment	6,800	6,800	6,800	6,800	-	27,200
481300	Rail System Life & Asset Mgmt	5,534	5,228	4,510	4,224	-	19,496
481301	LRT Lifecycle & Asset Mgmt	4,811	4,811	4,811	4,811	-	19,245
481302	Bldngs Lifecycle Asset Mgmt	1,897	5,070	2,091	4,870	-	13,928
481303	Fleet Equip & Tools Proc	318	318	318	318	-	1,271
Project(s)		-	-	-	-	-	-
Program(s)		72,129	71,949	24,825	23,006	-	191,906
430001	Primary Transit Network Optimization	338	338	338	338	-	1,350
430007	Transit Customer Service Tech. (Lifecycle)	1,800	1,800	1,193	1,193	-	5,985
431603	LRV Purchases	46,516	46,516	-	-	-	93,032
431825	Fare Collection Equipment & System	405	225	225	405	-	1,260
481304	Bus & Shuttle Procurement	23,070	23,070	23,069	21,070	-	90,279
Sub-Total (New Budget Requests)		91,489	94,176	43,355	44,028	-	273,046
Previously Approved Budget Remaining		207,575	48,685	52,000	52,000	104,000	464,260
Total Capital Investment		299,064	142,861	95,355	96,028	104,000	737,306



Recommended Capital Investment to Support Service Delivery

For Council Approval

Explanation of Capital Budget Requests

Annual Investment Program(s)

Activity 431435: LRV Refurbishment

New Budget Request of \$27,200 thousand approved as partial essential capital for investment in the mid-life refurbishment of CT's LRV fleet to ensure vehicle life is met and manage customer experience.

Funding from Municipal Sustainability Initiative (\$24,480 thousand) and Pay-As-You-Go (\$2,720 thousand)

Operating Impact of Capital: None

Activity 481300: Rail System Life & Asset Mgmt

New Budget Request of \$19,496 thousand approved as partial essential capital for lifecycle, asset management and corrective maintenance for all rail system infrastructure related assets, critical to service.

Funding from Municipal Sustainability Initiative (\$17,546 thousand) and Pay-As-You-Go (\$1,950 thousand)

Operating Impact of Capital: This request requires \$500 thousand base funding of operating costs starting in 2020 and \$100 thousand base funding of operating costs starting in 2021 and 2022.

Activity 481301: LRT Lifecycle & Asset Mgmt

New Budget Request of \$19,245 thousand approved as partial essential capital for lifecycle and asset management of bridges, tunnels, other major structures, track, rail and Right of Way (ROW) infrastructure.

Funding from Municipal Sustainability Initiative (\$17,320 thousand) and Pay-As-You-Go (\$1,925 thousand)

Operating Impact of Capital: This request requires \$500 thousand base funding of operating costs starting in 2020 and \$100 thousand base funding of operating costs starting in 2021 and 2022.

Activity 481302: Bldngs Lifecycle Asset Mgmt

New Budget Request of \$13,928 thousand approved as partial essential capital for lifecycle and asset management of buildings including repairs, refurbishments, upgrades and replacements for safe and reliable service.

Funding from Municipal Sustainability Initiative (\$12,535 thousand) and Pay-As-You-Go (\$1,393 thousand)

Operating Impact of Capital: This request requires \$1,000 thousand base funding of operating costs starting in 2020 and \$300 thousand base funding of operating costs starting in 2021 and 2022.

Activity 481303: Fleet Equip & Tools Proc

New Budget Request of \$1,271 thousand approved as partial essential capital for investment in lifecycle replacement and/or expansion of equipment and tools for Fleet that support Calgary Transit operations.

Funding from Federal Gas Tax Fund (\$1,144 thousand) and Pay-As-You-Go (\$127 thousand)

Operating Impact of Capital: None

Program(s)

Activity 430001: Primary Transit Network Optimization

New Budget Request of \$1,350 thousand approved as partial essential capital for investment in repairs and upgrades required for bus zones and their sidewalk connections to address access related issues.

Funding from Municipal Sustainability Initiative (\$1,215 thousand) and Pay-As-You-Go (\$135 thousand)

Operating Impact of Capital: None

Activity 430007: Transit Customer Service Tech. (Lifecycle)

New Budget Request of \$5,985 thousand approved as partial essential capital investment in required maintenance, upgrades and/or replacements of customer information systems and internal management systems.

Funding from Municipal Sustainability Initiative (\$5,386 thousand) and Pay-As-You-Go (\$599 thousand)

Operating Impact of Capital: None

Activity 431603: LRV Purchases

New Budget Request of \$93,032 thousand approved as partial essential capital for investment in light rail vehicles (LRV) to address lifecycle replacement requirements to ensure efficient and reliable public transit service.

Funding from Municipal Sustainability Initiative (\$67,979 thousand), Pay-As-You-Go (\$7,553 thousand), Lifecycle Maintenance & Upgrade Reserve (\$1,104 thousand) and Reserve for Future Capital (\$16,396 thousand)

Operating Impact of Capital: None



Recommended Capital Investment to Support Service Delivery

For Council Approval

Activity 431825: Fare Collection Equipment & System

New Budget Request of \$1,260 thousand approved as partial essential capital for investment in required maintenance and upgrades of fare collection systems essential for revenue collection at CT.

Funding from Municipal Sustainability Initiative (\$1,134 thousand) and Pay-As-You-Go (\$126 thousand)

Operating Impact of Capital: None

Activity 481304: Bus & Shuttle Procurement

New Budget Request of \$90,279 thousand approved as partial essential capital for life cycle replacement of buses and shuttles needed to allow CT to provide reliable and operationally effective service.

Funding from Municipal Sustainability Initiative (\$67,751 thousand), Pay-As-You-Go (\$7,528 thousand) and Developer & Other Contributions (\$15,000 thousand)

Operating Impact of Capital: This request requires \$970 thousand base funding of operating costs starting in 2020.