



Hamilton

CITY OF HAMILTON
PUBLIC WORKS DEPARTMENT
Transit Division

Table with 2 columns: Field Name and Content. Fields include TO, COMMITTEE DATE, SUBJECT/REPORT NO, WARD(S) AFFECTED, PREPARED BY, SUBMITTED BY, and SIGNATURE.

RECOMMENDATION

- (a) That the Ten Year (2015 to 2024) Local Transit Strategy as outlined in Report PW14015a be approved, including the following approvals for 2015 and 2016 to address system deficiencies:
(i) \$6M dollars annualized to be phased in over two years;
(ii) an additional 50 FTEs with recruitment to be phased in over two years;
(iii) the addition of 25 buses to the fleet in 2015 at a capital cost of \$15.6M to be funded as follows:
(1) \$3M from development charges;
(2) \$5.7M from transit vehicle replacement reserve;
(3) \$6.9M unfunded capital to be requested from Metrolinx as part of recommendation (d) in Report PW14015a;

- (iv) delay the retirement of 10 buses at a capital cost of \$0.5M to be funded from the transit vehicle replacement reserve;
- (b) That the base fare increases as outlined in Report PW14015a be approved, including the following:
  - (i) 25 cents in September, 2015 and 10 cents in September, 2016 to align with the service improvements in recommendation (a) of Report PW14015a;
  - (ii) 10 cents in September, 2017 and 2018, also to align with service improvements;
  - (iii) annual fare increases of at least the consumer price index thereafter;
- (c) That new Service Standards as outlined in Report PW14015a be approved for the objective implementation of service;
- (d) That the City Manager be directed to develop an updated submission to Metrolinx further to what has already been submitted to the Province of Ontario in the Rapid Ready report for the unfunded capital requirements contained in the Ten Year Local Transit Strategy;
- (e) That the Outstanding Business List item related to Transit on the Hamilton Mountain be identified as complete and removed from the list;
- (f) That the Outstanding Business List item related to HSR Low Performing Routes be identified as complete and removed from the list.

## **EXECUTIVE SUMMARY**

On February 27, 2013 Rapid Ready Expanding Mobility Choices in Hamilton (“Rapid Ready”, Report PW13014) was approved by Council (see Council resolution, Appendix A). Rapid Ready was submitted to Metrolinx as Hamilton’s funding requirements, seeking:

- (i) 100% capital and any upset net operating levy impact for Light Rail Transit;
- (ii) Growth funding for the overall public transportation program, as summarized on Pages 43 and 44 of Appendix A to Report PW03014 (refer to Investment Plan Tab), necessary to support a successful Light Rail Transit system.

The letters forwarding this request to Metrolinx are attached as Appendix B to this report.

Following the approval of Rapid Ready, on June 26, 2013 staff were directed to report back during the 2015 budget process on “a ten-year Hamilton local transit service level strategy, including specific route recommendations and a financial strategy, with reference to the role played by rapid transit, and with a goal of reaching 80 - 100 rides per capita by 2025.” See Appendix C for Motion.



The PowerPoint presentation “Ten Year Local Transit Strategy”, attached as Appendix D, was received by the General Issues Committee on February 6, 2015. The Ten Year Local Transit Strategy outlined in this report stabilizes the local system, while incrementally building service and increasing transit modal split. This builds on the Rapid Ready report which laid out, for City Council, action items for the short term to continue advancing toward rapid transit. This phased Strategy includes actions and resources to address: firstly, current deficiencies in the system; secondly, the alignment of services with updated Service Standards; thirdly, accommodating ongoing growth; and finally, promoting ridership (modal split) through the introduction of additional express bus service on the BLAST corridors which would create a differentiated level of service establishing the beginning of a rapid transit system. Rapid transit is required in order to reach the goal of 80 - 100 rides per capita. The Strategy also references typical industry thresholds that set out the progression to higher order modes, from a transit perspective (see Appendix D, pages 6 and 45, Transit Technologies & Capacities).

The Ten Year Local Transit Strategy Summary of Net Operating Impacts and Summary of Funded and Unfunded Capital are provided in Tables 1 and 2 on Pages 4 and 5, respectively. The operating costs to support the phased Strategy are reasonably within the City’s ability to fund through equitable increases in fares and the levy. However, in total, there is approximately \$302M in unfunded capital to support the BLAST express bus network. This is comprised of two significant pieces: BLAST network buses; and, a maintenance and storage facility required as a result of the transit expansion. Given the current financial challenges, it is unlikely the City can absorb these capital costs in the municipal tax base. Senior government support is required.

***Alternatives for Consideration - See Page 12***

**FINANCIAL - STAFFING - LEGAL IMPLICATIONS**

**Financial:**

*Operating Budget Impact*

**Table 1 - Summary of Net Operating Impacts**

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
<b>Service Expenditures (000's)</b>	\$800	\$3,500	\$4,800	\$4,500	\$5,500	\$6,000	\$6,000	\$6,000	\$6,500	\$6,500
<b>Fare Revenues (000's)</b>	-\$1,908	-\$3,770	-\$3,120	-\$3,230	-\$1,825	-\$2,758	-\$2,857	-\$2,909	-\$3,069	-\$3,192
<b>Transfer to Reserve (\$000's)</b>	\$1,108	\$270	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Levy (000's)</b>	\$0	\$0	\$1,682	\$1,269	\$3,675	\$3,242	\$3,143	\$3,091	\$3,431	\$3,308
<b>Annual Change to City Levy</b>	0.00%	0.00%	0.21%	0.15%	0.43%	0.38%	0.37%	0.36%	0.40%	0.39%
<b>Revenue/ Cost Ratio</b>	47.1%	48.9%	48.4%	48.4%	45.1%	44.1%	43.3%	42.6%	41.9%	41.4%

*Service Expenditures*

2015 and 2016 - \$6 million annualized to correct deficiencies:

- September 2015 \$0.8 million (\$2 million annualized);
- March 2016 \$1.5 million (\$2 million annualized), and,
- September 2016 \$0.8 million (\$2 million annualized).

2017 to 2024 - 2017 includes approximately \$1.1 million in additional operating expenses to implement Service Standards. In addition, starting in 2017, annual service plans will be brought forward to address emerging growth and implement an express bus service on the entire BLAST network. Annual increases in operating costs will be approximately \$4.5 million to \$6.5 million (inclusive of inflation).

*Fare Revenues*

To fund Operating expenses, a balanced approach is being proposed whereby transit users and property tax payers share in the burden since transit provides value to both through reduced congestion and delays, positive health, environment and community impacts (1 passenger-km reduces GHG by 65%), economic development, and social equity. The HSR is currently operating at about a 45% Revenue Cost (RC) ratio and moving closer to a 50% RC ratio is desirable. It should be noted that the RC ratio will fluctuate over the 10 year period. After the initial fare increase and as investment in transit increases, the RC ratio will go down. A 50% RC ratio should be considered a longer term goal.



**SUBJECT: Ten Year (2015 to 2024) Local Transit Strategy  
(PW14015a) (City Wide) - Page 5 of 14**

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Fare increases are being proposed in the early years of the ten year plan to:

- Help address current deficiencies in the system, the application of new service standards and to begin to address growth and modal split.
- Recognize the significant investments being made in transit.
- Recover ground lost as a result of no fare increases over the past four years.
- Provide a fare more in line with comparator transits while still at the low end.

**Multi Year Fare Increase Summary:**

- 25 cents in September, 2015;
- 10 cents in September, 2016, 2017 and 2018;
- Phased in seniors multiplier adjustment (13 times multiple of the adult ticket to a 22 times multiple over the four years);
- Annual fare increases of at least CPI thereafter.

*Levy*

2015 and 2016 - There will be no impact on the levy.

2017 to 2024 - In future years, the impact applied to the general tax levy is projected in the range of 0.15% to 0.43%, based on best estimates at this time.

*Funded and Unfunded Capital*

**Table 2 - Summary of Funded and Unfunded Capital**

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	Totals
<b>FUNDED CAPITAL (000's)</b>											
<b>Fleet (Local, 45 buses)</b>	\$8,700		\$2,650	\$2,030	\$2,760	\$2,110	\$2,870	\$2,930	\$2,990	\$3,050	<b>\$30,090</b>
<b>UNFUNDED CAPITAL (000's)</b>											
<b>Fleet (BLAST, 81 buses)</b>	\$6,875		\$5,300	\$5,420	\$5,520	\$5,630	\$6,460	\$6,590	\$7,470	\$7,610	<b>\$56,875</b>
<b>Maintenance Storage Facility</b>	\$5,000	\$10,000	\$25,000	\$80,000	\$80,000						<b>\$200,000</b>
<b>Customer Experience</b>	\$4,000	\$4,000	\$4,000	\$4,000	\$3,833	\$3,833	\$3,833	\$3,833	\$3,833	\$3,833	<b>\$39,000</b>
<b>Corridor Capacity</b>	\$200	\$200	\$200	\$200	\$867	\$867	\$867	\$867	\$867	\$867	<b>\$6,000</b>
<b>Totals</b>	<b>\$16,075</b>	<b>\$14,200</b>	<b>\$34,500</b>	<b>\$89,620</b>	<b>\$147,480</b>	<b>\$10,330</b>	<b>\$11,160</b>	<b>\$11,290</b>	<b>\$12,170</b>	<b>\$12,310</b>	<b>\$301,875</b>

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While most local governments are able to support operating costs through a combination of fares and levies, capital costs are far more challenging. Throughout most of North America, some form of support from higher levels of government is usually required to finance capital costs.

Hamilton has sufficient funds in the Bus Replacement Capital Account to fund buses required for local service, subject to the continuation of contributions from Federal Gas Tax and Development Charges. However, additional buses required to build the express bus BLAST network, along with a Maintenance and Storage Facility (MSF), branding and passenger amenities will require upper level government support.

*2015 and 2016 Funded Capital*

The addition of 25 buses to the fleet in 2015 at a capital cost of \$15.6M would be required to support the first two years of the Strategy, to be funded as follows:

- \$3M from development charges;
- \$5.7M from the transit vehicle replacement reserve; and,
- \$6.9M unfunded capital.

In addition, in 2015, it will be necessary to delay the retirement of 10 buses while the new buses are procured. This will be at a capital cost of \$0.5M, to be funded from the transit vehicle replacement reserve.

*2015 to 2024 Unfunded Capital*

In total, there is approximately \$302M in unfunded capital to support the BLAST express bus network. This includes \$6.9M in unfunded capital identified to purchase 11 of the additional 25 buses in 2015. A detailed table illustrating fleet requirements during the Ten Year Local Transit Strategy is attached as Appendix E. Recommendation (d) in this report identifies Metrolinx as a potential funding source.

It should also be noted that Rapid Ready, as submitted to Metrolinx, included an estimated \$132M in capital improvements. This Ten Year Local Transit Strategy includes estimates that are still approximate, but have been developed to a greater level of detail and refinement than Rapid Ready. The major difference is due to the updated estimate for a maintenance and storage facility from \$25M in Rapid Ready to \$200M in the Ten Year Local Transit Strategy. The original estimate recognized that additional storage capacity was needed and the \$25M estimate was included as a placeholder. This Strategy confirms that a new maintenance and storage facility is required at a substantially higher cost.

**Staffing:** A total of 50 FTEs over the first two years of this Strategy will be required and are included in the above noted operating costs. If approved, recruitment would begin in 2015.

**Legal:** N/A



## **HISTORICAL BACKGROUND**

### *Rapid Ready Expanding Mobility Choices in Hamilton*

On February 27, 2013 Rapid Ready Expanding Mobility Choices in Hamilton (“Rapid Ready”, report PW13014) was approved by Council (see Appendix A). The Rapid Ready report contains a strategy for all forms of public transportation in Hamilton over the next 5 years. Rapid Ready was submitted to Metrolinx for funding (see Appendix B), specifically requesting:

- 100% capital and any upset net operating levy impact for Light Rail Transit; and,
- Growth funding for the overall public transportation program.

Following the approval of Rapid Ready, on June 26, 2013 (see Appendix C) staff were further directed by Council to:

- Report back in time for the 2015 budget process to the new City Council on a ten-year Hamilton local transit service level strategy, including specific route recommendations and a financial strategy, with reference to the role played by rapid transit, and with a goal of reaching 80-100 rides per capita by 2025.

The following excerpt from Rapid Ready sets out the intent to significantly add service to the local network in advance of rapid transit:

“However, just building rapid transit alone will not get Hamilton where it needs to be. Cities that have or are moving towards rapid transit are also making significant increases in base transit service levels in advance of rapid transit. For example, London, Halifax, Winnipeg and Victoria have all significantly increased regular transit service levels over the past few years in advance of recent or pending investments in bus rapid transit or light rail transit. In the case of Winnipeg, a city which is similar in size as Hamilton, service hours per capita are about 40% greater than Hamilton. Winnipeg recently opened the first phase of its bus rapid transit system and continues to incrementally expand its transit system.

It would not be productive for Hamilton to build light rail while maintaining 30-minute headways on regular transit routes serving LRT. Perhaps more importantly, early and significant investments in base transit levels are required to build towards rapid transit.”

The presentation of the Ten Year Local Transit Strategy, attached as Appendix D to this report, was received by the General Issues Committee on February 6, 2015. A number of comments were received at the February 6<sup>th</sup> GIC meeting and are summarized in Appendix F of this report.

### *Outstanding Business List Items*

Transit on the Hamilton Mountain - On September 10, 2014 staff were directed to report to Committee/Council on transit services on the Hamilton Mountain. The adequacy of transit services on the Mountain are addressed in this report, specifically on Pages 25

and 36 of Appendix D. Related service enhancements are proposed to be implemented in 2015 to 2017.

HSR Low Performing Routes - On April 9, 2014 staff were directed to report back to Committee/Council on underperforming transit routes. Potential underperforming routes have been identified in Appendix H Proposed Service Standard Gap Analysis - Productivity and are to be addressed by the adoption and ongoing application of new Service Standards.

### **POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

The Strategy contained in this report aligns with Strategic Objective 1.4 of the Corporate Strategic Plan to “Improve the City’s transportation system to support multi-modal mobility and encourage inter-regional connections”. This Transit Strategy also aligns with a number of other key policy documents, including:

- HSR Transit Operational Review (2010);
- Hamilton Transportation Master Plan (2007)
- The Big Move Regional Transportation Plan (2008);
- Improving Health By Design in The Greater Toronto-Hamilton Area - A Report of Medical Officers of Health In The GTHA (2014); and,
- Urban Hamilton Official Plan (2009).

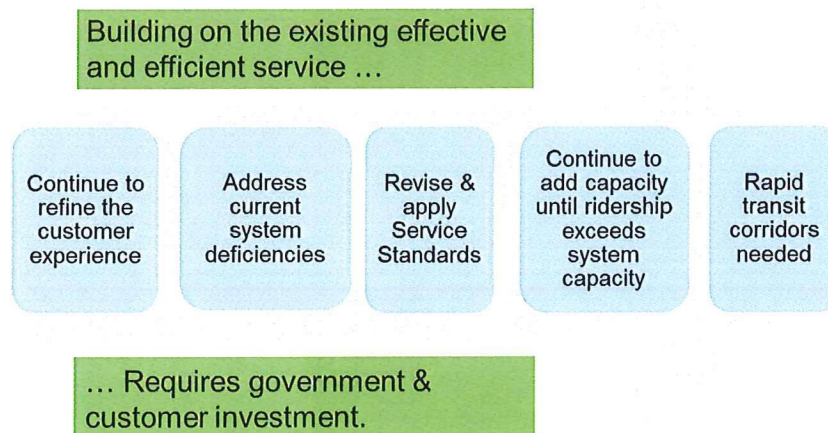
### **RELEVANT CONSULTATION**

N/A

### **ANALYSIS AND RATIONAL FOR RECOMMENDATION**

The following figure illustrates the Ten Year Local Transit Strategy as detailed in Appendix D and summarized in this report.

**Figure 1 Ten Year Local Transit Strategy Conceptual Framework**





*Current System Deficiencies*

HSR's ridership has been growing in recent years despite relatively modest investments by the City in public transit. In parts of the City, the supply of service has been outstripped by demand leaving numerous customers with extended wait times as they are by-passed by full buses. In addition, historical run times are now often inadequate given the loads being carried and lengthened dwell times to load mobility devices leading to sporadic service delivery. With the large headways HSR operates on many of the routes, this is particularly problematic in delivering a quality service and meeting customer expectations. Addressing current system deficiencies must be our immediate priority.

Using available data, such as passenger cordon counts, pass-by records and schedule adherence from AVL, a preliminary assessment has been undertaken to determine existing system deficiencies. The table on Page 25 of Appendix D illustrates the preliminary assessment of deficiencies based on "groups" of routes that work together. It should be noted that improvements to resolve these deficiencies may include a combination of measures, such as, increased frequency, addition of school extras (unscheduled buses added to relieve over-loading as a result of school related demand), added running time, added recovery time, route restructuring, etc. An on-going and more robust passenger count and analysis program will be required to design specific route improvements. To this end, automated passenger counters (APC) will be installed on buses.

HSR's ability to immediately correct deficiencies is restricted by the lack of resources: Operators, buses, and indoor bus storage space. Due to the long lead times to overcome these challenges, the earliest possible implementation date of new service is September 2015. To achieve this date, the deferred retirement of 10 buses for up to a year at a cost of \$500,000 will be required. In addition, buses will need to be parked outdoors at our Upper James facility until additional storage space can be built. A feasibility study will be undertaken in 2015 to investigate sites and a functional design (including reuse of 330 Wentworth Street) considering the longer term potential for rapid transit.

**Current System Deficiencies Summary:**

- First two years of Strategy (2015 - 2016);
- 50 FTEs & \$6M in operating costs;
- 25 buses & \$15.6M in capital costs;
- Delay the retirement of 10 buses as an interim measure at a cost of \$0.5M.

### *Service Standards*

In order to objectively and transparently guide the process of service design going forward, Service Standards are required. Service Standards set the minimum (coverage, frequency and productivity) and maximum (span and loading) criteria for service design. Service Standards along with stakeholder input shape the system to meet customer expectations. A review of peers and best practices was undertaken to arrive at proposed Service Standards for Hamilton. Appendix G – Proposed Service Standards and Application contains additional detail on the Standards and how they will be applied. The following summarizes the standards and current gaps.

- Coverage (Minimum) - 90% of residents/workplaces within the Urban Transit Area are to be within 400 metres of weekday peak service. No deficiencies.
- Span (Maximum) - weekdays and Saturday 5:00 a.m. to 2:00 a.m. and Sunday 6:00 a.m. to midnight. No deficiencies.
- Frequency (Minimum): Generally, 60 minutes in the evening and 30 minutes during the day. Several routes do not meet minimum standards (see Page 36, Appendix D.)
- Productivity (Minimum) - 25 boardings per hour during weekday peak and 15 during all other times. Several routes have been identified as potentially underperforming (see Appendix H) and should be monitored.
- Loading (Maximum): 125% of seated capacity during weekday peak and 100% during all other times. Resolved in conjunction with Current System Deficiencies.

**Application of Service Standards Summary:**

- Third year of Strategy (2017);
- 12 FTEs & approx. \$1.1M in operating costs;
- 1 bus & \$0.6M in capital costs;
- Will be further detailed as part of a 2017 Annual Service Plan.

### *Keeping Pace with Growth*

Once the current system deficiencies are addressed and Service Standards have been implemented (2017), HSR needs to keep pace with ridership growth by continually adding service on a regular basis sufficient to meet customer demands in accordance with the Service Standards achieved through Annual Service Plans. Capacity increases will progressively need to be augmented by operational improvements to improve the conventional transit system, such as the application of transit priority measures.



Residential and business growth is expected to occur at a rate of 1.3 and 2.8 percent annually, respectively. Therefore, natural system growth in the 2 percent range can be expected and has been planned for over the next 10 years. Growth trends and forecasts will be reviewed annually and adjustments can be made to the Strategy, if necessary, as Annual Service Plans are brought forward.

### *Modal Split*

The form of growth desired for the City is one which will capture the benefits of public transit. The Transportation Master Plan (2007) includes targets to measure modal split changes and transit ridership as summarized on page 14 of Appendix D. Today, transit measures sit at approximately 45 rides per capita and 7% transit modal split. The City is lagging behind significantly in meeting its goals. Addressing current system deficiencies and continuing to keep pace with growth will only ensure the City doesn't fall further behind. To achieve an improvement in rides per capita and modal split, a service led strategy (rather than demand led) must be implemented to attract customers to transit.

Consistent with Rapid Ready, the full development of an express bus BLAST network, illustrated on page 40 of Appendix D, is the proposed strategy to begin this transition. While the express bus BLAST network has already begun to evolve based on demand and will continue to do so, completion of the network with at least a 10-minute headway on all lines will generate new customers for several reasons:

- Improved service levels throughout the urban area, resulting in more consistently reliable journeys; and,
- Connectivity - all major journey origins/destinations including inter-regional connections (i.e. GO) will be linked by the express bus network.

Even with a fully implemented express bus network, only approximately 50 rides per capita by 2024 will be achieved. In order to approach 80-100 rides per capita, higher order transit will be needed.

### **Network and Ridership Growth Summary:**

- Year three to ten of Strategy (2017-2024);
- 274 FTEs & approx. \$5.8M in annual operating costs;
- 100 buses & \$71.4M in capital costs;
- Actions to increase corridor capacity such as transit priority measures at a cost of \$6M;
- New maintenance and storage facility is needed at a cost of \$200M;
- Detailed as part of future Annual Service Plans.

### *Rapid Transit*

From a transit perspective, the move to higher order services usually occurs when volumes exceed system capacity or when congestion becomes a barrier to operating a reliable service. In accordance with the February 27, 2013 resolution (see Appendices A and B), the Council position was to grow the system and pursue LRT.

### *Customer Experience*

Improvements to the customer experience will be an important component to growing transit and will center around three key elements:

- Improved customer communications;
- Improved density of shelters; and,
- Product differentiation of the BLAST network through branding.

## **ALTERNATIVES FOR CONSIDERATION**

### **1. Do Not Adopt the Ten Year Local Transit Strategy & Reallocate Resources**

The first alternative to this report is not to adopt this Strategy. This option would not provide a multi-year plan which is necessary to achieve City goals and objectives and to implement Rapid Ready. Furthermore, the status quo is not sustainable with the current level of resources so this would require the shrinking of the system to match the level of funding as well as the reallocation of resources to where they are most needed.

### **2. Adopt the Ten Year Local Transit Strategy Without the “Modal Split” Component**

The second alternative is to adopt the Strategy, but to exclude the “Modal Split” component of Network and Ridership Growth, as described on page 11. While this would allow for transit network growth to keep pace with City growth, it would not enable a shift to transit from other modes of travel as envisioned in the Transportation Master Plan.

### **3. Adopt the Ten Year Local Transit Strategy with Alternative Fare Increases**

The third alternative would be to adopt the Strategy with a revised fare increase, such as:

1. A base fare increase of \$0.15 in 2015 and in 2016 and \$0.10 in 2017 and 2018.
2. A base fare increase of \$0.15 in 2015 and \$0.10 in 2016 to 2018.

The table below illustrates the net levy impact of the above alternatives as compared to the proposed fare increase.



**Table 3 - Net Levy Impact of Fare Increase Alternatives**

Proposed Fare Increases	Net Levy Impact (\$000's)			
	2015	2016	2017	2018
<b>25-10-10-10</b>	-1108*	-270*	\$1,682	\$1,269
<b>15-15-10-10</b>	-498*	\$156	\$1,530	\$1,147
<b>15-10-10-10</b>	-498*	\$323	\$1,872	\$1,103
*Amount transferred to reserve. Net Levy Impact = \$0				

**ALIGNMENT TO THE 2012 - 2015 STRATEGIC PLAN**

**Strategic Priority #1**

A Prosperous & Healthy Community

*WE enhance our image, economy and well-being by demonstrating that Hamilton is a great place to live, work, play and learn.*

**Strategic Objective**

- 1.2 Continue to prioritize capital infrastructure projects to support managed growth and optimize community benefit.
- 1.4 Improve the City's transportation system to support multi-modal mobility and encourage inter-regional connections.
- 1.6 Enhance Overall Sustainability (financial, economic, social and environmental).

**Strategic Priority #2**

Valued & Sustainable Services

*WE deliver high quality services that meet citizen needs and expectations, in a cost effective and responsible manner.*

**Strategic Objective**

- 2.1 Implement processes to improve services, leverage technology and validate cost effectiveness and efficiencies across the Corporation.
- 2.3 Enhance customer service satisfaction.

**Strategic Priority #3**

Leadership & Governance

*WE work together to ensure we are a government that is respectful towards each other and that the community has confidence and trust in.*

**Strategic Objective**

- 3.2 Build organizational capacity to ensure the City has a skilled workforce that is capable and enabled to deliver its business objectives.

**APPENDICES AND SCHEDULES ATTACHED**

- Appendix A Special General Issues Committee Report 13-006
- Appendix B Letters from Andy Grozelle, Legislative Co-ordinator, Office of the City Clerk to Bruce McCuaig, President & CEO, Metrolinx and John Howe, Vice President, Investment Strategy & Project Evaluation, Metrolinx dated February 29, 2013
- Appendix C Council Motion June 26, 2013
- Appendix D PowerPoint Presentation Ten Year Local Transit Strategy February 6, 2015
- Appendix E Ten Year Local Transit Strategy Fleet Requirements
- Appendix F Additional Information from the General Issues Committee on February 6, 2015
- Appendix G Proposed Service Standards and Application
- Appendix H Proposed Service Standard Gap Analysis - Productivity





## **SPECIAL GENERAL ISSUES COMMITTEE REPORT 13-006**

9:30 a.m.

Monday, February 25, 2013

Council Chambers

Hamilton City Hall

71 Main Street West

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**Present:** Deputy Mayor R. Pasuta (Chair)  
Mayor B. Bratina  
Councillors B. Clark, C. Collins, J. Farr, L. Ferguson, T. Jackson, B. Johnson, B. McHattie, S. Merulla, B. Morelli, J. Partridge, M. Pearson, S. Duvall and T. Whitehead

**Absent with  
Regrets:** Councillor R. Powers – City Business

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### **THE GENERAL ISSUES COMMITTEE PRESENTS REPORT 13-006 AND RESPECTFULLY RECOMMENDS:**

1. **Rapid Ready – Expanding Mobility Choices in Hamilton (PW13014) (City Wide) (Item 5.1)**
  - (a) That Report PW13014 be submitted, including Appendix A, “Rapid Ready - Expanding Mobility Choices in Hamilton (January 2013)”, as the City of Hamilton’s submission to Metrolinx in accordance with the Contribution Agreement between the City and Metrolinx, with the understanding that the funding requirements for Hamilton’s public transportation program are as follows:
    - (i) 100% capital and any upset net operating levy impact for Light Rail Transit;
    - (ii) Growth funding for the overall public transportation program, as summarized on Pages 43 and 44 of Appendix A to Report PW03014 (refer to Investment Plan Tab), necessary to support a successful Light Rail Transit system.

- (b) That the Work Plan detailed in the Appendix A to Report PW03014 be used as the basis for future budget submissions.
- (c) That the correspondence requesting the reimbursement of the total funding allocated by the City of Hamilton to the transit initiative sent to John Howe, Vice President Investment Strategy & Project Evaluation Metrolinx from Don Hull, Director of Transportation on May 3, 2012, as directed by Council on October 26, 2011, Item 1 of General Issues Committee Report 11-030, be resubmitted with a request that Metrolinx provide a formal response.
- (d) That the Medical Officer of Health be directed to consult with Health Care Institutions to obtain their input on Hamilton Specific Health Impacts for purposes of supporting the City's Public Transportation Program as outlined in Report PW13014.

**FOR THE INFORMATION OF COUNCIL:**

**(a) CHANGES TO THE AGENDA (Item 1)**

The Committee Clerk advised of the following changes to the agenda:

1. DELEGATION REQUESTS

- 3.1 Delegation Request from David Adames respecting Item 5.1, Rapid Ready – Expanding Mobility Choices in Hamilton (PW13014) (City Wide)
- 3.2 Delegation Request from Sara Mayo respecting Item 5.1, Rapid Ready – Expanding Mobility Choices in Hamilton (PW13014) (City Wide)

The agenda for the February 25, 2013 Special General Issues Committee meeting was approved, as amended.

**(b) DECLARATIONS OF INTEREST (Item 2)**

There were no declarations of interest.

**(c) DELEGATION REQUESTS (Item 3)**

- (i) Delegation Request from David Adames respecting Item 5.1, Rapid Ready – Expanding Mobility Choices in Hamilton (PW13014) (City Wide) (Item 3.1)



The delegation request from David Adames, respecting Item 5.1, Rapid Ready – Expanding Mobility Choices in Hamilton (PW13014) (City Wide), was approved and the rules of order were suspended in order to allow the opportunity for the presentation to be heard at today's meeting.

**(ii) Delegation Request from Sara Mayo respecting Item 5.1, Rapid Ready – Expanding Mobility Choices in Hamilton (PW13014) (City Wide) (Item 3.2)**

The delegation request from Sara Mayo, respecting Item 5.1, Rapid Ready – Expanding Mobility Choices in Hamilton (PW13014) (City Wide), was approved and the rules of order were suspended in order to allow the opportunity for the presentation to be heard at today's meeting.

**(d) PRESENTATIONS (Item 5)**

**(i) Rapid Ready – Expanding Mobility Choices in Hamilton (PW13014) (City Wide) (Item 5.1)**

Don Hull, Director of Transit provided an overview of the report with the aid of a PowerPoint presentation. A copy of the presentation has been included in the public record and is available for viewing on the City of Hamilton website.

Chris Murray, City Manager addressed the Committee and provided a high level overview of the Regional and Corporate Strategic Perspective.

Christine Newbold, Policy Planning Division, addressed the Committee respecting the Setting and Planning Context.

Dr. Neil Tran, Associate Medical Officer of Health, addressed the Committee respecting Transportation and Health.

Don Hull, Director of Transit, addressed the Committee respecting expanding Transportation Choices in Hamilton.

The staff presentation respecting Report PW13014, Rapid Ready – Expanding Mobility Choices in Hamilton, was received.

Delegations:

(aa) David Adames

David Adames, President and CEO, Hamilton Chamber of Commerce, presented his comments respecting Report PW13014, Rapid Ready – Expanding Mobility Choices in Hamilton and provided Committee

members with a handout. A copy of the handout has been included in the official record.

The presentation from David Adames, President and CEO, Hamilton Chamber of Commerce, respecting Report PW13014, Rapid Ready – Expanding Mobility Choices in Hamilton, was received.

(bb) Sara Mayo

Sara Mayo, Social Planning and Research Council presented her comments, respecting Report PW13014, Rapid Ready – Expanding Mobility Choices in Hamilton and provided Committee members with a handout. A copy of the handout has been included in the official record.

The presentation from Sara Mayo, Social Planning and Research Council, respecting Report PW13014, Rapid Ready – Expanding Mobility Choices in Hamilton, was received.

The following amendments were made to the motion:

- (i) That sub-section (a)(i) be deleted in its entirety and replaced with the following:
  - (a)(i) 100% capital and any upset net operating levy impact for Light Rail Transit.
- (ii) That a sub-section (c) be added to read as follows:
  - (c) That the correspondence requesting the reimbursement of the total funding allocated by the City of Hamilton to the transit initiative sent to John Howe, Vice President Investment Strategy & Project Evaluation Metrolinx from Don Hall, Director of Transportation on May 3, 2012, as directed by Council on October 26, 2011 by Item 1 of General Issues Committee Report 11-030, be resubmitted with a request that Metrolinx provide a formal response.
- (iii) That a sub-section (d) be added to read as follows:
  - (d) That the Medical Officer of Health be directed to consult with Health Care Institutions to obtain their input on Hamilton Specific Health Impacts for purposes of supporting the City's Public Transportation Program as outlined in Report PW13014.

See Item 1 for the disposition of this matter.



**(ii) Public Bike Share Transit System Implementation Plan (PW13015)  
(City Wide) (Item 5.2)**

Peter Topalovic, Project Manager – Transportation Design Management, addressed Committee with the aid of a PowerPoint presentation. A copy of the presentation has been included in the public record and is available for viewing on the City of Hamilton website.

The staff presentation respecting Report PW13015, Public Bike Share Transit System Implementation Plan, was received.

On a Motion Report PW13015 respecting Public Bike Share Transit System Implementation Plan was referred to staff for report back to the General Issues Committee with further information on similar systems in other municipalities, legal risks, and possible alternative uses for funding.

**(e) GENERAL INFORMATION/OTHER BUSINESS**

**(i) Outstanding Business List**

The item respecting Rapid Transit Maintenance & Storage Facility was removed from the General Issues Committee Outstanding Business List.

**(f) ADJOURNMENT (Item 6)**

There being no further business, the Special General Issues Committee meeting be adjourned at 5:06 p.m.

Respectfully submitted,

Councillor R. Pasuta, Chair  
Deputy Mayor

Andy Grozelle  
Legislative Co-ordinator  
Office of the City Clerk



Hamilton

City of Hamilton  
City Hall, 71 Main Street West  
Hamilton, Ontario,  
Canada L8P 4Y5  
www.hamilton.ca

City Clerk's Office, Corporate Services  
Physical Address: 71 Main Street West, 1<sup>st</sup> floor  
Phone: 905.546-4408 Fax: 905.546-2095  
Email: clerk@hamilton.ca

February 28, 2013

Bruce McCuaig, President & CEO  
Metrolinx  
20 Bay Street, Suite 600  
Toronto, ON M5J 2W3

Dear Mr. McCuaig:

At its meeting of February 27, 2013, City Council approved Item 1 of General Issues Committee Report 13-006 which reads as follows:

**1. Rapid Ready – Expanding Mobility Choices in Hamilton (PW13014) (City Wide) (Item 5.1)**

- (a) That Report PW13014 be submitted, including Appendix A, “Rapid Ready - Expanding Mobility Choices in Hamilton (January 2013)”, as the City of Hamilton’s submission to Metrolinx in accordance with the Contribution Agreement between the City and Metrolinx, with the understanding that the funding requirements for Hamilton’s public transportation program are as follows:
  - (i) 100% capital and any upset net operating levy impact for Light Rail Transit;
  - (ii) Growth funding for the overall public transportation program, as summarized on Pages 43 and 44 of Appendix A to Report PW03014 (refer to Investment Plan Tab), necessary to support a successful Light Rail Transit system.
- (b) That the Work Plan detailed in the Appendix A to Report PW03014 be used as the basis for future budget submissions.
- (c) That the correspondence requesting the reimbursement of the total funding allocated by the City of Hamilton to the transit initiative sent to John Howe, Vice President Investment Strategy & Project Evaluation Metrolinx from Don Hull, Director of Transportation on May 3, 2012, as directed by Council on October 26, 2011, Item 1 of General Issues Committee Report 11-030, be resubmitted with a request that Metrolinx provide a formal response.



- (d) That the Medical Officer of Health be directed to consult with Health Care Institutions to obtain their input on Hamilton Specific Health Impacts for purposes of supporting the City's Public Transportation Program as outlined in Report PW13014.

Attached is a copy of Report PW13014 for your consideration.

Yours truly,

Andy Grozelle,  
Legislative Co-ordinator  
Office of the City Clerk

File C13-006



Hamilton

City of Hamilton  
City Hall, 71 Main Street West  
Hamilton, Ontario,  
Canada L8P 4Y5  
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Phone: 905.546-4408 Fax: 905.546-2095  
Email: clerk@hamilton.ca

February 29, 2013

Mr. John Howe  
Vice President, Investment Strategy  
& Project Evaluation, Metrolinx  
20 Bay Street, Suite 600  
Toronto, ON M5J 2W3

Dear Mr. Howe:

At its meeting of February 27, 2013, City Council approved Item 1 of General Issues Committee Report 13-006 which reads as follows:

**1. Rapid Ready – Expanding Mobility Choices in Hamilton (PW13014) (City Wide) (Item 5.1)**

- (a) That Report PW13014 be submitted, including Appendix A, “Rapid Ready - Expanding Mobility Choices in Hamilton (January 2013)”, as the City of Hamilton’s submission to Metrolinx in accordance with the Contribution Agreement between the City and Metrolinx, with the understanding that the funding requirements for Hamilton’s public transportation program are as follows:
  - (i) 100% capital and any upset net operating levy impact for Light Rail Transit;
  - (ii) Growth funding for the overall public transportation program, as summarized on Pages 43 and 44 of Appendix A to Report PW03014 (refer to Investment Plan Tab), necessary to support a successful Light Rail Transit system.
- (b) That the Work Plan detailed in the Appendix A to Report PW03014 be used as the basis for future budget submissions.
- (c) That the correspondence requesting the reimbursement of the total funding allocated by the City of Hamilton to the transit initiative sent to John Howe, Vice President Investment Strategy & Project Evaluation Metrolinx from Don Hull, Director of Transportation on May 3, 2012, as directed by Council on October 26, 2011, Item 1 of General Issues Committee Report 11-030, be resubmitted with a request that Metrolinx provide a formal response.

- (d) That the Medical Officer of Health be directed to consult with Health Care Institutions to obtain their input on Hamilton Specific Health Impacts for purposes of supporting the City's Public Transportation Program as outlined in Report PW13014.

Attached is a copy of Report PW13014 for your consideration and the letter sent by Don Hull, Director of Transportation on May 3, 2012.

Yours truly,

Andy Grozelle,  
Legislative Co-ordinator  
Office of the City Clerk

File C13-006



**(iv) Purchase of Hamilton Wentworth District School Board (HWDSB) Surplus Property – Broughton East – 16 Broughton Avenue (Ward 6)**

Staff was directed to develop financing options and report back to the General Issues Committee.

**(v) Purchase of Hamilton Wentworth Catholic District School Board (HWCDSB) Surplus Property – Holy Family School, Kenilworth Avenue North (Item 8.7)**

Item 4 of Airport Implementation Task Force Report 13-001 respecting Purchase of Hamilton Wentworth Catholic District School Board (HWCDSB) Surplus Property – Holy Family School, Kenilworth Avenue North was amended by adding the words, “if and/or when the HWDSB deems the lands surplus in whole or in part.”

The Amendment CARRIED and the Motion, as amended, CARRIED.

**(h) MOTIONS**

**(i) Implementation of Rapid Ready – Local Transit Service Improvements and Financial Strategy (Item 9.1)**

No action was taken respecting Implementation of Rapid Ready – Local Transit Service Improvements and Financial Strategy introduced as a Notice of Motion at the May 15, 2013 General Issues Committee.

**(ii) Implementation of Rapid Ready – Local Transit Service Improvements and Financial Strategy (Item 9.2)**

Whereas, the Rapid Ready report addresses the need for a \$45M investment in local public transit in order to serve the needs of Hamiltonians, and to serve the rapid transit routes;

Whereas the Rapid Ready report, building on earlier recommendations in Council’s Transportation Master Plan (TMP) (2007), calls for transit ridership in Hamilton to increase to 80-100 rides per capita from its current level of 45 rides per capita;

Whereas the TMP also calls for a doubling of public transit use over the next 15 years from a daily modal split of 6% today to 12% in the 2021 to 2031 long term time frame;

Whereas the 2010 Operational Review of transit identifies specific priority service level improvements, emphasizing the need for more buses on Hamilton Mountain, and in the former area municipalities;

Whereas, notwithstanding local transit service improvements made with Provincial Gas Tax funding, there has been no City investment in transit service improvements over the past decade;

Whereas notwithstanding Council's position respecting LRT, it is important to consider all sources of funding to improve local transit service levels, excluding LRT, including but not limited to parking revenues, fare increases, resolution of the transit area rating plan, City operating budget, and funding from the Provincial and Federal governments;

Whereas the economic, environmental, health and social benefits of public transit are well-known.

Staff was directed to:

- (a) Come forward with recommendations for consideration during the 2014 operating and capital budget process with the first priorities for local transit service improvements to begin implementing Rapid Ready;
- (b) Report back in time for the 2015 budget process to the new City Council on a ten-year Hamilton local transit service level strategy, including specific route recommendations and a financial strategy, with reference to the role played by rapid transit, and with a goal of reaching 80-100 rides per capita by 2025.

The sixth "Whereas" in the preamble was amended as follows:

- (aa) By adding the words, "notwithstanding Council's position respecting LRT" following the word, "Whereas";
- (bb) By adding the words, "excluding LRT" following the words, "service levels".

**(i) NOTICES OF MOTION**

Councillor Merulla introduced the following Notice of Motion:

**(i) Hamilton Beach Rescue Unit – Purchase of Two-Way Radio Equipment**

Whereas the Hamilton Beach Rescue Unit (HBRU) has requested access to the Corporate Trunked Radio System for improve communications amongst the unit (i.e. on-water to shore, amongst members, boat-to-boat) and to have the ability to communicate with Hamilton Police Service and the Hamilton Fire Department as required;



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## Public Works Transit Division

# Ten Year Local Transit Strategy

February 6, 2015

*Providing services that bring our City to life !*



# TEN YEAR LOCAL TRANSIT STRATEGY

## Presentation Outline

- Overview
- Strategic Context
- Municipal Investment & Benchmarking
- Customer Experience
- Current System Deficiencies
- Application of Service Standards
- Network & Ridership Growth
- Rapid Transit Corridors
- Fares
- Financial Summary
- Recommendations

- Community
- People
- Processes
- Finance



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# OVERVIEW

## Council Direction

- February 25, 2013 - Council approved Rapid Ready Expanding Mobility Choices in Hamilton.
- June 26, 2013 - Council provides staff with further direction:
  1. Come forward with recommendations for consideration during the 2014 operating and capital budget process with the first priorities for local transit service improvements to begin implementing Rapid Ready;
  2. Report back in time for the 2015 budget process to the new City Council on a **ten-year Hamilton local transit service level strategy**, including specific route recommendations and a financial strategy, with reference to the role played by rapid transit, and with a goal of reaching 80-100 rides per capita by 2025.

- Community
- People
- Processes
- Finance



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# OVERVIEW

## Conceptual Framework

Building on the existing effective and efficient service ...

Continue to refine the customer experience

Address current system deficiencies

Revise & apply Service Standards

Continue to add capacity until ridership exceeds system capacity

Rapid transit corridors needed

... Requires government & customer investment.

- Community
- People
- Processes
- Finance



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MOVING HAMILTON FORWARD WITH LRT

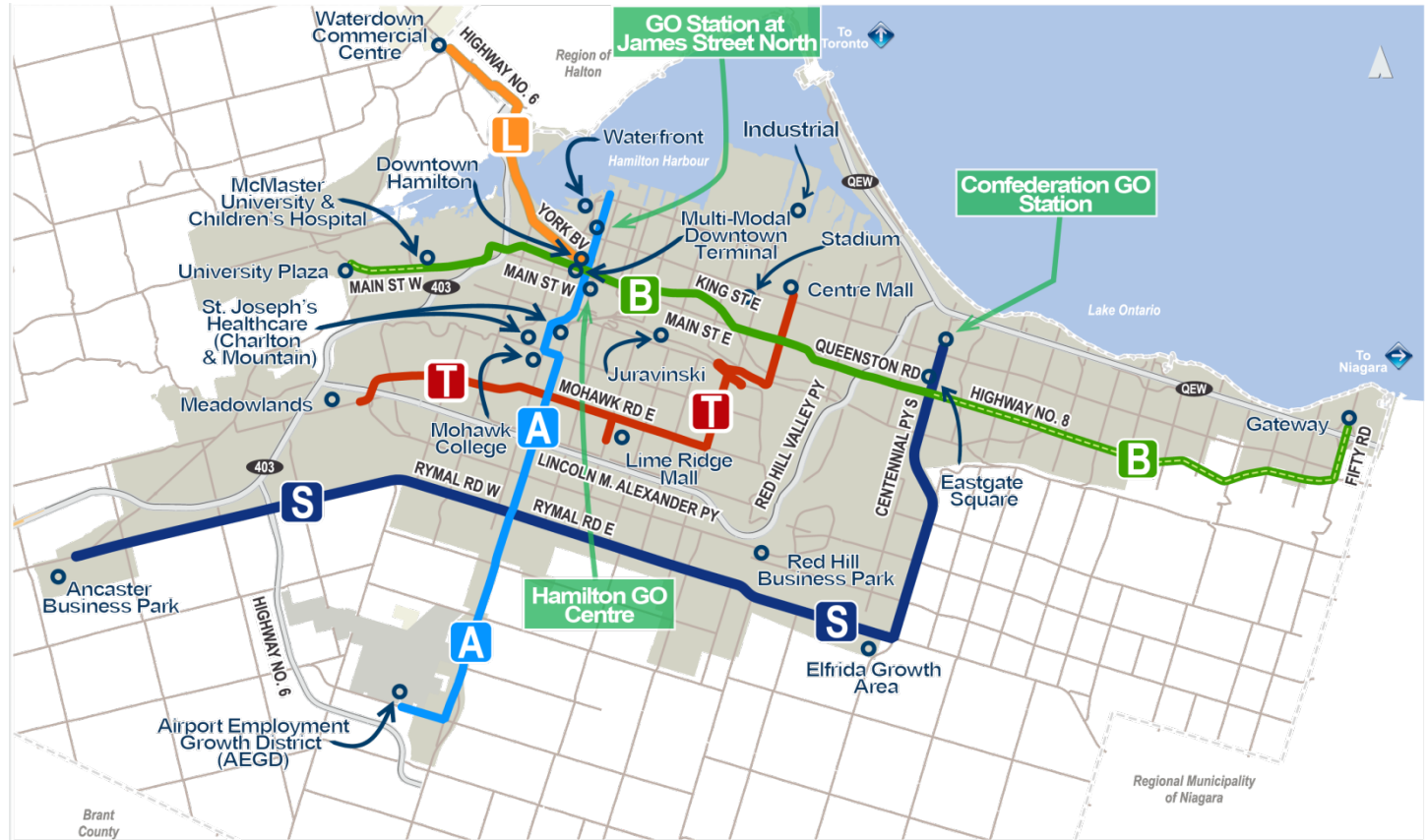
RAPIDTransit



# OVERVIEW

## Proposed Rapid Transit Corridors

- Community
- People
- Processes
- Finance



B
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Future Expansion

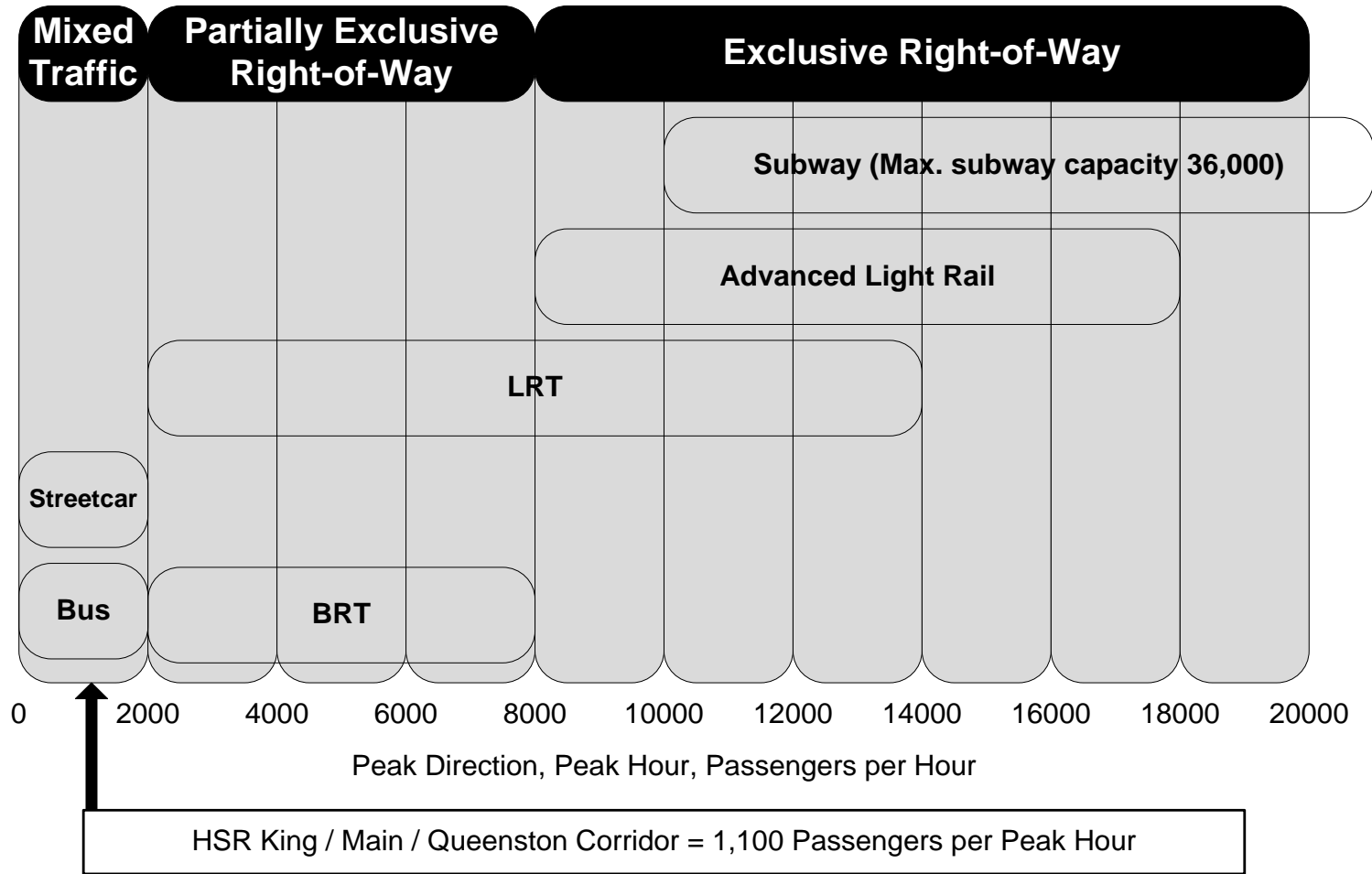
Hamilton Long Term Rapid Transit System "B.L.A.S.T" (Conceptual Only)



# OVERVIEW

## Transit Technologies & Capacities

- Community
- People
- Processes
- Finance



# OVERVIEW

## Service, Operating & Capital

- Community
- People
- Processes
- Finance



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2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	10 Year Total
	Deficiencies		Standards	Growth							
				Modal Split							

SERVICE											
Hours (000's)	814	16	34	34	39			299			422
Annual Operating (000's)	\$88,000	\$2,000	\$4,000	\$4,000	\$4,500			\$36,500			\$51,000
Full Time Equivalents	644	16	34	26	30			230			336
Fleet	221	8	17	5	11			85			126
Fares	\$2.00	\$0.25	\$0.10	\$0.10	\$0.10			TBD			
OPERATING											
Service Expenditures (000's)		\$800	\$3,500	\$4,800	\$4,500						
Fare Revenues (000's)		-\$1,910	-\$3,770	-\$3,120	-\$3,230						
Levy (000's)		-\$1,110	-\$270	\$1,680	\$1,270						
Annual Change to Levy		-0.14%	-0.03%	0.21%	0.15%						
FUNDED CAPITAL (000's)											
Fleet (Local)		\$8,700		\$2,650	\$2,030			\$16,710			\$30,090
UNFUNDED CAPITAL (000's)											
Fleet (BLAST)		\$6,875		\$5,300	\$5,420			\$39,280			\$56,875
Maintenance Storage Facility		\$5,000	\$10,000	\$25,000	\$80,000			\$80,000			\$200,000
Customer Experience		\$4,000	\$4,000	\$4,000	\$4,000			\$23,000			\$39,000
Corridor Capacity		\$200	\$200	\$200	\$200			\$5,200			\$6,000
<b>Total</b>		\$16,075	\$14,200	\$34,500	\$89,620			\$147,480			\$301,875

- 50% increase in service

# TEN YEAR LOCAL TRANSIT STRATEGY

## Strategic Context



- Community
- People
- Processes
- Finance

- Growth Forecasts
- Changing Role of Public Transportation
- Benefits of Public Transportation
- Corporate Strategy & Policy
- Transportation & Growth
- Transportation Master Plan
- Rapid Ready Expanding Mobility Choices



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# STRATEGIC CONTEXT

## Growth Forecasts

- Community
- People
- Processes
- Finance



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Hamilton	2011 (Census)	2031*	2036*	2041*
Population (Persons)	519,950	660,000	730,000	780,000
Percentage Average Annual Change		1.3%	2.1%	1.4%
Employment (Jobs)	192,850**	300,000	330,000	350,000
Percentage Average Annual Change		2.8%	2.0%	1.2%

Source:

\*Amendment No. 2 to the Growth Plan for the Greater Golden Horseshoe - City of Hamilton Comments

\*\* 2011 National Household Survey

# STRATEGIC CONTEXT

## Changing Role of Public Transportation

- Community
- People
- Processes
- Finance



**Public Transportation as an investment in a Vibrant and Sustainable City**

***A Prosperous & Healthy Community***

*Transportation as an enabler for the community we strive to create, a healthy economy and a good quality of life .*



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# STRATEGIC CONTEXT

## Benefits of Public Transportation

- Community
- People
- Processes
- Finance

- Reduced household transportation costs.
- Reduced congestion and delays (escarpment crossings at capacity by 2031).
- Addresses changing demographics (aging population).
- Positive health, environment and community impacts.
- Promotes economic development (attracting employers, creative industries).
- Promotes social equity.



# STRATEGIC CONTEXT

## Corporate Strategy and Policy

- Community
- People
- Processes
- Finance



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- 2012- 2015 Strategic Objective 1.4 “Improve the City’s transportation system to support multi-modal mobility and encourage inter-regional connections”.
- GRIDS (Growth Related Integrated Development Strategy) & Official Plan.
- 2007 Transportation Master Plan objectives and modal split targets (annual rides per capita 80-100).

### Vision

To be the best place in Canada to raise a child, promote innovation, engage citizens and provide diverse economic opportunities.

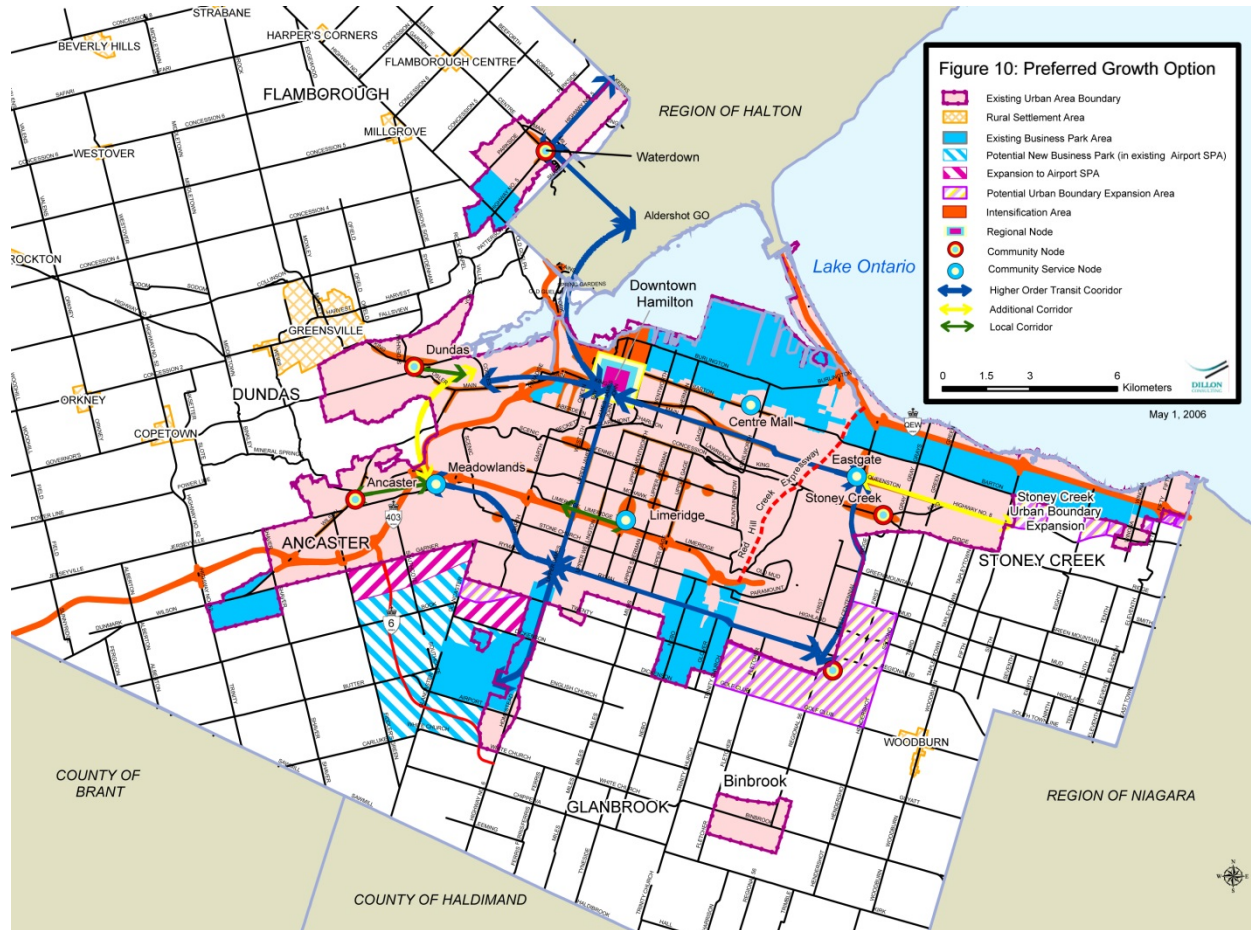
### Mission

We provide quality public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.



# STRATEGIC CONTEXT

## Transportation & Growth



- Community
- People
- Processes
- Finance



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- The desired form of urban growth & transit are interdependent.

# STRATEGIC CONTEXT

## Transportation Master Plan

- Emphasis on significantly improving transit services in combination with road capacity optimization before road expansion.

	2001	Near-Term Target (2011)	Current Status (2011 TTS)	Long-Term Target (2021-2031)
<b>Estimated daily vehicle kilometres of Travel</b>	4.8 Million KM	4.3 Million KM	n/a*	3.8 Million KM
<b>Share of daily trips made by single-occupant drivers</b>	68%	58%	67%	52%
<b>Share of daily trips made by using municipal transit</b>	5%	9%	7%	12%
<b>Share of daily trips made by using walking or cycling</b>	6%	10%	6%	15%
<b>Annual transit rides per capita</b>	48.5**	60	45.1**	80-100

\*The 2011 TTS has released limited data to give a current status update.

\*\*Canadian Urban Transit Assoc. statistic based on service area population.

- **City is lagging behind in all targets.**

- Community
- People
- Processes
- Finance



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# STRATEGIC CONTEXT

## Rapid Ready Expanding Mobility Choices

- Multi-modal approach, including seamless integration with GO transit.
- 5 Year framework to continue advancing public transit towards rapid transit.
- Rapid Ready financial requirements:
  - Overall Capital needs of \$156M.
  - Short term Operating needs of \$45M.



- Community
- People
- Processes
- Finance



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# TEN YEAR LOCAL TRANSIT STRATEGY

## Municipal Investment & Benchmarking



- Community
- People
- Processes
- Finance

- Trips per Capita
- Contribution per Capita
- Transit Benchmarking
- Synopsis



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# MUNICIPAL INVESTMENT & BENCHMARKING

## Trips per Capita (2013)

Municipality	Trips per Capita		% Change
	2006	2013	
Brampton	24.48	35.43	44.73%
Durham	13.83	19.46	40.71%
London	54.12	63.07	16.54%
York Region	18.00	21.51	19.50%
Mississauga	41.22	47.59	15.45%
Windsor	28.39	30.53	7.54%
<b>Hamilton</b>	<b>47.99</b>	<b>45.13</b>	<b>-5.96%</b>

- **City is trending in the wrong direction.**
- **2013 Rapid Ready adoption.**

- Community
- People
- Processes
- Finance



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# MUNICIPAL INVESTMENT & BENCHMARKING

## Contribution per Capita (2013)

Municipality	Municipal Contribution per Capita		% Change	Average Increase per Year
	2006	2013		
Brampton	47.73	84.20	76.41%	10.92%
Durham	39.15	76.28	94.84%	13.55%
Mississauga	53.06	87.59	65.08%	9.30%
York Region	63.78	87.69	37.49%	5.36%
London	44.63	58.50	31.08%	4.44%
Windsor	48.02	60.71	26.43%	3.78%
<b>Hamilton</b>	<b>58.50</b>	<b>65.89</b>	<b>12.63%</b>	<b>1.80%</b>

- Community
- People
- Processes
- Finance



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- **City has lowest contribution increase per year.**
- **2013 Rapid Ready adoption.**

# MUNICIPAL INVESTMENT & BENCHMARKING

## Transit Benchmarking (2013)

- Community
- People
- Processes
- Finance



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Municipality	Average Fare	Trips per Capita	Trips per Revenue Hour	Revenue Hours per Capita	Cost per Revenue Hour	Revenue / Cost Ratio	Overall Rank
London	1	1	1	3	1	1	1
<b>Hamilton</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>4</b>	<b>2</b>	<b>2</b>	<b>2</b>
Mississauga	4	2	4	1	5	3	3
Brampton	6	4	5	2	4	4	4
Windsor	3	5	3	6	3	5	5
York Region	7	6	7	5	7	6	6
Durham	5	7	6	7	6	7	7

- **Relatively efficient transit system.**

# MUNICIPAL INVESTMENT & BENCHMARKING

## Synopsis

- HSR relatively efficiently run public transit system.
- Hamilton's investment in transit service has been low:
  - Low overall fare.
  - Lowest average municipal contribution increase per year.
- More investment in transit is required:
  - To support City goals, growth and development.
  - To ensure sustainability of system and quality of service.

- Community
- People
- Processes
- Finance



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**Rapid Ready  
Expanding  
Mobility Choices  
in Hamilton**



# TEN YEAR LOCAL TRANSIT STRATEGY

## Customer Experience

Building on the existing effective and efficient service ...

- Community
- People
- Processes
- Finance

Continue to refine the customer experience

Address current system deficiencies

Revise & apply Service Standards

Continue to add capacity until ridership exceeds system capacity

Rapid transit corridors needed

... Requires government & customer investment.

- **Proposed Improvements**



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# CUSTOMER EXPERIENCE

## Proposed Improvements

### Branding and Marketing

- Branding strategy development & launch.
- Renewed marketing strategy.
- Application of brand to physical assets.

**Total Cost: \$16.5M (\$4.5M branding, \$12M for application to assets)**

### Customer Information and Amenities

- Improved customer information (real time displays, social media, etc.).
- Improved customer amenities & services (shelters, PRESTO customer service, etc.).
- Terminal development & improvements (approx. 6 locations subject to feasibility analysis).

**Total Cost: \$22.5M (\$4.5M for passenger amenities, \$18M for new/expanded terminals)**

- Community
- People
- Processes
- Finance



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# TEN YEAR LOCAL TRANSIT STRATEGY

## Current System Deficiencies

Building on the existing effective and efficient service ...

Continue to refine the customer experience

Address current system deficiencies

Revise & apply Service Standards

Continue to add capacity until ridership exceeds system capacity

Rapid transit corridors needed

... Requires government & customer investment.

- **Analysis & Constraints**
- **Preliminary Assessment**
- **Challenges**
- **Proposed Service Changes**

- **Community**
- **People**
- **Processes**
- **Finance**



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# CURRENT SYSTEM DEFICIENCIES

## Analysis & Constraints

### System review to identify:

- Capacity deficiencies.
- Scheduling issues.
- Underperforming routes.
- Opportunities to simultaneously address deficiencies while developing BLAST network.

### Data limitations:

- Good schedule adherence data.
- Good bypass data.
- Limited passenger count information.

- Community
- People
- Processes
- Finance



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# CURRENT SYSTEM DEFICIENCIES

## Preliminary Assessment

- Community
- People
- Processes
- Finance



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Group	BLAST Routes	Related Local Routes	Regional Connections	Trip Generators
1	B-Line	01 King 05 Delaware 51 University	GO Hunter, GO Centennial, A-Line, L-Line, T-Line, S-Line	<b>King/Main/Queenston Corridor,</b> Eastgate Square, Stadium, University Plaza, McMaster Health Sciences, Downtown, McMaster University
2		02 Barton	GO Hunter, GO James N, GO Centennial, A-Line, B-Line, L-Line, T-Line	The Centre on Barton, Downtown, Stadium, General Hospital
3	A-Line	21 Upper Kenilworth 27 Upper James 33 Sanatorium 35 College 51 University	GO Hunter, GO James N, B-Line, L-Line, T-Line, S-Line	<b>James/Upper James Corridor,</b> Waterfront, Downtown, St. Joseph's Hospital, Mohawk College, Airport, 4 Pad Arena, St. Joseph's Healthcare West 5th Campus, Heritage Greene Shopping Complex
4		25 Upper Wentworth 26 Upper Wellington	GO Hunter, B-Line, L-Line, T-Line, S- Line	Downtown, St. Joseph's Hospital, Lime Ridge Mall
5	T-Line	41 Mohawk	A-Line, B-Line	<b>Mohawk Corridor,</b> Industrial Area, The Centre on Barton, Lime Ridge Mall, Meadowlands
6		03 Cannon 04 Bayfront	GO Hunter, GO James N, A-Line, L-Line, T-Line, S-Line	Industrial Area, Stadium, Downtown
7		22 Upper Ottawa 23 Upper Gage	GO Hunter, B-Line, L-Line, T-Line, S- Line	Downtown, St. Joseph's Hospital, Juravinski Cancer Centre, Red Hill Business Park

Group	Service	FTE Ops	FTE Mtce	Fleet	Operating Cost	Capital Cost
BLAST	20,000	17	3	11	\$2,400,000	\$6,875,000
Local	30,000	26	4	14	\$3,600,000	\$8,750,000
<b>TOTAL</b>	<b>50,000</b>	<b>43</b>	<b>7</b>	<b>25</b>	<b>\$6,000,000</b>	<b>\$15,625,000</b>

**Service deficiency improvements can be a combination of:**

Increased Frequency / Additional School Only Trips / Additional Running Time / Additional Layover / Route Restructuring

# CURRENT SYSTEM DEFICIENCIES

## Challenges

### Buses

- Order backlog usually in the 1 to 2 year range; therefore, fleet availability for any peak improvements will be challenging.

### Maintenance & Storage Facility

- Mountain Transit Centre currently operating at capacity.
- Adding capacity will take 3 to 5 years.
- Manageable in the short term - long term solution required.
- Detailed costs subject to further investigations.



### Operators

- Hiring and training of Operators is a lengthy process taking up to 6 months; HSR currently has an Operator deficiency.

- Community
- People
- Processes
- Finance



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# CURRENT SYSTEM DEFICIENCIES

## Proposed Service Changes

### Phase-in of system deficiencies (\$6M) in 2015 and 2016:

- September 2015 - \$0.8M (annualized impact of \$2M).
- March 2016 - \$1.5M (annualized impact of \$2M).
- September 2016 - \$0.8M (annualized impact of \$2M).

### Requires commitment in 2015 Budget for:

- 50 FTE.
- Procurement of 25 new buses for 2016 delivery.
- Delay retirement of 10 buses as interim measure.

- Community
- People
- Processes
- Finance



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# TEN YEAR LOCAL TRANSIT STRATEGY

## Application of Service Standards

Building on the existing effective and efficient service ...

Continue to refine the customer experience

Address current system deficiencies

Revise & apply Service Standards

Continue to add capacity until ridership exceeds system capacity

Rapid transit corridors needed

... Requires government & customer investment.

- **Current Transit Service Guidelines**
- **Summary of Proposed Service Standards**
- **Proposed Service Standards**
- **Gap Analysis Summary**
- **Frequency Gaps**
- **Proposed Service Changes**

- **Community**
- **People**
- **Processes**
- **Finance**



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# APPLICATION OF SERVICE STANDARDS

## Current Transit Service Guidelines (1996)

Service parameter	Monday to Saturday	Sunday & Holiday
Hours of operation	6:00am to 12:00am	6:00am to 6:00pm
Maximum headway	30 minutes	60 minutes
Walking distance	400 metres for 90% of the population, where permitted by the local street network.	
Revenue/cost ratio (R/C ratio)	<ul style="list-style-type: none"> <li>Greater than 50% for entire system</li> <li>Minimum 30% for individual routes, otherwise basic Monday to Friday rush hour only service to be provided every 30 minutes</li> </ul>	

- Community
- People
- Processes
- Finance



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- **Current standards are pre-amalgamation & incomplete.**
- **Updated standards will provide an objective basis to determine service levels to address gaps & grow service.**
- **A review of peers and best practices was undertaken.**

# APPLICATION OF SERVICE STANDARDS

## Summary of Proposed Service Standards

### Coverage and Expansion of Service:

- Maintains 90% within 400m standard.
- Clarifies weekday peak service as a minimum.
- Includes workplaces as well as residents.

- Community
- People
- Processes
- Finance

Proposed HSR Service Standard			
Coverage	Weekday	Saturday	Sunday
System Wide Minimum	90% of residents / workplaces within Urban Transit Area to be within 400 metres of Weekday Peak service.		



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# APPLICATION OF SERVICE STANDARDS

## Summary of Proposed Service Standards

### Service Span (Hours of Operation)

- States span as a maximum & lets ridership levels justify span expansion.

Proposed HSR Service Standard			
Span (Start of trip)	Weekday	Saturday	Sunday
Route Maximum	5:00 AM – 2:00 AM	5:00 AM – 2:00 AM	6:00 AM – 12:00 AM

### Frequency

- Includes a minimum frequency for each service type.

Proposed HSR Service Standard			
Frequency (Time between buses)	Weekday Peak / Non-Peak/ Evening	Saturday AM / Day / Evening	Sunday AM / Day / Evening
Route Minimum	30 / 30 / 60	30 / 30 / 60	30 / 30 / 60

- Community
- People
- Processes
- Finance



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# APPLICATION OF SERVICE STANDARDS

## Summary of Proposed Service Standards

### Productivity

- Includes a minimum threshold based on boardings per service hour.
- Routes not meeting the minimum should be reviewed or monitored for service reductions.

- Community
- People
- Processes
- Finance

<b>Proposed HSR Service Standard</b>			
<b>Productivity</b> (Boardings per Service Hour)	<b>Weekday</b> Peak / Non-Peak/ Evening	<b>Saturday</b> AM / Day / Evening	<b>Sunday</b> AM / Day / Evening
Route Minimum	25 / 15 / 15	15 / 15 / 15	15 / 15 / 15



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# APPLICATION OF SERVICE STANDARDS

## Summary of Proposed Service Standards

### Loading

- Sets a maximum standard based on seated capacity.
- Routes that exceed the maximum should be reviewed for added capacity.

- Community
- People
- Processes
- Finance

Proposed HSR Service Standard			
<b>Loading</b> (Expressed as Percentage of Seated Capacity)	<b>Weekday</b> Peak / Non-Peak/ Evening	<b>Saturday</b> AM / Day / Evening	<b>Sunday</b> AM / Day / Evening
Route Maximum	125 / 100 / 100	100 / 100 / 100	100 / 100 / 100



# APPLICATION OF SERVICE STANDARDS

## Proposed Transit Service Standards

<b>Proposed HSR Service Standards</b>			
<b>Coverage</b>	<b>Weekday</b>	<b>Saturday</b>	<b>Sunday</b>
System Wide Minimum	90% of residents / workplaces within Urban Transit Area to be within 400 metres of Weekday Peak service.		
<b>Span</b> (Start of trip)			
<b>Weekday</b>	<b>Saturday</b>	<b>Sunday</b>	
Route Maximum	5:00 AM – 2:00 AM	5:00 AM – 2:00 AM	6:00 AM – 12:00 AM
<b>Frequency</b> (Time between buses)			
<b>Weekday</b> Peak / Non-Peak/ Evening	<b>Saturday</b> AM / Day / Evening	<b>Sunday</b> AM / Day / Evening	
Route Minimum	30 / 30 / 60	30 / 30 / 60	30 / 30 / 60
<b>Productivity</b> (Boardings per Service Hour)			
<b>Weekday</b> Peak / Non-Peak/ Evening	<b>Saturday</b> AM / Day / Evening	<b>Sunday</b> AM / Day / Evening	
Route Minimum	25 / 15 / 15	15 / 15 / 15	15 / 15 / 15
<b>Loading</b> (Expressed as Percentage of Seated Capacity)			
<b>Weekday</b> Peak / Non-Peak/ Evening	<b>Saturday</b> AM / Day / Evening	<b>Sunday</b> AM / Day / Evening	
Route Maximum	125 / 100 / 100	100 / 100 / 100	100 / 100 / 100

- Community
- People
- Processes
- Finance



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# APPLICATION OF SERVICE STANDARDS

## Gap Analysis Summary

**Coverage** : No deficiencies.

**Span**: No deficiencies.

**Frequency**: Several routes do not meet minimum standards.

**Productivity**: Potentially underperforming routes to be monitored.

**Loading**: Resolved in conjunction with Current System Deficiencies.

- Modest investment required to address gaps in frequency.

- Community
- People
- Processes
- Finance



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# APPLICATION OF SERVICE STANDARDS

## Frequency Gaps

- Community
- People
- Processes
- Finance



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Group	Local Route(s)	Frequency	Regional Connections	Trip Generators
1	04 Bayfront 06 Aberdeen 07 Locke 08 York 51 University	Improve Saturday and Sunday Headways to 30 (from 60) minutes	GO James St. N, GO Hunter, B-Line, A-Line, L-Line	Downtown, industrial area, waterfront, McMaster University, Innovation Park, Princess Point
2	22 Upper Ottawa 23 Upper Gage 24 Upper Sherman 27 Upper James 33 Sanatorium 34 Upper Paradise 41 Mohawk	Improve Saturday and Sunday Headways to 30 (from 60) minutes	GO Hunter, B-Line, A-Line, S-Line, T-Line	Downtown, industrial area, The Centre on Barton, Limeridge Mall, St. Joseph's Hospital, Juavinski Cancer Centre, Red Hill Business Park, Meadowlands
3	16 Ancaster 18 Waterdown 55 Stoney Creek 56 Centennial	Improve all deficient headways to minimum 30 minutes during all periods and change one-way loop in Waterdown to bidirectional.	GO Aldershot Station, Future GO Confederation Station, B-Line, L-Line, T-Line	Meadowlands, Flamborough Business Park, Stoney Creek Business Park, Confederation Park, Eastgate Square

Group	Service Hours	FTE Ops	FTE Mtce	Fleet	Operating Cost	Capital Cost
Local	16,000	9	3	1	\$1,100,000	\$660,000



# APPLICATION OF SERVICE STANDARDS

## Proposed Service Changes

### 2017 Proposed Service Changes:

- Approximately 12 FTE & 1 bus.
- Annualized impact of approximately \$1.1M.
- Service improvements may include a combination of methods and subject to detailed review.

**Substantial system alignment with new service standards by 2017.**

- Community
- People
- Processes
- Finance



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# TEN YEAR LOCAL TRANSIT STRATEGY

## Network & Ridership Growth

Building on the existing effective and efficient service ...

Continue to refine the customer experience

Address current system deficiencies

Revise & apply Service Standards

Continue to add capacity until ridership exceeds system capacity

Rapid transit corridors needed

... Requires government & customer investment.

- **Principles**
- **Annual Service Plan Development Process**
- **Rapid Ready – Major Transit Enhancements**
- **Increasing Corridor Capacity**
- **2017 – 2024 Proposed Service Changes**

- **Community**
- **People**
- **Processes**
- **Finance**



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# NETWORK & RIDERSHIP GROWTH

## Principles

### **Continual improvements that reflect emerging needs, population & employment growth:**

- Expanding service coverage in growth areas.
- Expanding service frequency & span to meet demand.
- Improving connections to outer communities.
- Improving connections with inter-regional transit (GO) & other modes.

### **Developing the BLAST network to promote ridership growth:**

- Increase service levels on the A, B & T-Line corridors towards rapid transit.
- Introduce express service on the S and L lines.
- Strengthen the connectivity between the terminals/nodes (Downtown, McMaster University, Lime Ridge Mall, Eastgate Square, Mohawk College, Meadowlands, Valley Park, MTC/Airport).
- Feed the future rapid transit corridors.

- Community
- People
- Processes
- Finance



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# NETWORK & RIDERSHIP GROWTH

## Annual Service Plan Development Process



- Community
- People
- Processes
- Finance



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# NETWORK & RIDERSHIP GROWTH

## Rapid Ready – Major Transit Enhancements

- Community
- People
- Processes
- Finance



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B
L
A
S
T

Future Expansion

Hamilton Long Term Rapid Transit System "B.L.A.S.T." (Conceptual Only)





# NETWORK & RIDERSHIP GROWTH

## Increasing Corridor Capacity

- Community
- People
- Processes
- Finance



- Signal priority.
- Queue jump lanes.
- Dedicated lanes.
- Large capacity buses.
- Proof of payment.
- Fare paid zones.

**Total Cost: \$6M.**

**Next Step: Higher Order Transit.**



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# NETWORK & RIDERSHIP GROWTH 2017-2024 Proposed Service Changes

	Vehicles			Capital Cost			Approx. Annual Operating Cost
	Local	BLAST	Total	Local	BLAST	Total	
Accommodate Annual Growth @ 2%	30	10	40	\$ 21,390,000	\$ 7,190,000	\$28,580,000	\$ 2,100,000
Ridership Growth (modal shift)		60	60		\$42,810,000	\$42,810,000	\$ 3,700,000
<b>Totals</b>	<b>30</b>	<b>70</b>	<b>100</b>		<b>\$50,000,000</b>	<b>\$71,390,000</b>	<b>\$ 5,800,000</b>

- **Approximate 10 minute frequency or better on major BLAST corridors – differentiates express bus as a higher level of service.**
- **Rides per capita of approx. 50 estimated by 2024.**
- **In order to approach 80-100 rides per capita higher order transit is needed.**

- Community
- People
- Processes
- Finance



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# TEN YEAR LOCAL TRANSIT STRATEGY

## Rapid Transit Corridors Needed

Building on the existing effective and efficient service ...

Continue to refine the customer experience

Address current system deficiencies

Revise & apply Service Standards

Continue to add capacity until ridership exceeds system capacity

Rapid transit corridors needed

... Requires government & customer investment.

- **Transit Technologies & Capacities**
- **Higher Order Transit**

- Community
- People
- Processes
- Finance



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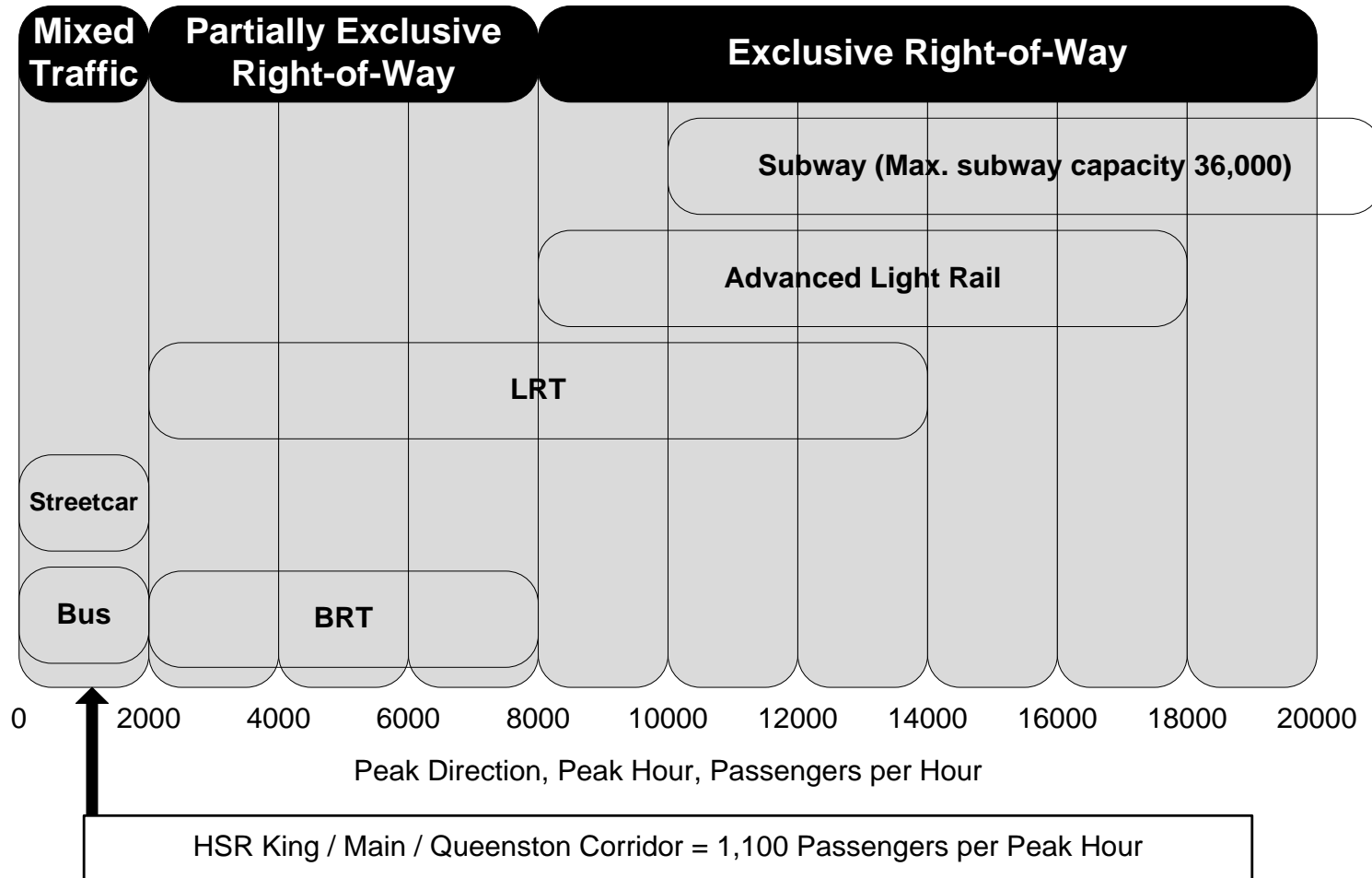
# RAPID TRANSIT CORRIDORS NEEDED

## Transit Technologies & Capacities

- Community
- People
- Processes
- Finance



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# RAPID TRANSIT CORRIDORS NEEDED

## Higher Order Transit

- Begin to Shift Modal Split with Enhanced Express Bus **Followed by Higher Order Transit.**

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
<b>LOCAL SERVICE</b>	Deficiencies		Stds														
<b>BLAST - Express Bus</b>	Deficiencies																
<b>BLAST - Higher Order</b>																	

- Begin to Shift Modal Split **with Higher Order Transit.**

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
<b>LOCAL SERVICE</b>	Deficiencies		Stds														
<b>BLAST - Express Bus</b>	Deficiencies																
<b>BLAST - Higher Order</b>																	

- Community
- People
- Processes
- Finance



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# TEN YEAR LOCAL TRANSIT STRATEGY

## Fare Policy



- Community
- People
- Processes
- Finance

- Principles
- Elasticity
- 4 Year Revenue & Ridership Impact of Fares & Service Increases
- Historical Fare Increases
- Transit Fare Comparison
- Fare Structure Comparison
- Proposed Multi Year Fare Increases
- Annual Impact of Fares & Service Increases



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# FARE POLICY

## Principles

### Fair Share

- Customers and taxpayers (residential and non-residential) benefit from transit.
- Thus customers through fares and taxpayers through levy contributions must jointly share cost of providing transit.

### Fare Structure

- Various fare media tied to price of Single Adult Ride ticket.

### Annual Fare Increase

- Initially to help pay for service improvements and bring about alignment with comparator transits.
- Subsequently to establish regular modest fare increases to share in the cost of transit growth.

- Community
- People
- Processes
- Finance



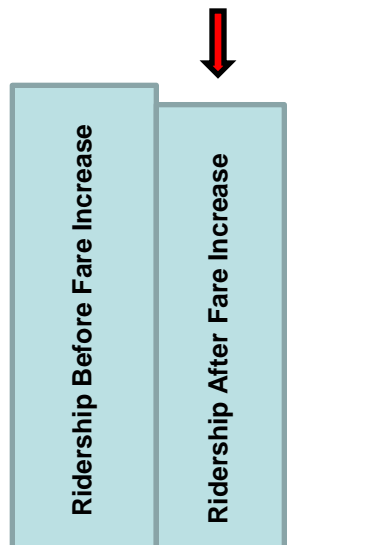
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# FARE POLICY

## Elasticity

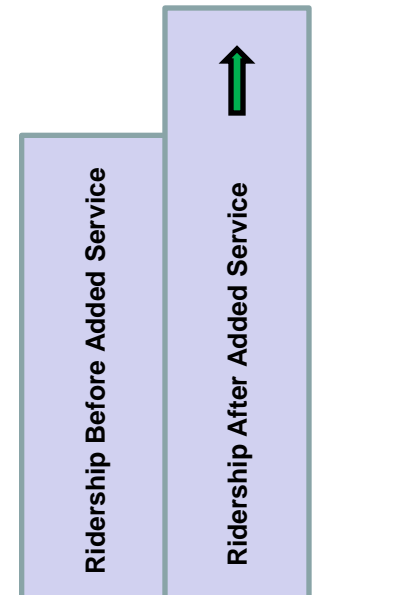
### Fare Elasticity

1% increase in fares =  
0.2% to 0.5% **decrease** in ridership



### Service Elasticity

1% increase in service =  
0.5% to 0.7% **increase** in ridership



- Ridership & fare revenues are affected by the interaction of combined elasticity.
- Customers are more sensitive to service than fares.
- Therefore, service has a greater impact on ridership than fares.

- Community
- People
- Processes
- Finance



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# FARE POLICY

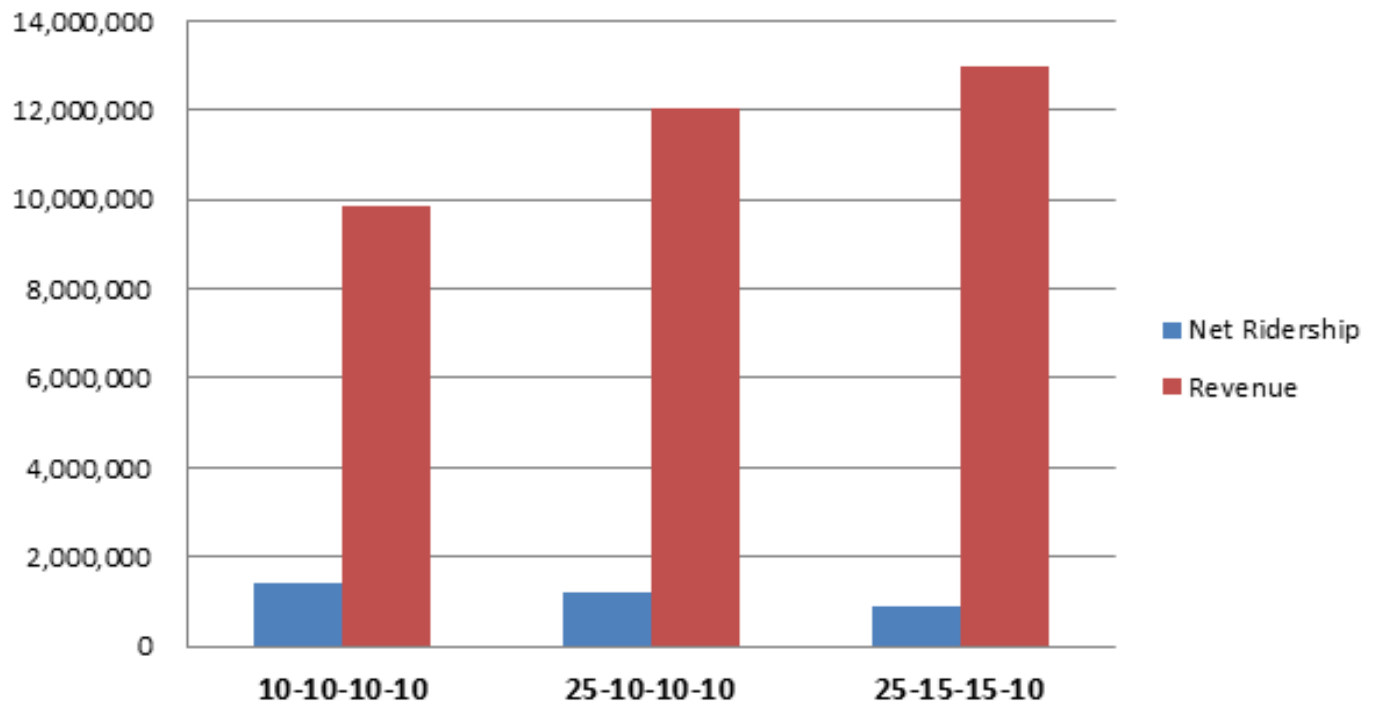
## 4 Year Revenue & Ridership Impact of Fares & Service Increases

- Community
- People
- Processes
- Finance



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### 4 YEAR FARE & SERVICE IMPACT



# FARE POLICY

## Historical Fare Increases

	Cash	Ticket		Monthly Pass		
	Adult	Adult	Student	Adult	Student	Senior*
Jan-04	\$ 2.10	\$ 1.70	\$ 1.35	\$ 65.00	\$ 50.00	na
Jun-07	\$ 2.25	\$ 1.75	\$ 1.45	\$ 71.00	\$ 56.00	na
Jan-08	\$ 2.40	\$ 1.85	\$ 1.55	\$ 79.00	\$ 63.00	na
Jan-10	\$ 2.55	\$ 2.00	\$ 1.65	\$ 87.00	\$ 71.00	na
Jan-14	\$ 2.55	\$ 2.00	\$ 1.65	\$ 87.00	\$ 71.00	\$ 20.50

- **No fare increase since 2010.**

- Community
- People
- Processes
- Finance



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# FARE POLICY

## Transit Fare Comparison (2014)

Municipality	Cash	Ticket		Monthly Pass		
	Adult	Adult	Student	Adult	Student	Senior
London	\$ 2.75	\$ 1.90	\$ 1.54	\$ 81.00	\$ 81.00	\$ 57.50
Hamilton	\$ 2.55	\$ 2.00	\$ 1.65	\$ 87.00	\$ 71.00	\$ 20.50
Windsor	\$ 2.75	\$ 2.30	\$ 1.80	\$ 87.00	\$ 60.00	\$ 44.00
Brampton	\$ 3.75	\$ 2.80	\$ 2.50	\$ 118.00	\$ 105.00	\$ 50.00
Mississauga	\$ 3.25	\$ 2.80	\$ 2.25	\$ 120.00	\$ 101.00	\$ 53.00
Durham	\$ 3.00	\$ 2.85	\$ 2.64	\$ 106.00	\$ 86.50	\$ 42.75
York	\$ 4.00	\$ 3.30	\$ 2.50	\$ 132.00	\$ 99.00	\$ 55.00
Average	\$ 3.15	\$ 2.56	\$ 2.13	\$ 104.43	\$ 86.21	\$ 46.11

- **Significantly lower fares than peers.**

→ Community  
→ People  
→ Processes  
→ Finance



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# FARE POLICY

## Fare Structure Comparison

Municipality	Cash Premium	Ticket Concession		Monthly Pass Multiplier		
	Adult	Adult	Student	Adult	Student	Senior
London	45%	Base	81%	43	53	38
Hamilton	28%	Base	83%	44	44	13
Windsor	20%	Base	78%	38	34	25
Brampton	34%	Base	89%	43	42	20
Mississauga	16%	Base	80%	43	45	24
Durham	5%	Base	93%	38	33	17
York	21%	Base	76%	40	40	22
Average	23%	Base	83%	41	41	22

- **Similar structure to peers with the exception of Senior passes.**
- **Should address senior monthly pass multiplier.**

- Community
- People
- Processes
- Finance



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# FARE POLICY

## Proposed Multi-year Fare Increases

Year	Cash	Ticket		Monthly Pass		
		Adult	Student	Adult *	Student	Senior
Utilization	11%	31%	8%	40%	5%	6%
Current	\$2.55	\$2.00	\$1.65	\$87.00	\$71.00	\$20.50
Sep-15	\$3.00	\$2.25	\$1.70	\$99.00	\$74.80	\$25.50
Sep-16	\$3.00	\$2.35	\$1.75	\$103.40	\$77.00	\$29.75
Sep-17	\$3.25	\$2.45	\$1.85	\$107.80	\$81.40	\$35.15
Sep-18	\$3.25	\$2.55	\$1.90	\$112.20	\$83.60	\$39.90

- Community
- People
- Processes
- Finance



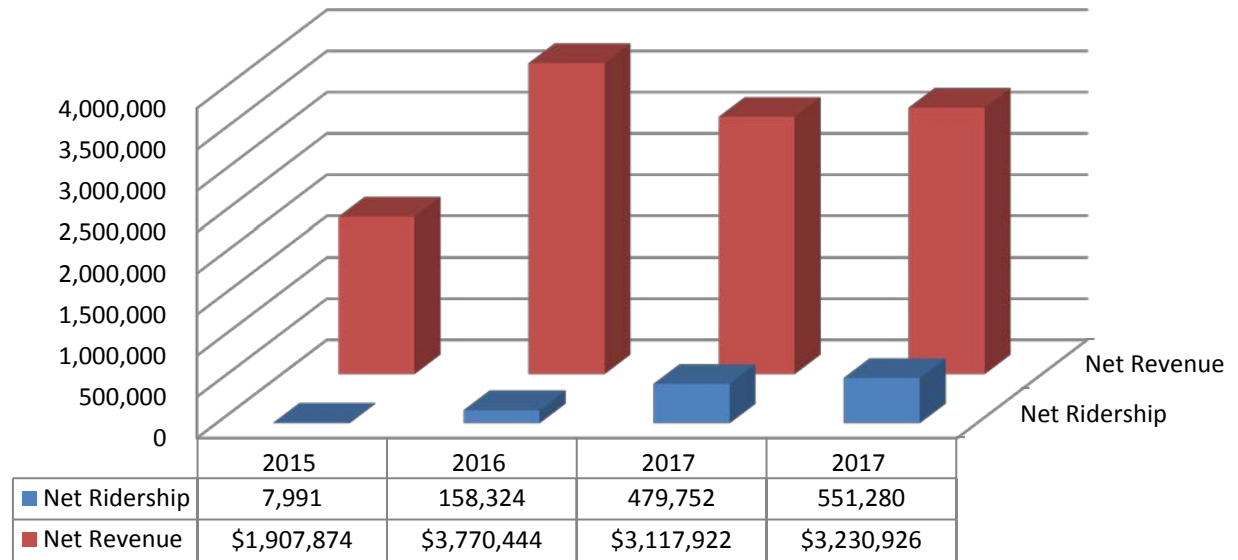
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- **25 cents September 2015 followed by 10 cent increases for the next three years.**
- **Senior pass multiplier adjusted.**
- **Thereafter, adjusted by CPI as a minimum.**
- **Measure and monitor shifts in customer behaviour.**

# FARE POLICY

## Annual Impact of Fares & Service Increases

- Community
- People
- Processes
- Finance



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# TEN YEAR LOCAL TRANSIT STRATEGY

## Multi-year Financial Summary



- Community
- People
- Processes
- Finance

- **Service, Operating & Capital**



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# MULTI-YEAR FINANCIAL SUMMARY

## Service, Operating & Capital

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	10 Year Total
		Deficiencies		Standards	Growth							
					Modal Split							
<b>SERVICE</b>												
Hours (000's)	814	16	34	34	39				299			422
Annual Operating (000's)	\$88,000	\$2,000	\$4,000	\$4,000	\$4,500				\$36,500			\$51,000
Full Time Equivalents	644	16	34	26	30				230			336
Fleet	221	8	17	5	11				85			126
Fares	\$2.00	\$0.25	\$0.10	\$0.10	\$0.10				TBD			
<b>OPERATING</b>												
Service Expenditures (000's)		\$800	\$3,500	\$4,800	\$4,500							
Fare Revenues (000's)		-\$1,910	-\$3,770	-\$3,120	-\$3,230							
Levy (000's)		-\$1,110	-\$270	\$1,680	\$1,270							
Annual Change to Levy		-0.14%	-0.03%	0.21%	0.15%							
<b>FUNDED CAPITAL (000's)</b>												
Fleet (Local)		\$8,700		\$2,650	\$2,030				\$16,710			\$30,090
<b>UNFUNDED CAPITAL (000's)</b>												
Fleet (BLAST)		\$6,875		\$5,300	\$5,420				\$39,280			\$56,875
Maintenance Storage Facility		\$5,000	\$10,000	\$25,000	\$80,000				\$80,000			\$200,000
Customer Experience		\$4,000	\$4,000	\$4,000	\$4,000				\$23,000			\$39,000
Corridor Capacity		\$200	\$200	\$200	\$200				\$5,200			\$6,000
<b>Total</b>		\$16,075	\$14,200	\$34,500	\$89,620				\$147,480			\$301,875

- 50% increase in service

- Community
- People
- Processes
- Finance



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# TEN YEAR LOCAL TRANSIT STRATEGY

## Recommendations



- Community
- People
- Processes
- Finance



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## RECOMMENDATIONS

1. Approve the 2015 to 2024 Ten Year Local Transit Strategy, including the following approvals for 2015 and 2016 to address system deficiencies:
  - a. \$6M dollars annualized (\$5.7M to be funded from fare increases and \$0.3M from levy) to be phased in over 2 years:
    - i. September 2015 \$0.8M (\$2M annualized);
    - ii. March 2016 \$1.5M (\$2M annualized); and,
    - iii. September 2016 \$0.8M (\$2M annualized).
  - b. An additional 50 FTEs.
  - c. The addition of 25 buses to the fleet in 2015 at a capital cost of \$15.6M, to be funded as follows:
    - i. \$3M development charges;
    - ii. \$5.7M transit vehicle replacement reserve; and,
    - iii. \$6.9M unfunded capital to be requested from Metrolinx as part of recommendation 4.
  - d. Delay the retirement of 10 buses at a capital cost of \$0.5M to be funded from the transit vehicle replacement reserve.

- Community
- People
- Processes
- Finance



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## RECOMMENDATIONS

2. Approve new Service Standards for the objective implementation of service.
3. Approve the fare increases as detailed in this report, including the following fare increases aligned with service improvements:
  - a. 25 cents in September, 2015;
  - b. 10 cents in September, 2016, 2017 and 2018; and,
  - c. annual fare increases of at least CPI thereafter.
4. Develop a submission to Metrolinx for the unfunded capital requirements contained in the Ten Year Local Transit Strategy.

- Community
- People
- Processes
- Finance



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**Ten Year Local Transit Strategy Fleet Requirements**

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	<b>10 Year Total</b>
<b>Deficiencies</b>	<b>Standards</b>										
	<b>Growth</b>										
	<b>Modal Split</b>										
<b>FLEET</b>											
<i>Local (Deficiencies, Stds &amp; Growth)</i>	14		4	3	4	4	4	4	4	4	45
<i>BLAST (Deficiencies &amp; Growth)</i>	11		1	1	1	1	1	1	2	2	21
<i>BLAST (Modal Split)</i>				7	8	9	9	9	9	9	60
<b>Enhancements</b>	25	0	5	11	13	14	14	14	15	15	126
<b>CAPITAL (000's)</b>											
<i>Local (Deficiencies, Stds &amp; Growth)</i>	\$8,700		\$2,650	\$2,030	\$2,760	\$2,110	\$2,870	\$2,930	\$2,990	\$3,050	\$30,090
<i>BLAST (Deficiencies &amp; Growth)</i>	\$6,875		\$660	\$680	\$690	\$700	\$720	\$730	\$1,490	\$1,520	\$14,065
<i>BLAST (Modal Split)</i>				\$4,740	\$4,830	\$4,930	\$5,740	\$5,860	\$5,980	\$6,090	\$38,170
<b>Enhancements</b>	\$15,575		\$3,310	\$7,450	\$8,280	\$7,740	\$9,330	\$9,520	\$10,460	\$10,660	\$82,325
<b>CAPITAL / FUNDING (000's)</b>											
<b>Transit Reserves</b>	\$5,700	\$0	\$1,350	\$1,030	\$1,380	\$1,060	\$1,470	\$2,930	\$2,990	\$3,050	\$20,960
<b>Development Charges</b>	\$3,000		\$1,300	\$1,000	\$1,380	\$1,050	\$1,400				\$9,130
<b>Unfunded</b>	\$6,875		\$660	\$5,420	\$5,520	\$5,630	\$6,460	\$6,590	\$7,470	\$7,610	\$52,235



### Information Follow-up from the General Issues Committee on February 6, 2015:

A number of comments and requests for additional information were received at the February 6<sup>th</sup> GIC meeting. These comments/requests are highlighted below followed by explanatory notes.

#### *Impact of Fare Increases on Seniors and the Vulnerable:*

Emergency & Community Services brought a report to Committee on February 23, 2015 that recommends the affordable transit bus pass program be made permanent for those residents receiving social supports. The recommendation was subsequently approved by Council on February 25, 2015.

#### *Public Consultation:*

As part of formulating annual service plans, each year a “Town Hall” meeting will be held to advise citizens of proposed service changes/improvements and provide citizens with the opportunity to have input into same. Other forms of consultation can be considered as well.

#### *Provincial Transit Projects*

The following is the new list of the Big Move – Next Wave Projects along with project estimates as per Metrolinx Website:

Brampton Queen Street Rapid Transit	\$0.6 billion
Dundas Street Bus Rapid Transit	\$0.6 billion
Durham-Scarborough Bus Rapid Transit	\$0.5 billion
Electrification of GO Kitchener line and Union Pearson Express	\$0.9 billion
GO Lakeshore Express Rail Service – Phase 1 (including Electrification)	\$1.7 billion
GO Rail Expansion: More Two-Way, All-Day and Rush Hour Service	\$4.9 billion
Hamilton Light Rail Transit	(\$811M) \$1.0 billion
Hurontario-Main Light Rail Transit	\$1.6 billion
Downtown Relief Line	\$7.4 billion
Yonge North Subway Extension	\$3.4 billion
Grand Total	\$22.6 billion

The next wave decision is expected in the next few months. Metrolinx has confirmed business cases analysis is underway and decisions are expected to be made based on the results of this analysis.

*Confederation GO Station*

To date the Province of Ontario has purchased property in the vicinity. Metrolinx/GO staff have advised City staff that a park and ride and GO bus terminal will be constructed as an interim facility until train service is introduced. Construction is expected to begin in the spring of 2016. Further conversations will be had with provincial officials to discuss this project and the 10-year capital forecast.

*Other Transit Related Reports:*

Since 2010, a number of reports have been prepared by the City of Hamilton related to Rapid Transit and LRT most notably the McMaster Institute for Transportation & Logistics (MITL) report dated April 2012 entitled The North American Light Rail Experience: Insights for Hamilton and The Canadian Urban Institute (CUI) report dated June 2010 entitled Hamilton B-Line Value Uplift and Capture Study. Both were appended to the Rapid Ready report.

While both reports differ and had different objectives, both highlight and investigate other municipal experiences across North America and try to highlight the appropriate set of circumstances that are important for successful transit and land use planning to occur in Hamilton so that maximum economic uplift can be realized and accurately quantified.

The recent studies from MITL and CUI have shown that LRT can have a positive economic impact along the developed corridor, but that this also requires, appropriate land use planning and more detailed analysis. This economic impact is based on a 15-year time horizon. The CUI report does suggest an expanded value capture and uplift study be conducted in the future based on several priority foundational projects (as defined by the City).

### Proposed Service Standards and Application

<b>Proposed HSR Service Standards</b>			
<b>Coverage</b>	<b>Weekday</b>	<b>Saturday</b>	<b>Sunday</b>
System Wide Minimum	90% of residents / workplaces within Urban Transit Area to be within 400 metres of Weekday Peak service.		
<b>Span</b> <small>(Start of trip)</small>	<b>Weekday</b>	<b>Saturday</b>	<b>Sunday</b>
Route Maximum	5:00 AM – 2:00 AM	5:00 AM – 2:00 AM	6:00 AM – 12:00 AM
<b>Frequency</b> <small>(Time between buses)</small>	<b>Weekday</b> <small>Peak / Non-Peak/ Evening</small>	<b>Saturday</b> <small>AM / Day / Evening</small>	<b>Sunday</b> <small>AM / Day / Evening</small>
Route Minimum	30 / 30 / 60	30 / 30 / 60	30 / 30 / 60
<b>Productivity</b> <small>(Boardings per Service Hour)</small>	<b>Weekday</b> <small>Peak / Non-Peak/ Evening</small>	<b>Saturday</b> <small>AM / Day / Evening</small>	<b>Sunday</b> <small>AM / Day / Evening</small>
Route Minimum	25 / 15 / 15	15 / 15 / 15	15 / 15 / 15
<b>Loading</b> <small>(Expressed as Percentage of Seated Capacity)</small>	<b>Weekday</b> <small>Peak / Non-Peak/ Evening</small>	<b>Saturday</b> <small>AM / Day / Evening</small>	<b>Sunday</b> <small>AM / Day / Evening</small>
Route Maximum	125 / 100 / 100	100 / 100 / 100	100 / 100 / 100

The above standards are interrelated and will be used in conjunction with each other to objectively manage service levels.

*System Coverage* – The coverage standard will enable the HSR to address the accessibility of transit by targeting a maximum walking distance that a customer will have to travel to reach a transit route. Decisions about where HSR bus services operate currently and in the future will be guided by a policy that 90% of residents and workplaces within the Hamilton Urban Transit Area will be within 400 metres of an HSR bus route on weekdays during peak hours. Coverage at non-peak times is scaled to customer demand and service productivity expectations. Locations that currently are beyond the distance threshold may be considered for new or restructured service in the context of short range planning objectives and available operating budget.

*Service Span* – Span of Service defines the operating hours for the services. The days and hours during which HSR services are provided will be guided by a policy that the maximum service span for any route is 21 hours on weekdays, 21 hours on Saturdays, and 18 hours on Sundays. Minimum service span thresholds are not specified; however all routes must attain minimum service productivity thresholds applied by service day and time period. *Service on statutory and non-statutory holidays will be determined by HSR staff and based on either a Saturday or a Sunday service level as appropriate.*

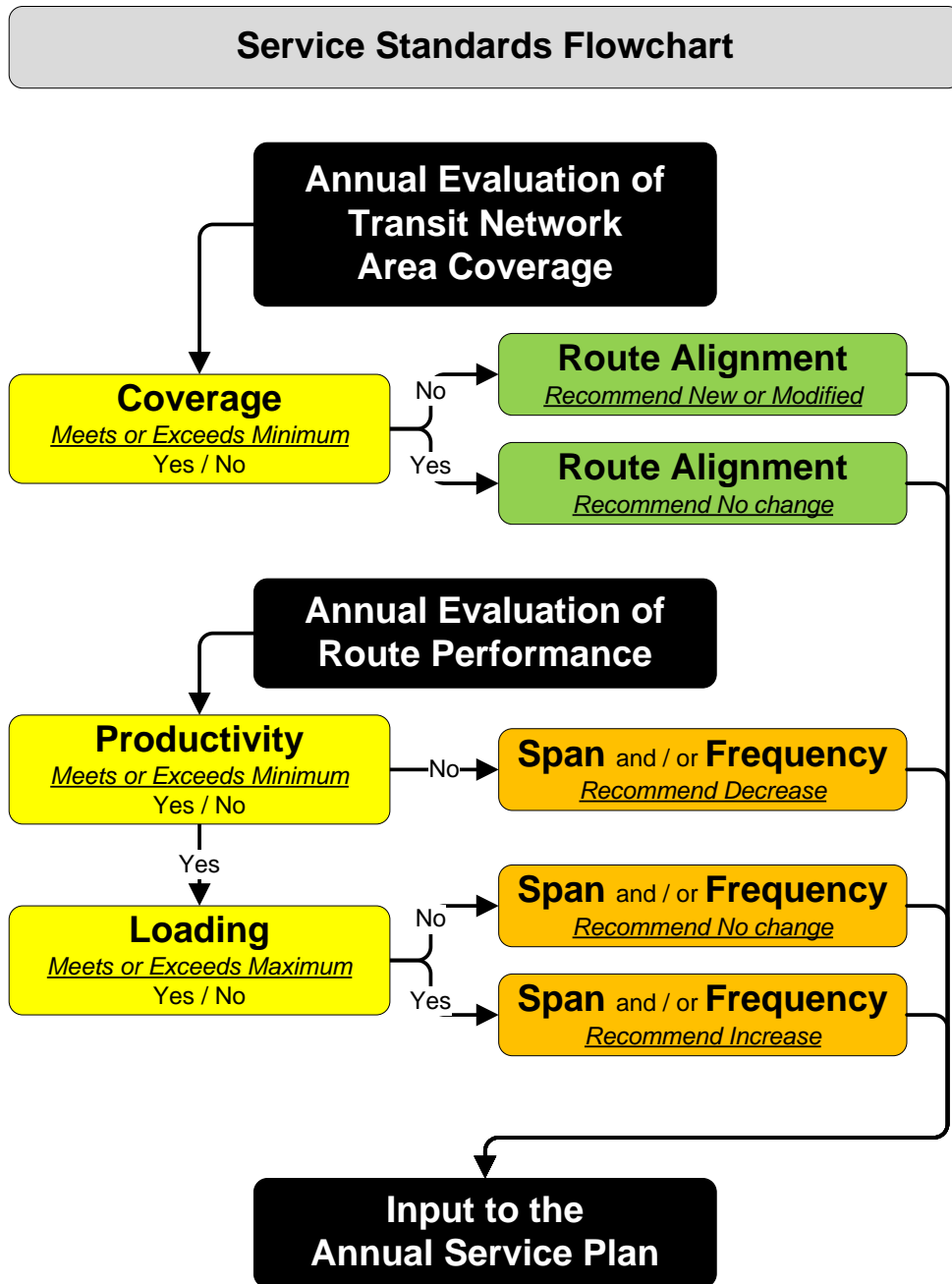
*Service Frequency* - Decisions about how often HSR routes operate will be guided by a policy that sets minimum frequency (time between buses, expressed in minutes) thresholds to ensure that customer wait times at bus stops are within reasonable limits. Separate thresholds are proposed for weekday, Saturday, and Sunday schedules. Changes in frequency will be evaluated in conjunction with loading and productivity standards. High frequency routes (e.g., five minutes or better) that also exceed the range defined for service productivity may be considered for higher order transit options. *Service on statutory and non-statutory holidays will be determined by HSR staff and based on either a Saturday or a Sunday service level as appropriate.*

*Service Productivity* - This measure quantifies the number of passengers boarding per vehicle-hour for individual transit routes. The objective of this standard is to identify routes that are underperforming as well as being instrumental in evaluating existing and new routes. It is recommended that all HSR routes operate within a range defined by minimum productivity thresholds set for weekday, Saturday and Sunday/holiday schedules. Routes that fall below the minimum productivity thresholds should be subject to monitoring, route reconfiguration, span and frequency reductions, consolidation with other routes, or discontinuation.

*Service Loading* - This standard sets a maximum load for a bus based on average seated capacity during busiest hour and direction in each time period, expressed as a percentage of seated capacity. It sets a standard for customer comfort and establishes a trigger for routes that should be reviewed for added capacity. A variety of methods will be considered to add capacity including increased frequency, increased span and use of alternative vehicles (e.g. articulated bus).

The figure below illustrates the process of developing an Annual Service Plan. An Annual Service Plan will be prepared to assess performance of the system and make recommendations for service changes in context of the Ten Year Local Transit Strategy. This will take place in conjunction with the budget process every year.

Figure 1 - Annual Service Plan Development Process





### Proposed Service Standard Gap Analysis - Productivity

<b>Route(s)</b>	<b>Productivity</b>
<b>Lower City</b>	
04 Bayfront	Low productivity on Sunday AM & night
06 Aberdeen	Low productivity on Saturday night, Sunday AM & night
07 Locke	Low productivity on Weekday AM, Saturday AM, evening & night, and Sunday AM
08 York	Low productivity on Weekday evening, and Sunday all day
11 Parkdale	Low productivity on Saturday all day, and Sunday AM, evening & night
12 Wentworth	Low productivity on Weekday AM and PM
<b>Upper City / Feeders</b>	
22 Upper Ottawa	Low productivity on Saturday AM & night
33 Sanatorium	Low productivity on Weekday PM & Night, and Saturday AM
34 Upper Paradise	Low productivity on Weekday Night, Saturday all day, and Sunday AM
16 Ancaster	Low productivity on Weekday AM and Saturday evening
18 Waterdown	Low productivity on Weekday AM and PM
52A Dundas Local	Low productivity on Weekday AM and PM
58 Stoney Creek Local	Low productivity on Saturday AM & evening