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**Public Works  
Transit Division**

# **Ten Year Local Transit Strategy**

**February 6 and March 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.

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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.

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- Processes
- Finance



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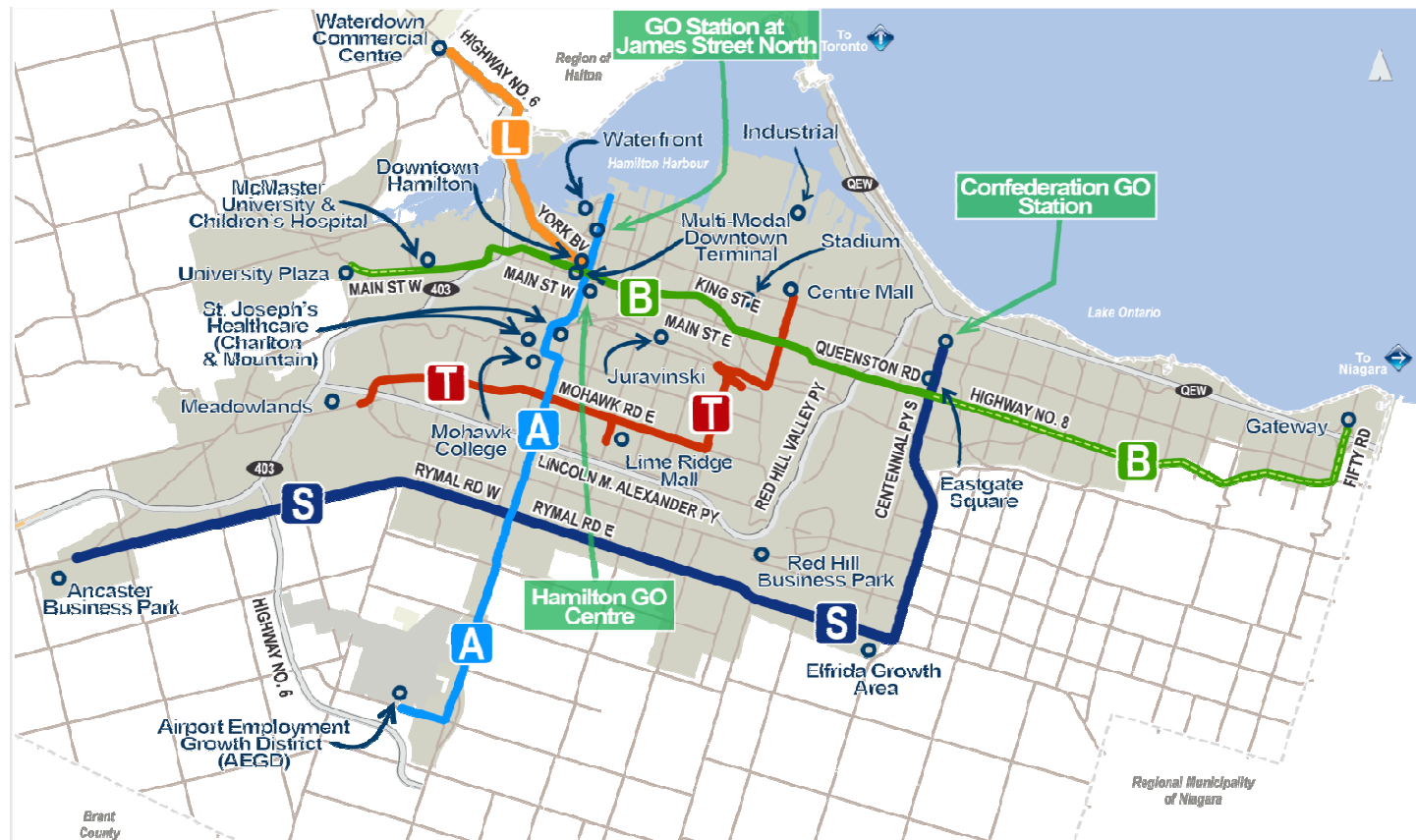
# OVERVIEW

## Proposed Rapid Transit Corridors

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**B** **L** **A** **S** **T**

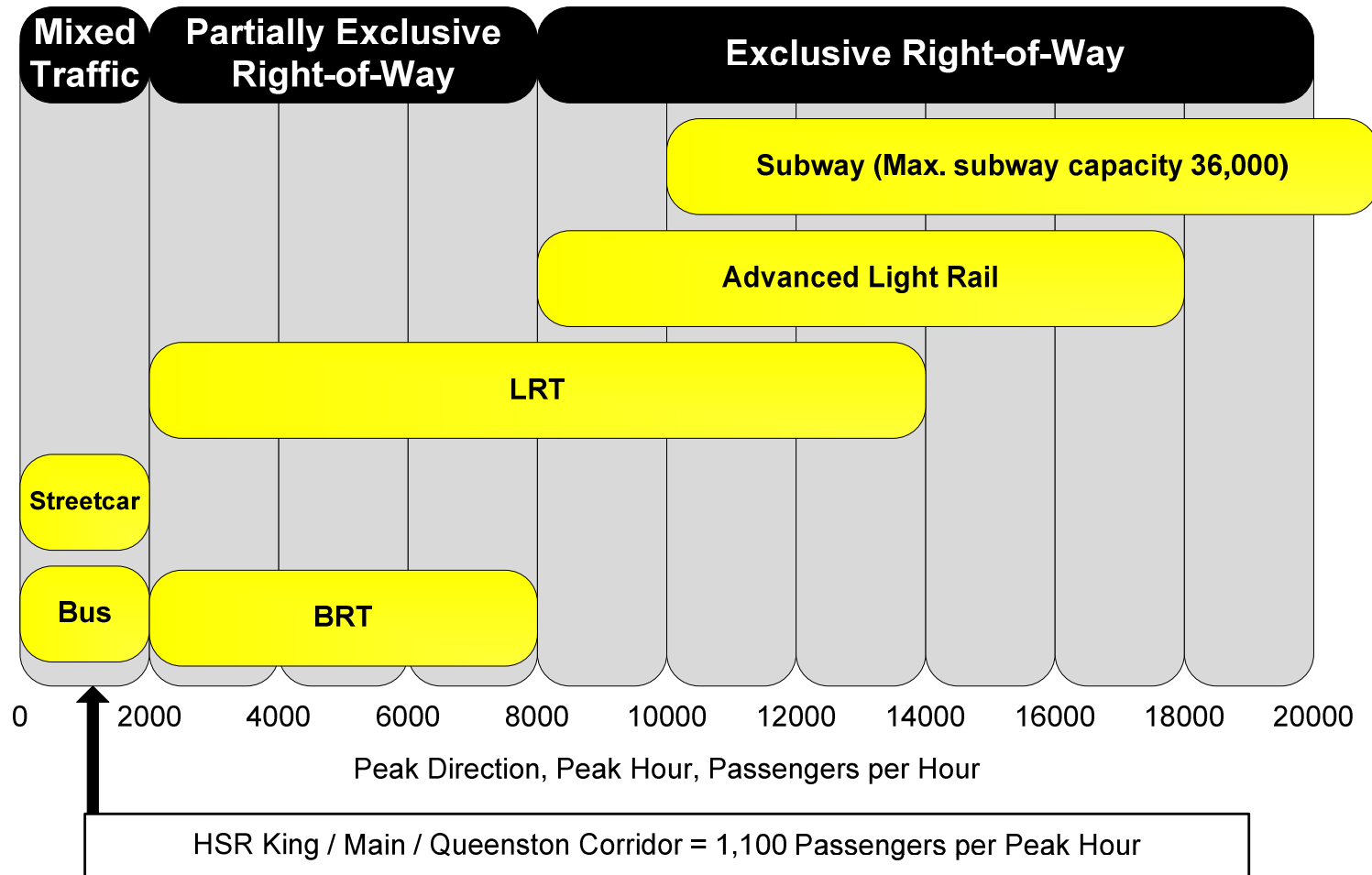
Future Expansion

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



# OVERVIEW

## Transit Technologies & Capacities



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# OVERVIEW

## Service, Operating & Capital

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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		
Total		\$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



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



# 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

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



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- Processes
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***A Prosperous  
& Healthy  
Community***

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

# STRATEGIC CONTEXT

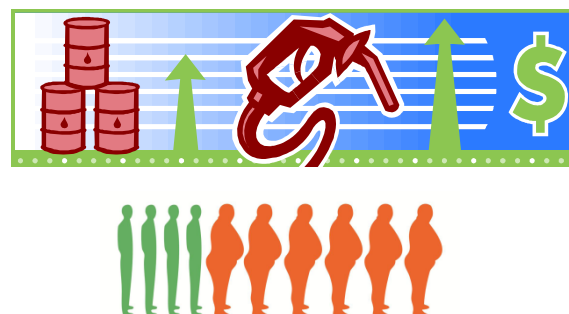
## Benefits of Public Transportation

- 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.

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# STRATEGIC CONTEXT

## Corporate Strategy and Policy

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→ Finance



- 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

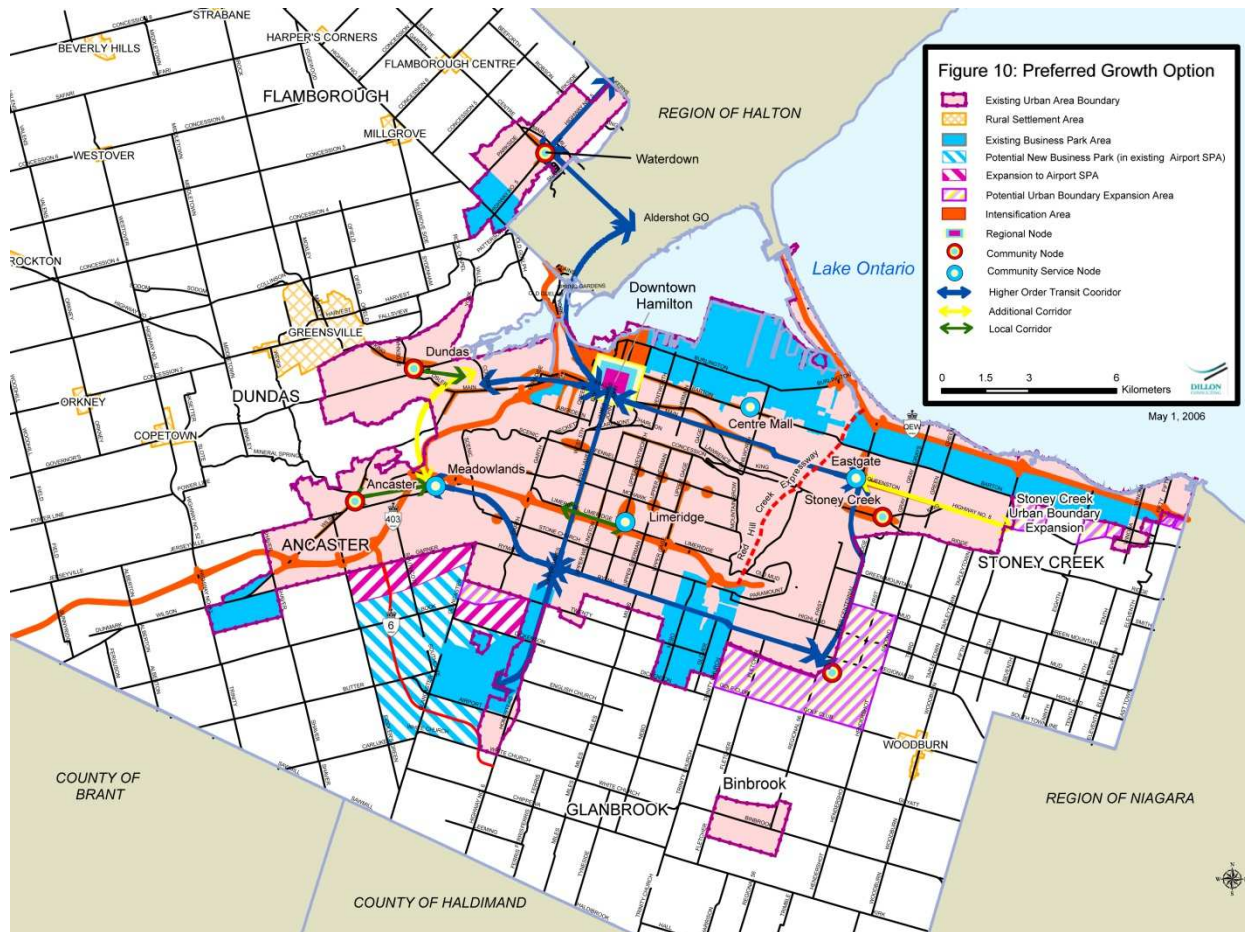
To be the best place in Canada to raise a child, promote innovation, engage citizens and provide diverse economic opportunities.

### Mission

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

# STRATEGIC CONTEXT

## Transportation & Growth



- 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.**

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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.



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# TEN YEAR LOCAL TRANSIT STRATEGY

## Municipal Investment & Benchmarking



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- 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%
Hamilton	47.99	45.13	-5.96%

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

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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%
Hamilton	58.50	65.89	12.63%	1.80%

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

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# MUNICIPAL INVESTMENT & BENCHMARKING

## Transit Benchmarking (2013)

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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.

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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 ...

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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)**

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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**

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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.

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# CURRENT SYSTEM DEFICIENCIES

## Preliminary Assessment

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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.

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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.

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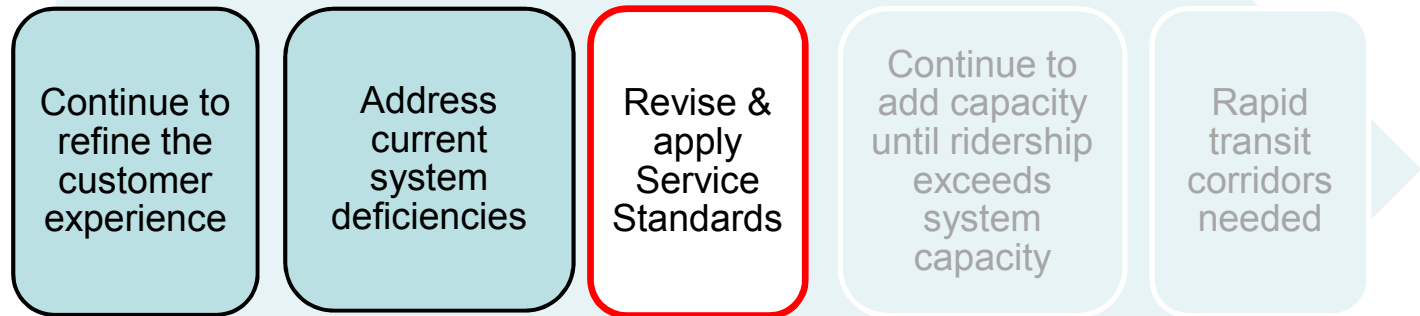


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# TEN YEAR LOCAL TRANSIT STRATEGY

## Application of Service Standards

Building on the existing effective and efficient service ...



... Requires government & customer investment.

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

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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>	

- **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.**

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# 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.

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

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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.

Proposed HSR Service Standard			
<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.

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

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# APPLICATION OF SERVICE STANDARDS

## Proposed Transit Service Standards

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Proposed HSR Service Standards			
Coverage	Weekday	Saturday	Sunday
System Wide Minimum	90% of residents / workplaces within Urban Transit Area to be within 400 metres of Weekday Peak service.		
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 (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
Productivity (Boardings per Service Hour)	Weekday Peak / Non-Peak/ Evening	Saturday AM / Day / Evening	Sunday AM / Day / Evening
Route Minimum	25 / 15 / 15	15 / 15 / 15	15 / 15 / 15
Loading (Expressed as Percentage of Seated Capacity)	Weekday Peak / Non-Peak/ Evening	Saturday AM / Day / Evening	Sunday AM / Day / Evening
Route Maximum	125 / 100 / 100	100 / 100 / 100	100 / 100 / 100

# 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.

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# APPLICATION OF SERVICE STANDARDS

## Frequency Gaps

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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.**

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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**

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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.

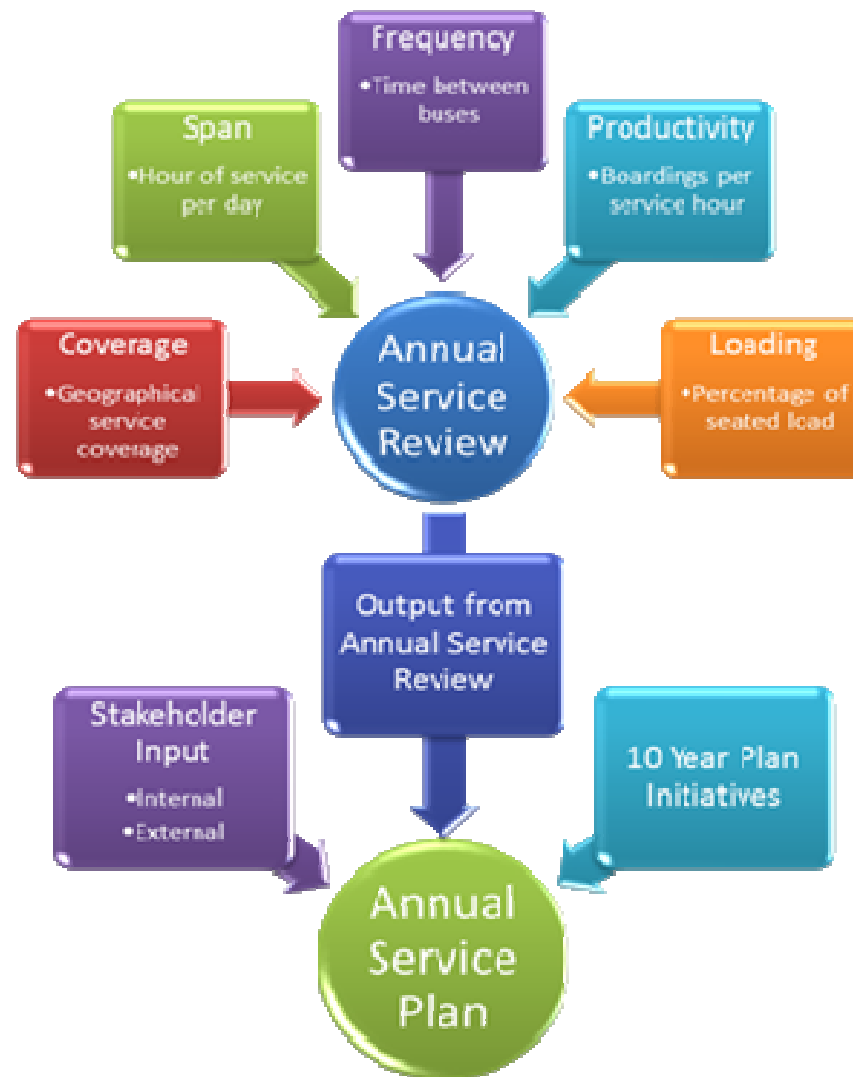
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# NETWORK & RIDERSHIP GROWTH

## Annual Service Plan Development Process



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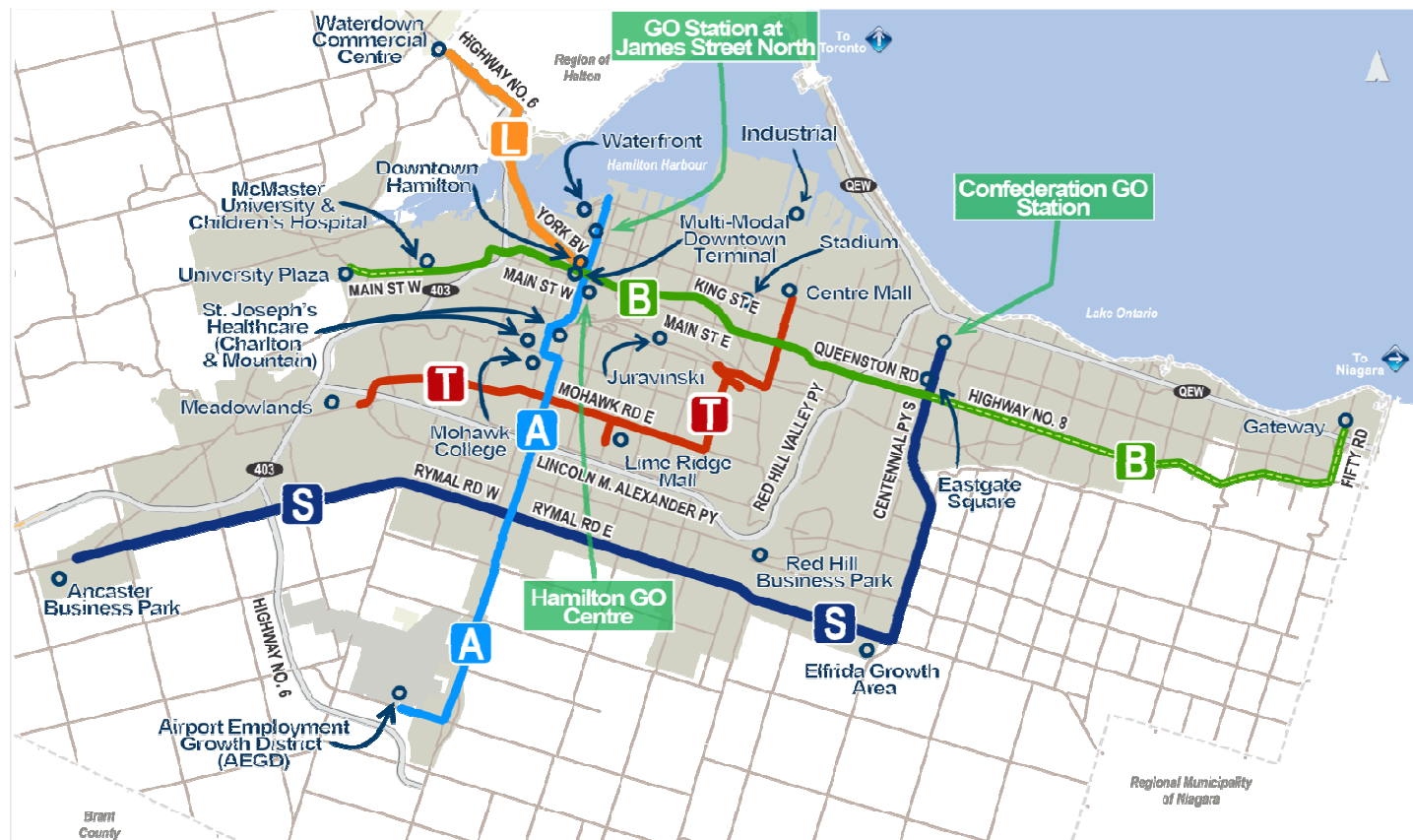
# NETWORK & RIDERSHIP GROWTH

## Rapid Ready – Major Transit Enhancements

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Future Expansion

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



# NETWORK & RIDERSHIP GROWTH

## Increasing Corridor Capacity



- 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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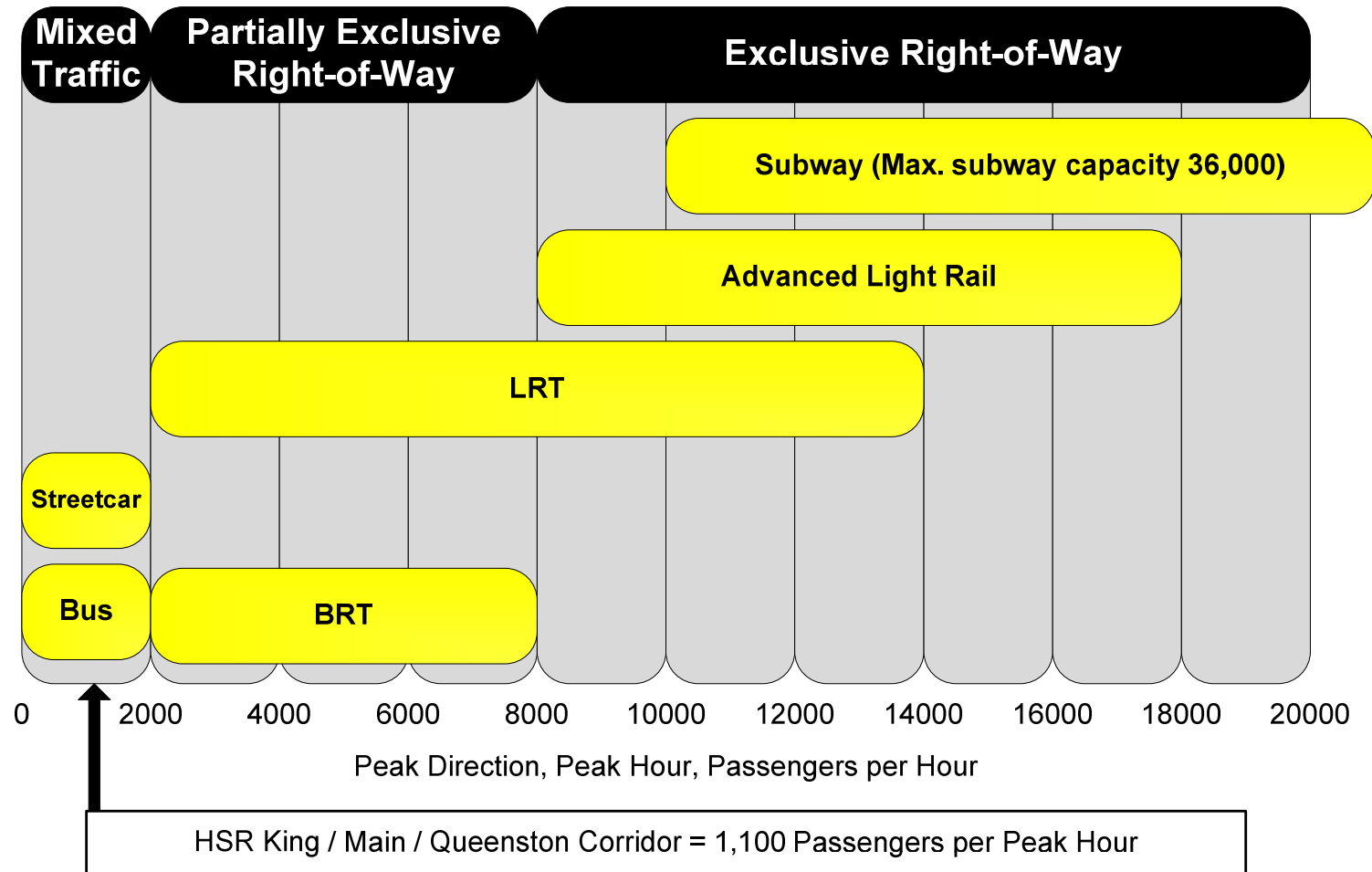
# RAPID TRANSIT CORRIDORS NEEDED

## 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
LOCAL SERVICE	Deficiencies		Stds														
BLAST - Express Bus	Deficiencies																
BLAST - Higher Order																	

- 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
LOCAL SERVICE	Deficiencies		Stds														
BLAST - Express Bus	Deficiencies																
BLAST - Higher Order																	

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# TEN YEAR LOCAL TRANSIT STRATEGY

## Fare Policy



- Community
- People
- Processes
- Finance



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- 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

# 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



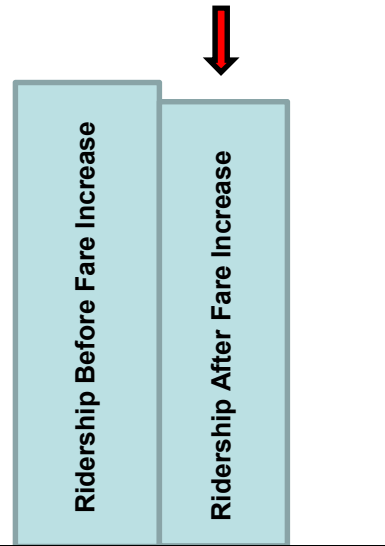
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# FARE POLICY

## Elasticity

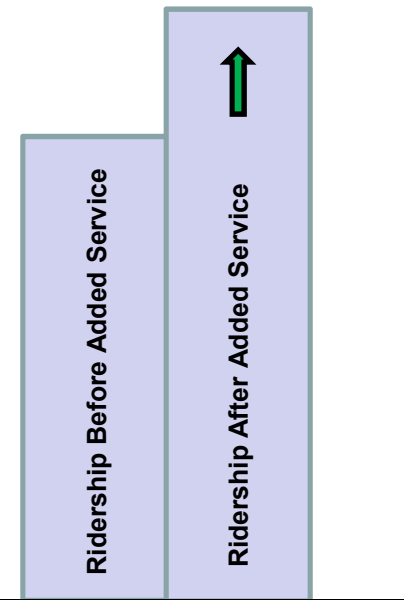
### Fare Elasticity

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.

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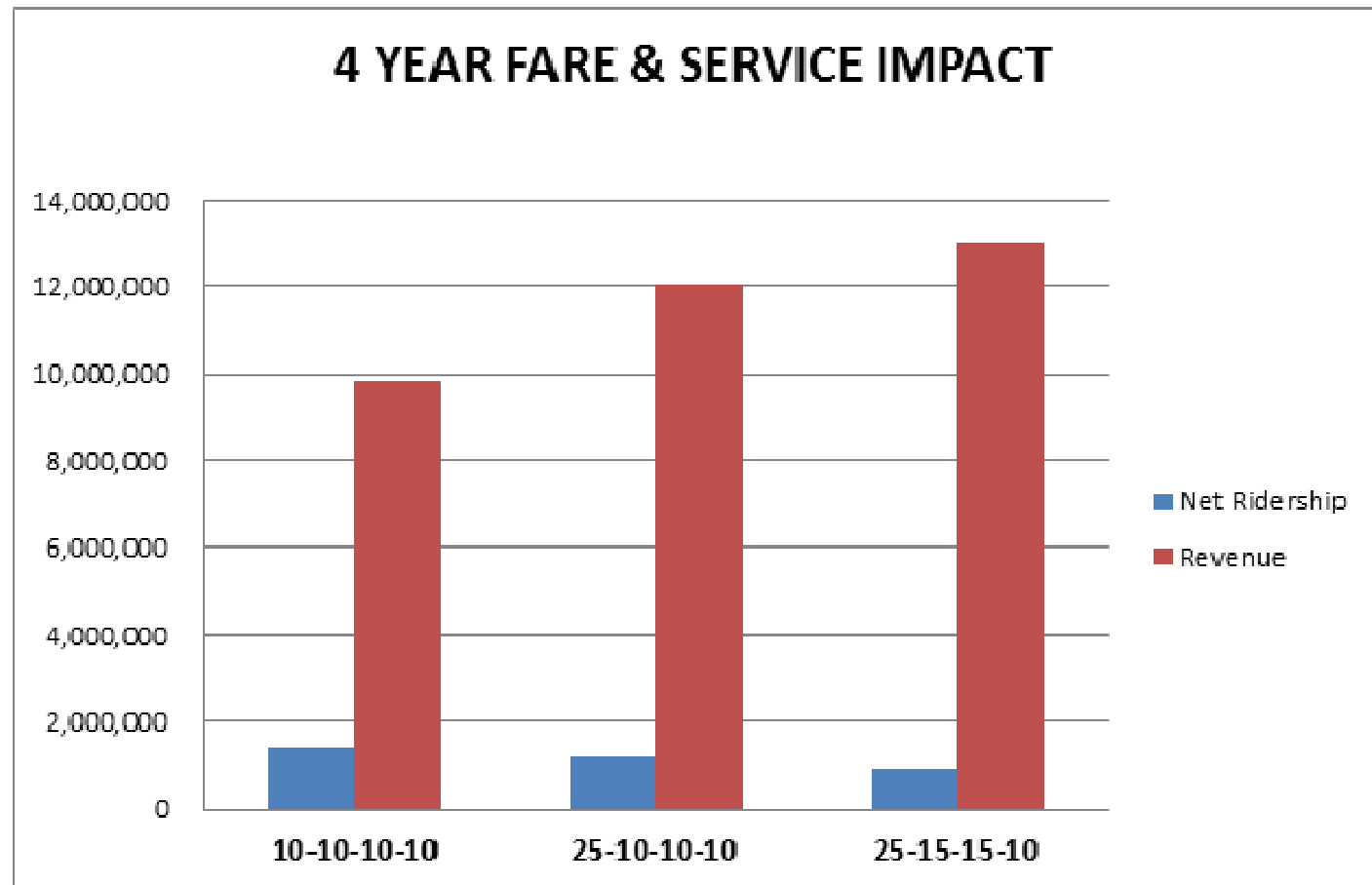
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# FARE POLICY

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





# 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.



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→ Community  
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→ Processes  
→ Finance

# 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.**



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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.**



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→ Community  
→ People  
→ Processes  
→ Finance



## 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

- 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.

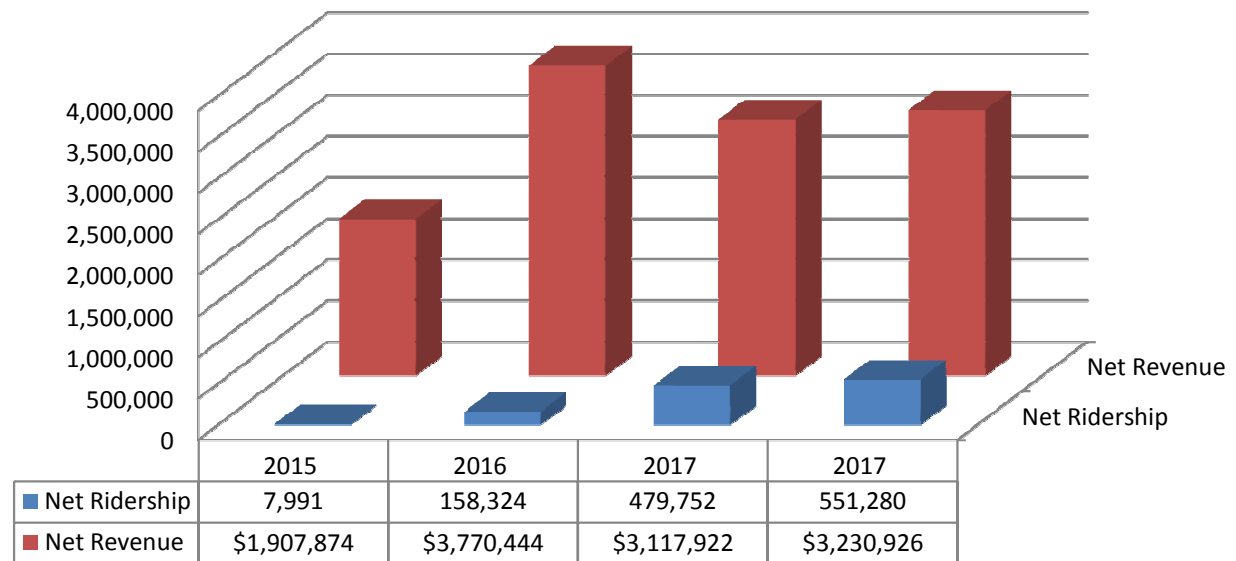
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- Processes
- Finance



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# FARE POLICY

## Annual Impact of Fares & Service Increases



# TEN YEAR LOCAL TRANSIT STRATEGY

## Multi-year Financial Summary



- Community
- People
- Processes
- Finance



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- **Service, Operating & Capital**



- Community
- People
- Processes
- Finance



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- **50% increase in service**

# TEN YEAR LOCAL TRANSIT STRATEGY

## Recommendations



- Community
- People
- Processes
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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.

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→ People  
→ Processes  
→ Finance



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Transit Division**

# **Ten Year Local Transit Strategy**

**March 6, 2015**

***Providing services that bring our City to life !***



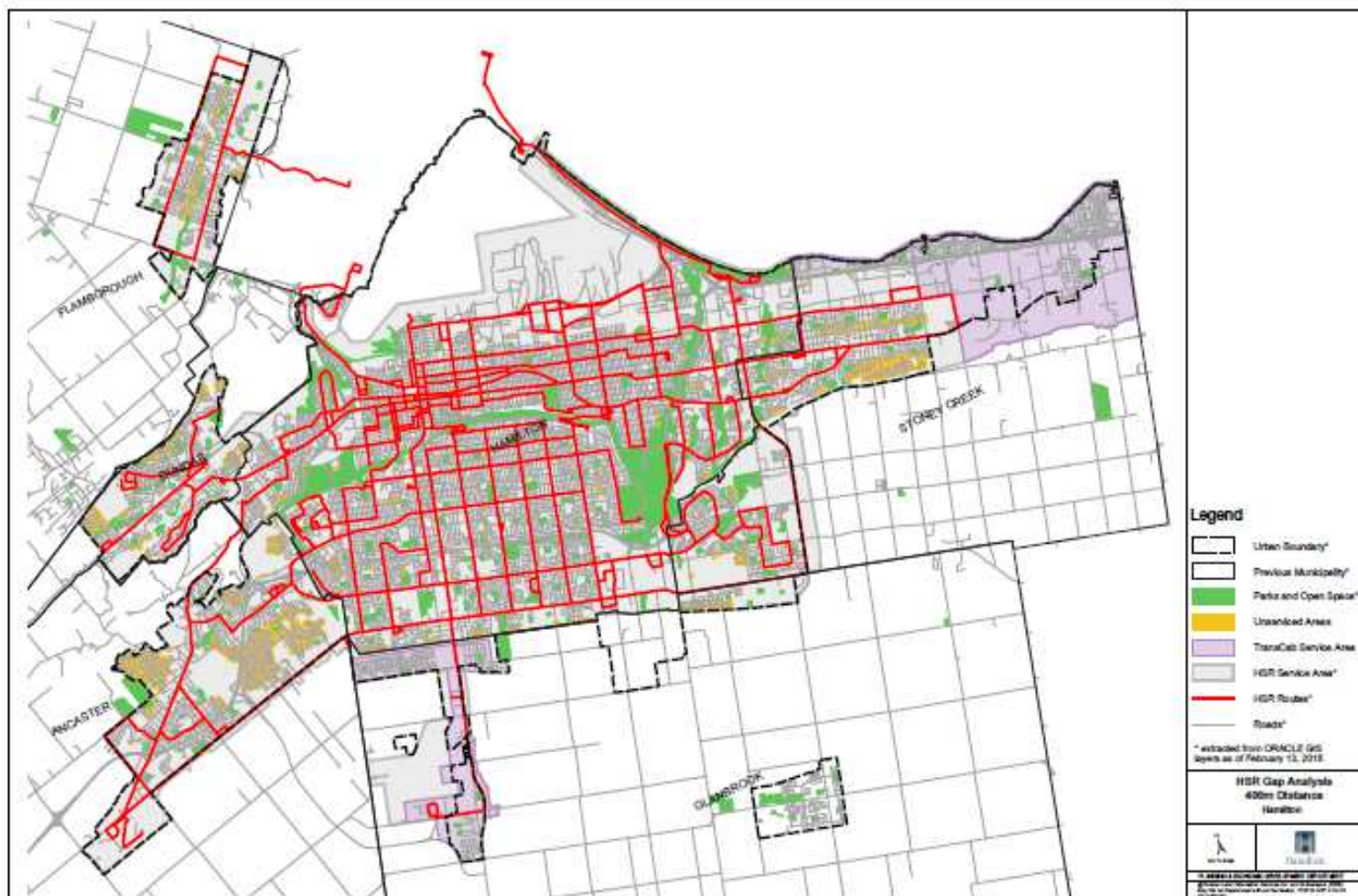
# TEN YEAR LOCAL TRANSIT STRATEGY

## 400m Service Standard

- Community
- People
- Processes
- Finance



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# TEN YEAR LOCAL TRANSIT STRATEGY

## PW14015a 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%

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# TEN YEAR LOCAL TRANSIT STRATEGY

## PW14015a Table 2 - Summary of Funded and Unfunded Capital

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	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>

# TEN YEAR LOCAL TRANSIT STRATEGY

## Unfunded Capital Breakdown

- Community
- People
- Processes
- Finance



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81 Buses	\$57,000,000
Maintenance & Storage Facility	\$200,000,000
Transit Priority Measures along BLAST corridors	\$6,000,000
Customer Amenities	\$4,500,000
BLAST Terminals	\$18,000,000
Branding Strategy, Launch & Marketing	\$4,500,000
Brand Strategy Physical Asset Application	\$12,000,000
<b>Total</b>	<b>\$302,000,000</b>

# TEN YEAR LOCAL TRANSIT STRATEGY

## PW14015a 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				

- Community
- People
- Processes
- Finance



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# TEN YEAR LOCAL TRANSIT STRATEGY

## Levy Increase

### Senior Fares – Remove Phased in Multiplier

Proposed Fare Increases	2015	2016	2017	2018
25-10-10-10	22	94	176	262
15-15-10-10	22	93	174	248
15-10-10-10	22	91	166	242

- Community
- People
- Processes
- Finance



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# TEN YEAR LOCAL TRANSIT STRATEGY

## Levy Increase

### Senior Fares – No Increase

Proposed Fare Increases	2015	2016	2017	2018
25-10-10-10	73	255	366	481
15-15-10-10	69	242	352	450
15-10-10-10	69	235	330	434

- Community
- People
- Processes
- Finance



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# TEN YEAR LOCAL TRANSIT STRATEGY

## Children 12 and Under Free

- Currently charge one fare – ages 5 through 19

Based on PRESTO data 10% of student rides are taken by children

- CUTA data for child fares:

Waterloo	13%
----------	-----

Brampton	15%
----------	-----

Mississauga	5%
-------------	----

Ottawa	16%
--------	-----

- \$570K estimated loss (based on 15%)
- Expect higher loss (approx. \$1M) due to difficulty enforcing

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# TEN YEAR LOCAL TRANSIT STRATEGY

## Levy Impact

### Fare Increase 10-10-10-10

LEVY	2015	2016	2017	2018
Operating Levy	33	562	1,737	1,431
Senior - Student Ticket x 13	22	93	169	248
Senior - No Increase	64	229	330	426

- Community
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- Processes
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# TEN YEAR LOCAL TRANSIT STRATEGY

## Levy Increase

### Senior Fares – Remove Phased in Multiplier

	Net Levy Impact (\$000's)			
Proposed Fare Increases	2015	2016	2017	2018
25-10-10-10	-\$1,108	-\$270	\$1,682	\$1,269
15-15-10-10	-\$498	\$156	\$1,530	\$1,147
15-10-10-10	-\$498	\$323	\$1,872	\$1,103
*Amount transferred to reserve. Net Levy Impact = \$0				

Senior Fare - Multiplier Removed	2015	2016	2017	2018
25-10-10-10	\$22	\$94	\$176	\$262
15-15-10-10	\$22	\$93	\$174	\$248
15-10-10-10	\$22	\$91	\$166	\$242

Revised Levy Impact	2015	2016	2017	2018
25-10-10-10	-\$1,086	-\$176	\$1,858	\$1,531
15-15-10-10	-\$476	\$250	\$1,704	\$1,395
15-10-10-10	-\$476	\$414	\$2,039	\$1,345

- Community
- People
- Processes
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# TEN YEAR LOCAL TRANSIT STRATEGY

## Levy Increase

### Senior Fares – No Increase

	Net Levy Impact (\$000's)			
Proposed Fare Increases	2015	2016	2017	2018
25-10-10-10	-\$1,108	-\$270	\$1,682	\$1,269
15-15-10-10	-\$498	\$156	\$1,530	\$1,147
15-10-10-10	-\$498	\$323	\$1,872	\$1,103
*Amount transferred to reserve. Net Levy Impact = \$0				

Senior Fare - No Increase	2015	2016	2017	2018
25-10-10-10	\$73	\$255	\$366	\$481
15-15-10-10	\$69	\$242	\$352	\$450
15-10-10-10	\$69	\$235	\$330	\$434

Revised Net Levy	2015	2016	2017	2018
25-10-10-10	-\$1,035	-\$15	\$2,048	\$1,750
15-15-10-10	-\$429	\$399	\$1,882	\$1,597
15-10-10-10	-\$429	\$558	\$2,225	\$1,553

- Community
- People
- Processes
- Finance



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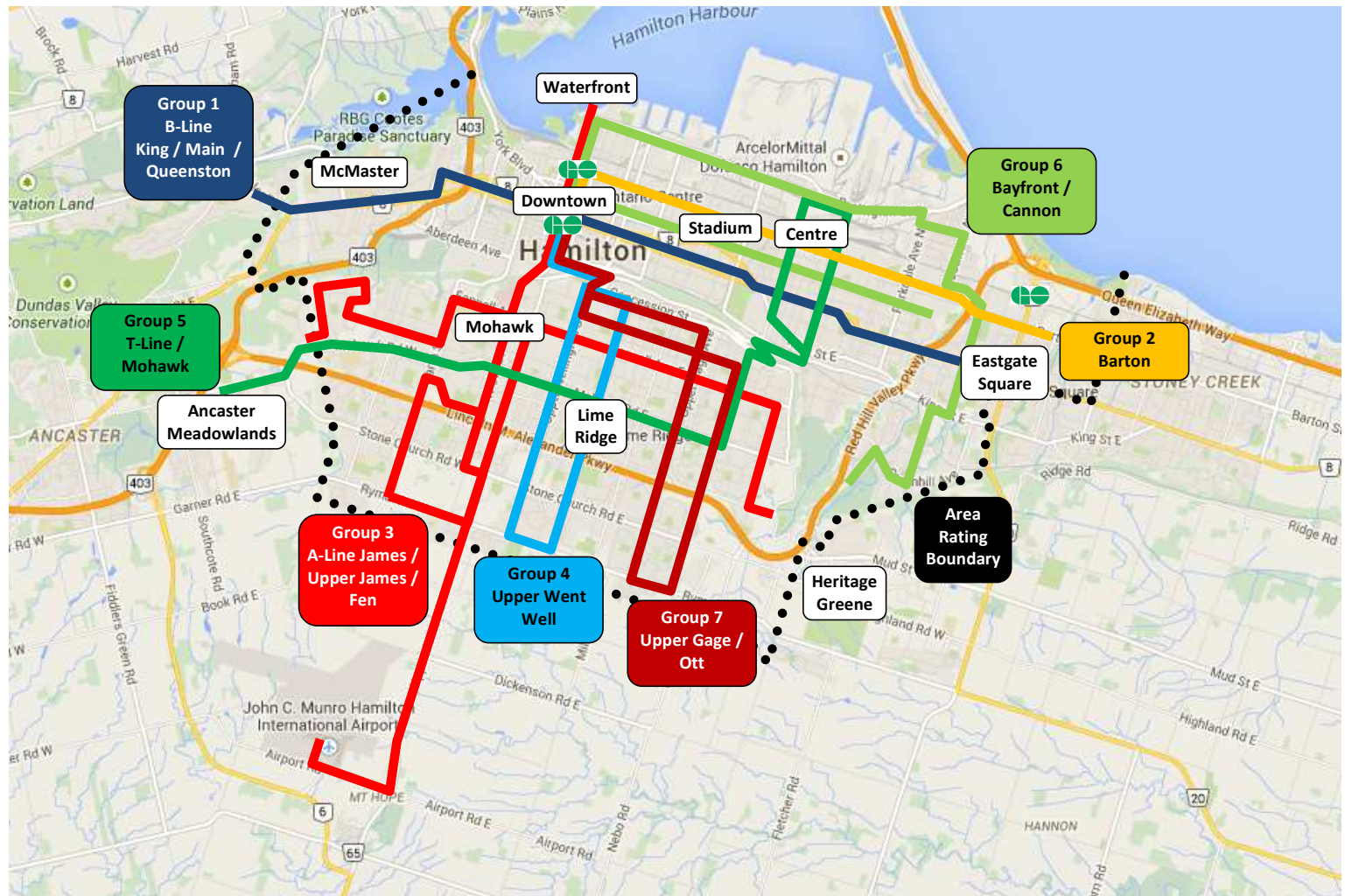
# TEN YEAR LOCAL TRANSIT STRATEGY

## Key Map All Groups

- Community
- People
- Processes
- Finance



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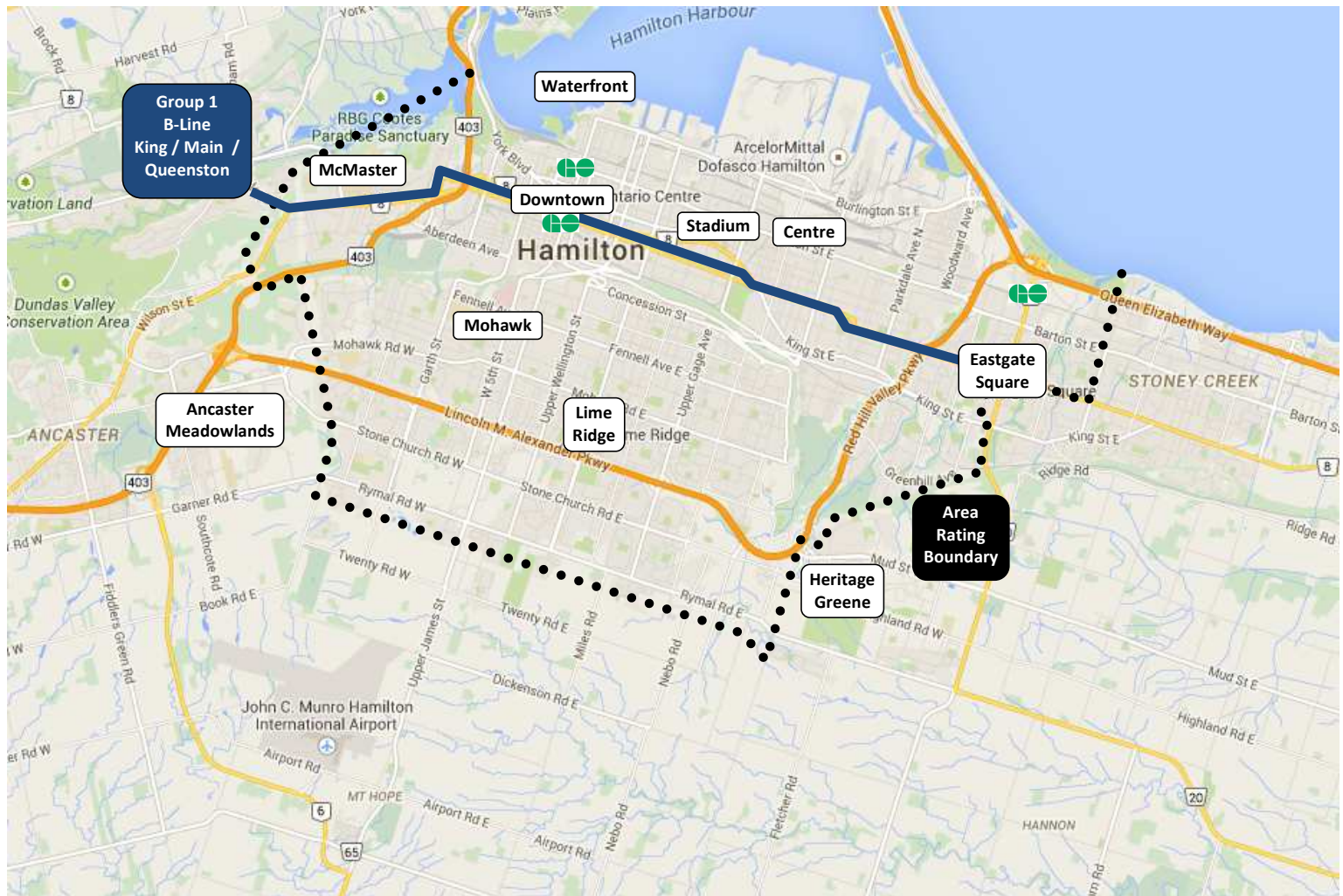
# TEN YEAR LOCAL TRANSIT STRATEGY

## Key Map Group 1 King/Main/Queenston

- Community
- People
- Processes
- Finance



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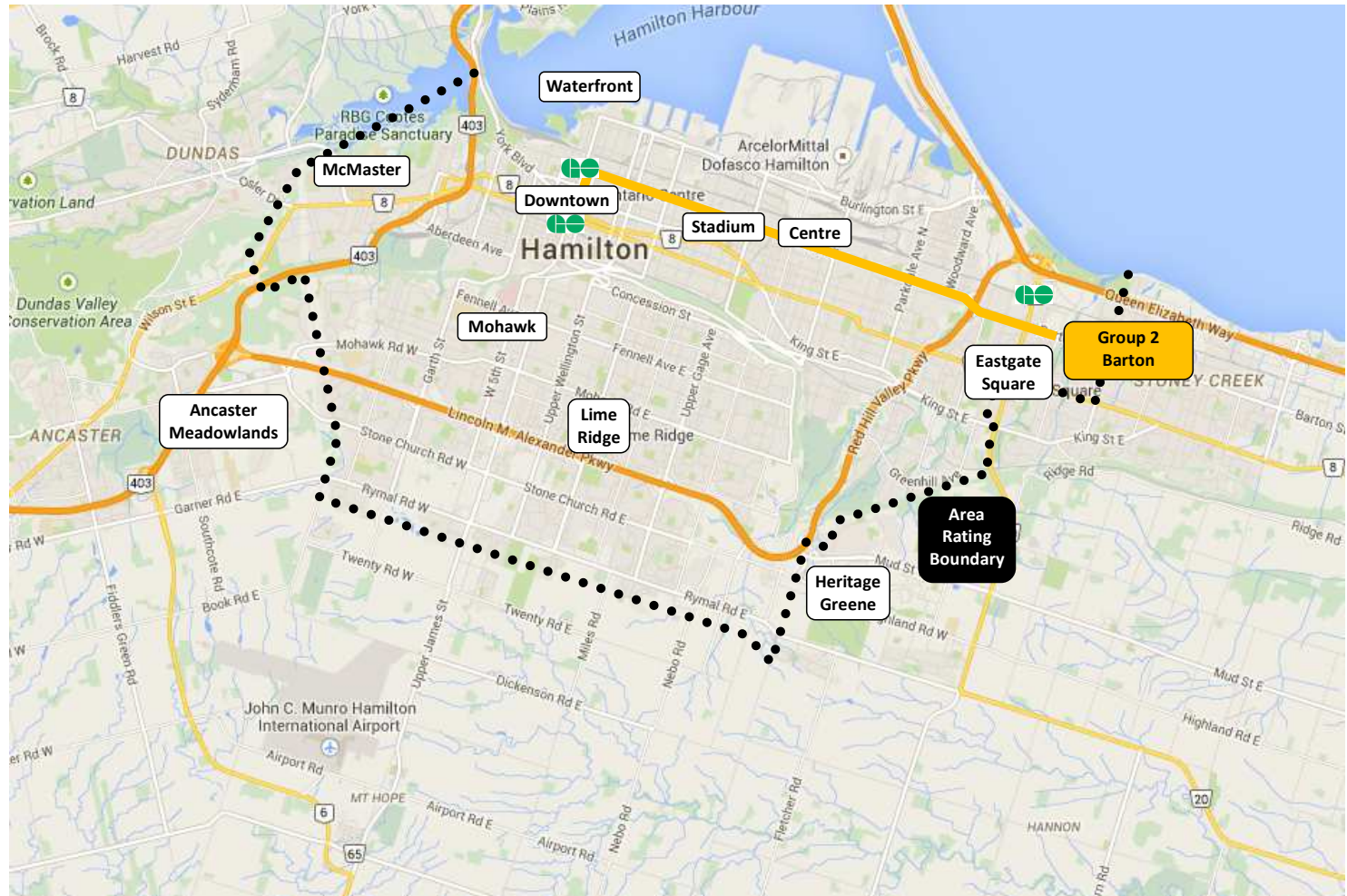
# TEN YEAR LOCAL TRANSIT STRATEGY

## Key Map Group 2 Barton

- Community
- People
- Processes
- Finance



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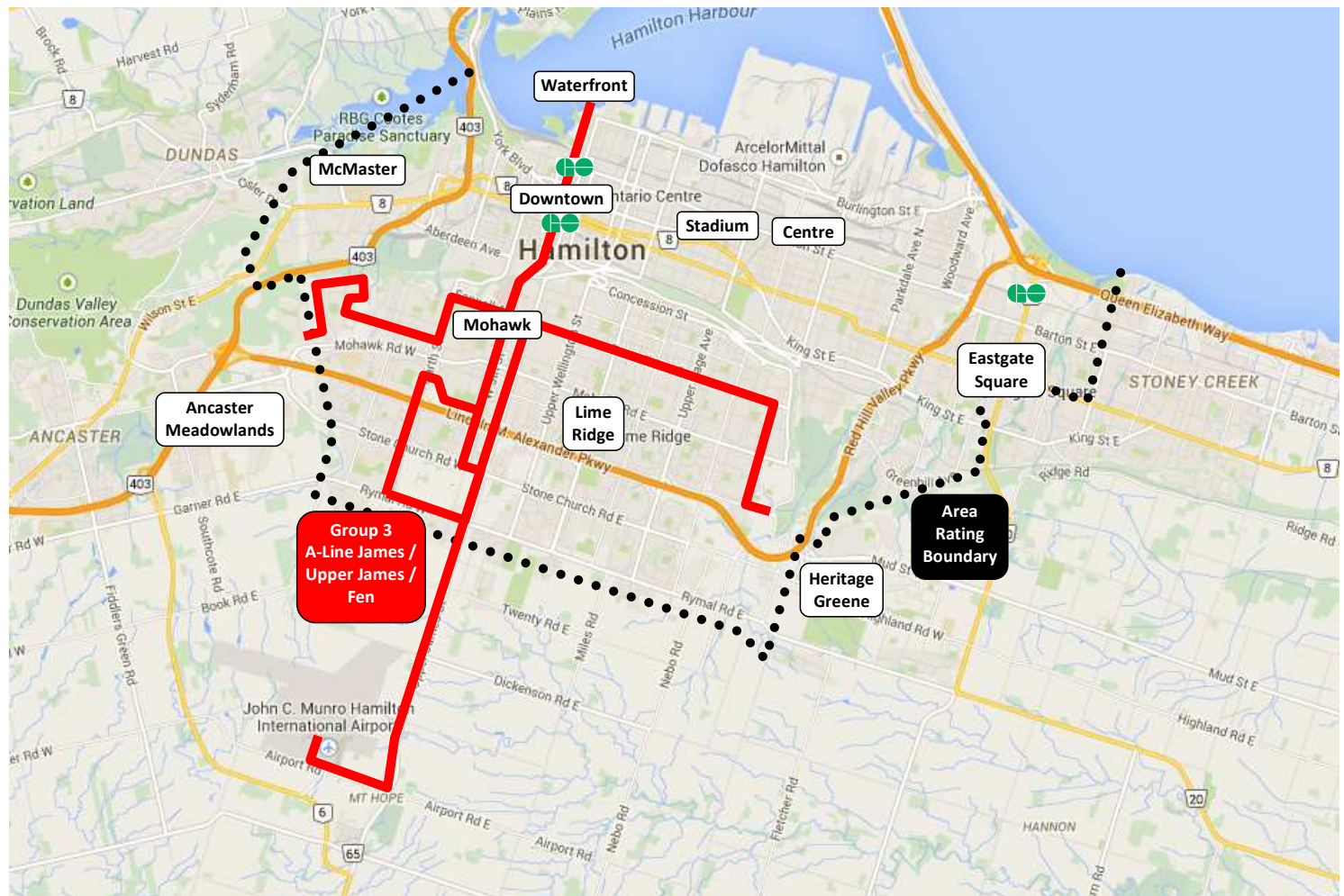
# TEN YEAR LOCAL TRANSIT STRATEGY

## Key Map Group 3 A-Line/James/Upper James

- Community
- People
- Processes
- Finance



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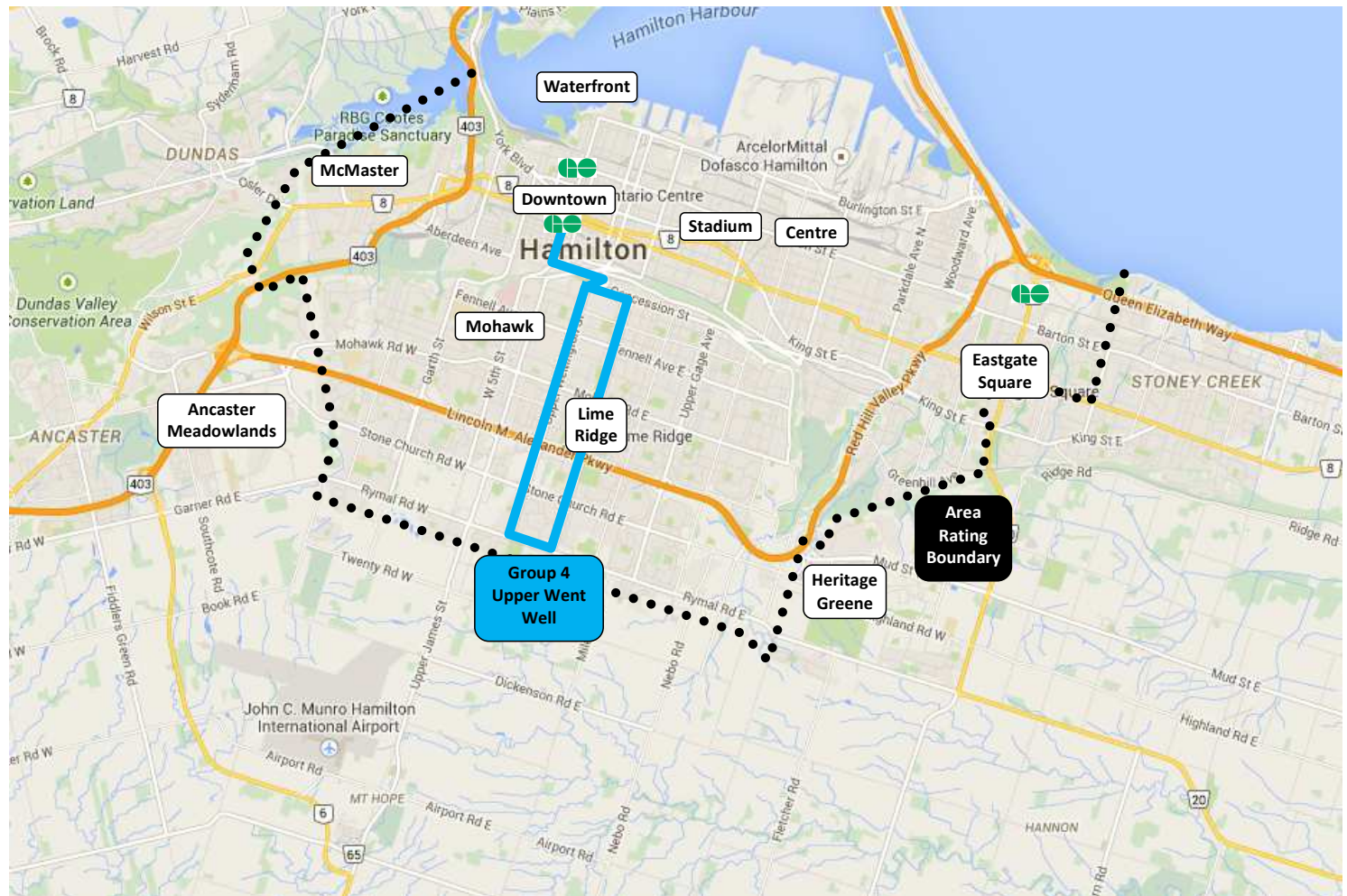
# TEN YEAR LOCAL TRANSIT STRATEGY

## Key Map Group 4 Upper Wentworth/Wellington

- Community
- People
- Processes
- Finance



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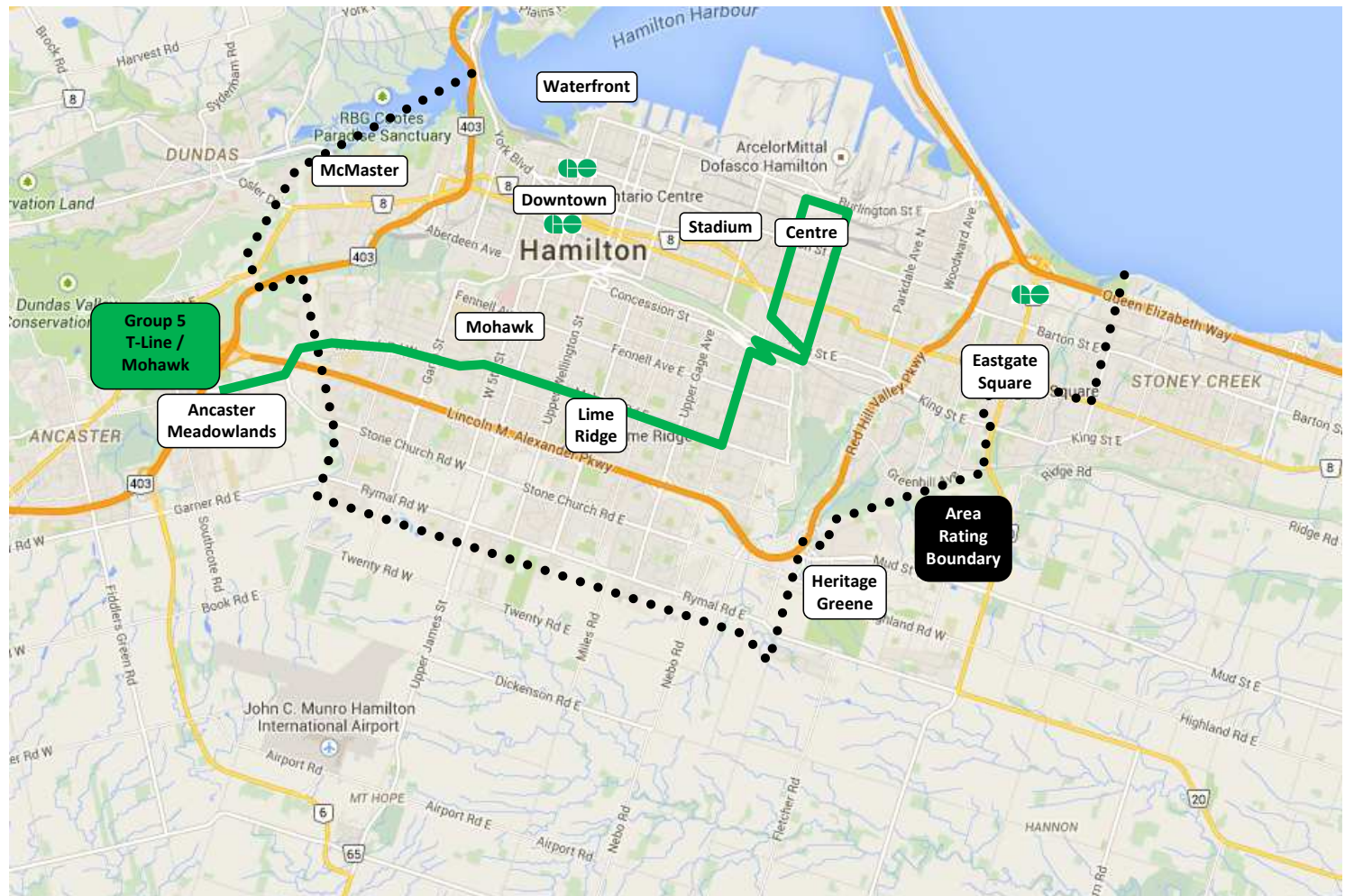
# TEN YEAR LOCAL TRANSIT STRATEGY

## Key Map Group 5 T-Line/Mohawk

- Community
- People
- Processes
- Finance



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# TEN YEAR LOCAL TRANSIT STRATEGY

## Key Map Group 6 Bayfront/Cannon

- Community
- People
- Processes
- Finance



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# TEN YEAR LOCAL TRANSIT STRATEGY

## Key Map Group 7 Upper Gage/Upper Ottawa

- Community
- People
- Processes
- Finance



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