



# Hamilton

## **2017 Transit Operating Budget Ten Year Local Transit Strategy**

**January 27, 2017**

# Presentation Outline



Hamilton

- **2017 Operating Budget Overview**
- **Ten Year Local Transit Strategy**



# 2017 Operating Budget Overview



Hamilton



# ACCOMPLISHMENTS



Hamilton

- HSR service enhancements 75,771 hrs
  - § (+66,301 total hrs Ten Year Strategy)
  - § (+9,470 total hrs Previous Approved Enhancements)
- Purchase and put into service 25 expansion buses, 18 replacement buses
- Up fitted total of 67 buses
- Greening of the Fleet
  - § CNG conversion:
    - Increase from 23.5% of fleet in 2015 to 33% in 2016
    - CNG buses represent 18% reduction in carbon emissions (compared to diesel)
  - § Reduction of fleet wide oil/antifreeze usage by 6,400L/4800L
- MTO A rating for fleet
- Approx. \$225,500 warranty recovery



# ACCOMPLISHMENTS



Hamilton

- ATS – service review – achieved \$1 million savings while increasing service by 60,000 trips
- AODA mandated requirements completed
- Mohawk College Terminal Completion
- 46 new transit shelters
- Implemented Bus Operator Refresher Training (three-year program)
- Transit By-law #16-111 approved (address vendor overcharging)
- Key Performance Indicator reporting (continuous improvement)
- Social media communications introduced



# TRANSIT BUDGET DRIVER SUMMARY



Hamilton

<u>Major Drivers</u>	<u>(\$000's)</u>
Year 3 of Ten Year Strategy	
Expenditures	4,740
Revenue	(2,294)
Employee Related	1,997
DARTS Contract reduction	(1,500)
Vehicle Reserve (Council Approved OBRP	
Phase-in (Year 7 of 8), Inflation	577
Diesel Reduction	(933)

# 2017 OPERATING BUDGET OVERVIEW



## Services Provided & Key Facts

- HSR Conventional Transit – provide 22.0 M trips
- Trans cab – 105,000
- Transit Infrastructure - maintenance of 2,210 bus stops, 627 bus shelters, 12 loops and 6 terminals, 1 Multi-modal transit facility
- ATS – DARTS Contract Management – 709,000 trips
- Taxi Scrip – 100,000

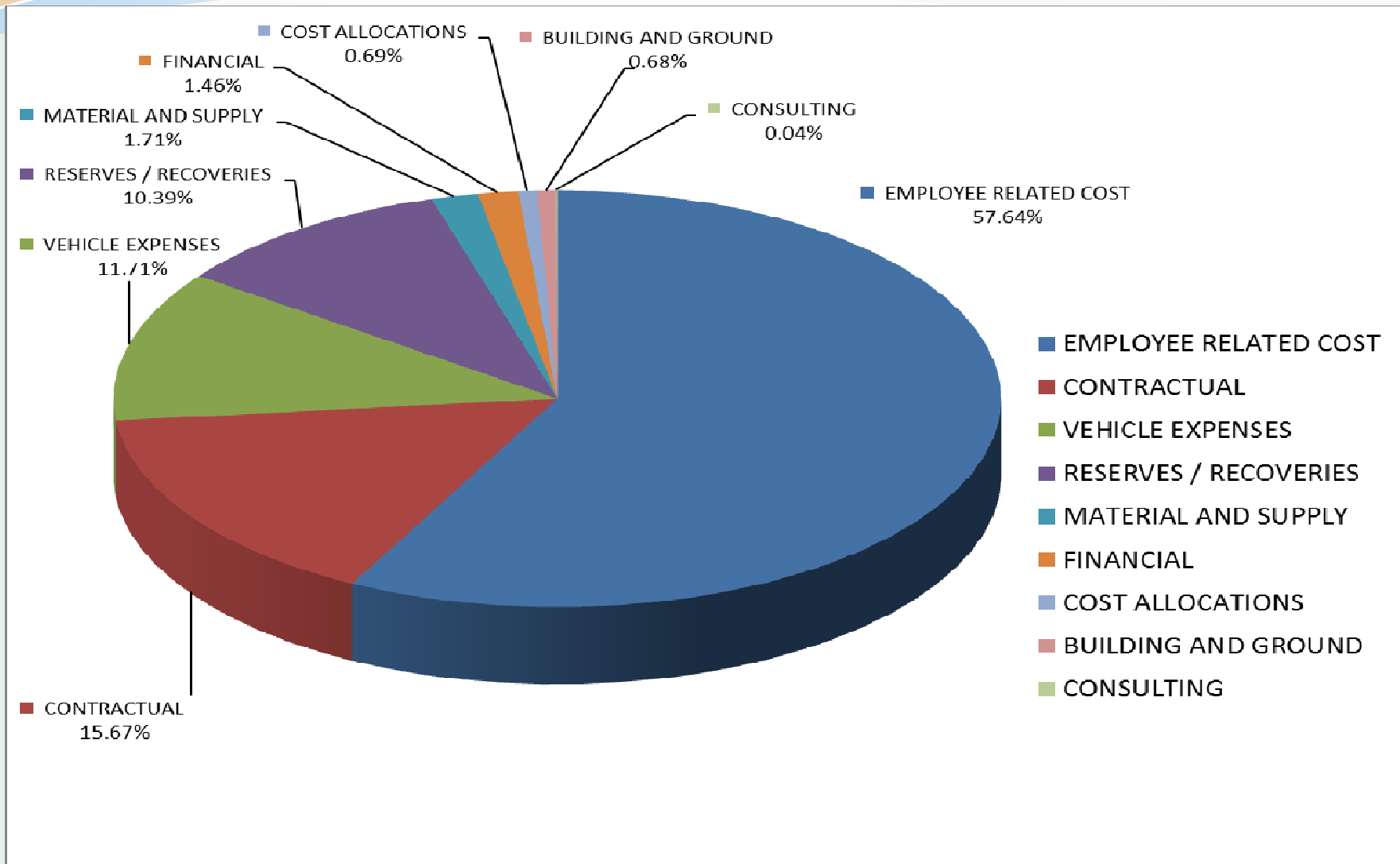
2017 Budget Request (\$000's)	
Operating Budget	
Gross	118,672
Revenues	(56,186)
Net	62,760
\$ increase from 2016	2,468
% increase from 2016	4.1%

2016 Budget R/C Ratio	48.38%
2017 Budget R/C Ratio	47.50%

# TRANSIT EXPENDITURE DISTRIBUTION



Hamilton



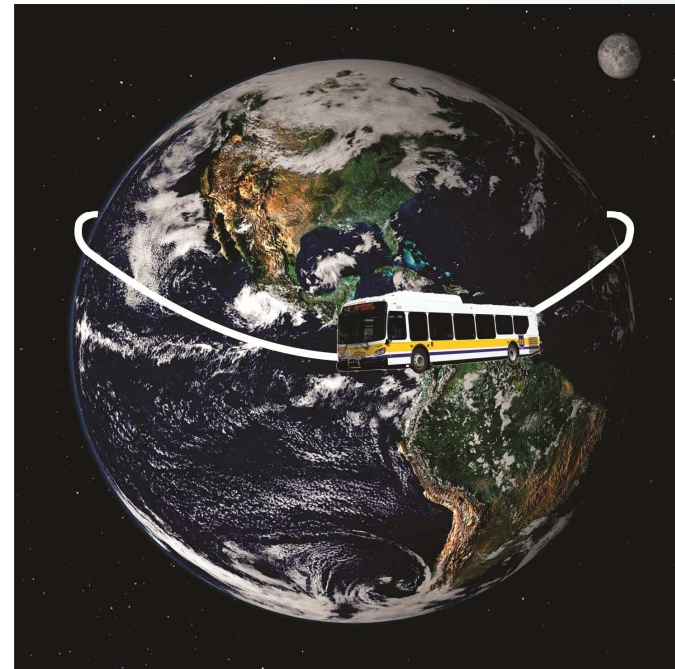


# TRANSIT 2017 METRICS



Hamilton

- Operate 891,600 annualized hours
- Travel 16,807,324 KM (34 routes)  
= 419 times around the world!
- Manage service interruptions:
  - § 100 planned detours 200 special events & 100 road closures requiring diversion planning & key stakeholders communications
- ATS
  - 70,000 additional trips (639,000 to 709,000)
  - Renegotiate operating agreement
  - Introduce PRESTO



# TRANSIT 2017 METRICS



Hamilton

- Manage Fleet of 251+ buses:
  - § 31,000 work orders annually:
    - Vehicle Service Check monthly (3,000 annually)
    - Semi-annual MTO inspections (502 annually)
    - Semi-annual HVAC inspections (502 annually)
    - Quarterly lubrication and annual major lubrication (1,004 annually)
    - Running repairs (25,992 annually)
  - § Maintain 12 year life cycle – decommission and up fit 19 buses
  - § Up fit 5 expansion buses



# TRANSIT 2017 METRICS



Hamilton

- Contract & Lease renewals
  - § Transit shelter and bus advertising revenue
  - § PRESTO
  - § Terminals & end of line facilities (Limeridge, University Plaza)
- Federal Public Transit Infrastructure Fund - 14 projects that address:
  - § Growth and Expansion (including shovel ready Maintenance Storage Facility)
  - § Customer Experience
  - § State of Good Repair



# TRANSIT 2017 METRICS



Hamilton

- Continue to roll out social media presence
- Manage IT systems to support:
  - 3,370,000 annual Bus Check calls
  - 83,000 Live calls handled through Customer Service
- Higher adoption rates for PRESTO card
- Renewal of University/College Transit Pass programs

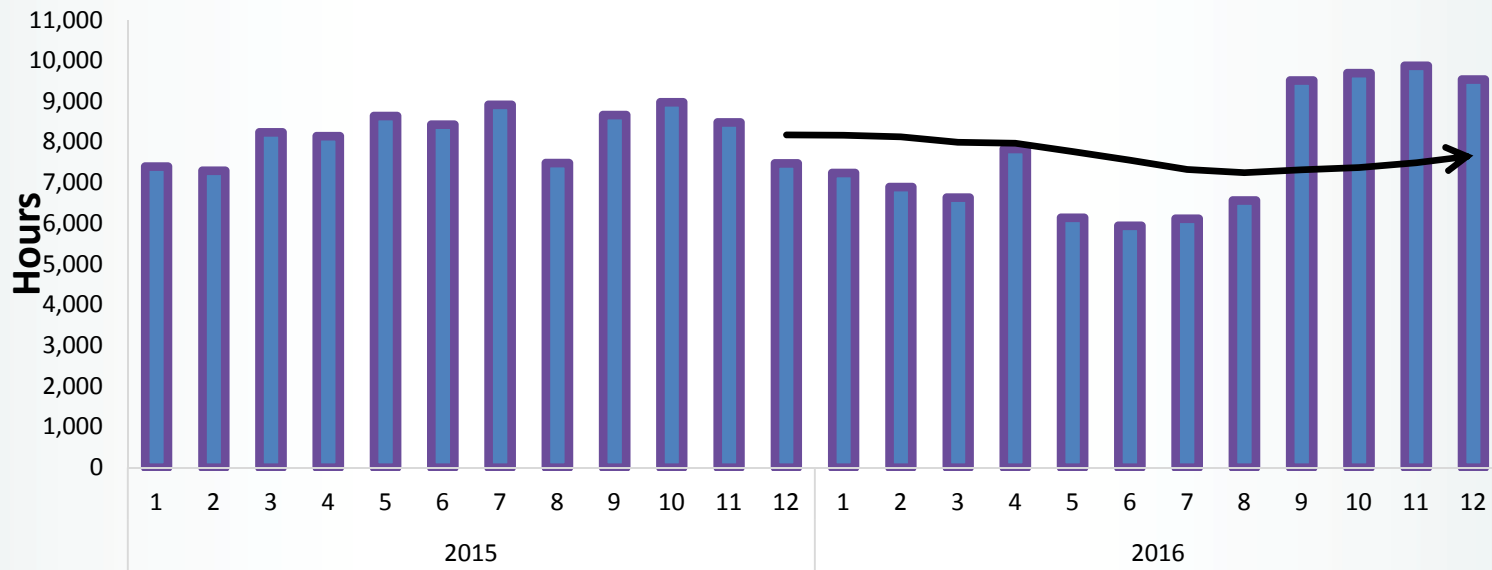


# TRANSIT 2017 CHALLENGES



Hamilton

- Absenteeism and Overtime



Total → 12 per. Mov. Avg. (Total)

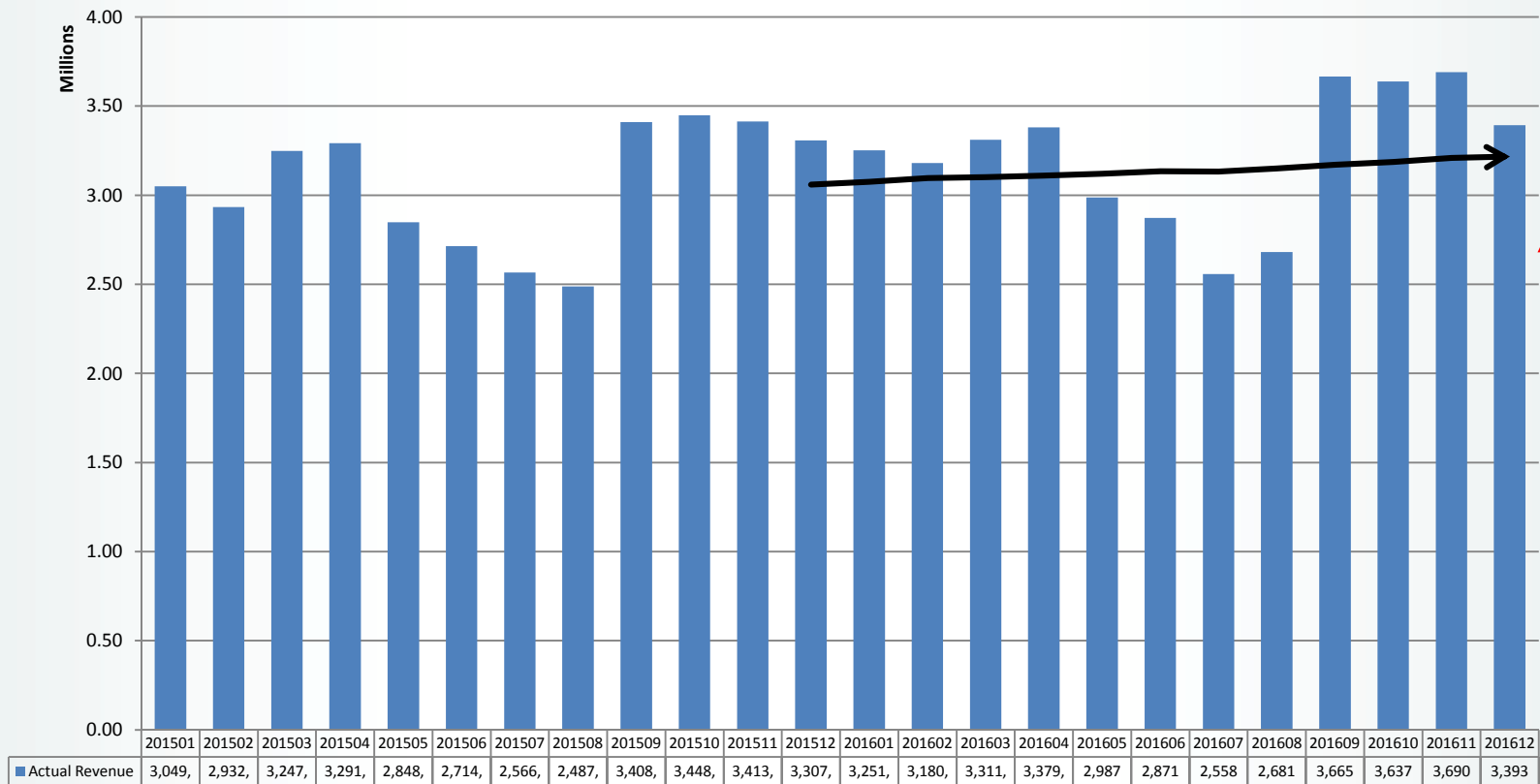
# TRANSIT 2017 CHALLENGES



Hamilton

## Revenue below target

PERIOD 201501 TO 201612



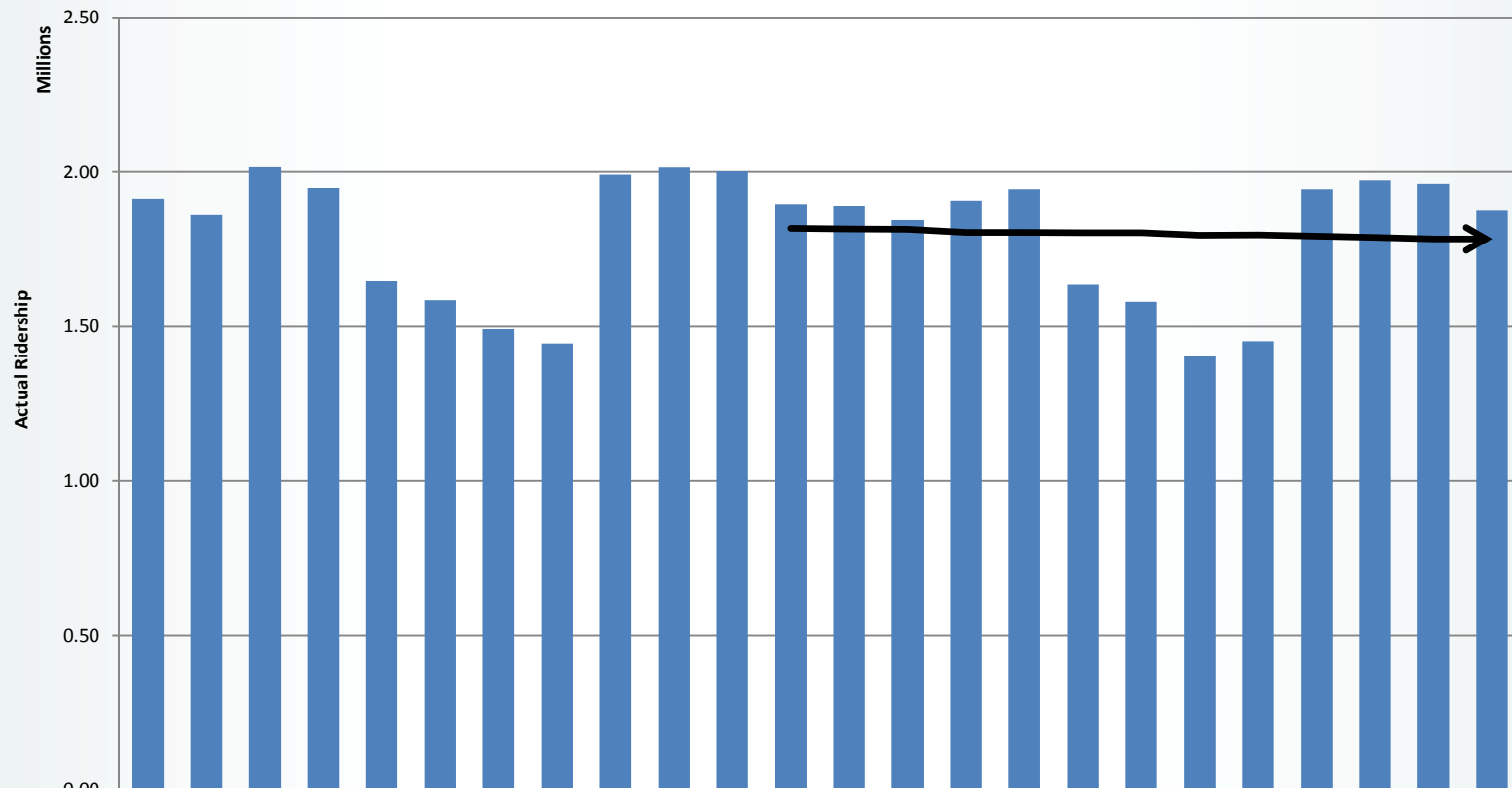
# TRANSIT 2017 CHALLENGES



Hamilton

## Ridership

PERIOD 201501 TO 201612



Actual Ridership	201501	201502	201503	201504	201505	201506	201507	201508	201509	201510	201511	201512	201601	201602	201603	201604	201605	201606	201607	201608	201609	201610	201611	201612
	1,913	1,860	2,018	1,948	1,648	1,585	1,491	1,445	1,991	2,017	2,001	1,896	1,889	1,845	1,907	1,944	1,634	1,579	1,405	1,452	1,944	1,972	1,961	1,874

# TRANSIT 2017 CHALLENGES



Hamilton

- Succession planning
- Coordination with LRT project
- Challenging work plans and timelines associated with Public Transit Infrastructure Fund projects
- Contract Renewals (Shelters, Bus Advertising, Terminals)
- Dispatching from outside at MTC / Dispatching from Wentworth Street garage
- Software upgrades and new modules in Trapeze



# TRANSIT 2017 CHALLENGES



Hamilton

## Accessible Transportation Services

March 9, 2016 Council direction to Accessible Transportation Services (ATS):

- DARTS was directed to complete a reduction of \$1 million by the end of 2016;
- If successful, develop a plan with DARTS that will realize an additional \$1.5 million in savings;
- Should DARTS plan fail to achieve the targeted budget reduction:
  - transfer of DARTS operations (reservations, scheduling and dispatch) to the City;
  - complete a Request for Proposal (RFP) for the service delivery;

# TRANSIT BENCHMARKING (2015)



Hamilton

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	4	1	1	1
<b>Hamilton</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>3</b>	<b>2</b>
Mississauga	4	2	3	1	5	2	3
Windsor	3	5	4	6	3	5	4
Brampton	6	4	6	2	4	4	5
Durham	5	7	5	7	6	7	6
York Region	7	6	7	5	7	6	7

# MUNICIPAL CONTRIBUTION COMPARISON



Hamilton

Municipality	Municipal Contribution per Capita			% Change	Average Increase per Year
	2006	2013	2015		
Brampton	47.73	84.20	96.83	15.00%	7.50%
Mississauga	53.06	87.59	95.19	8.68%	4.34%
York Region	63.78	87.69	92.22	5.17%	2.58%
<b>Hamilton</b>	<b>58.50</b>	<b>65.89</b>	<b>75.70</b>	<b>14.89%</b>	<b>7.44%</b>
Windsor	48.02	60.71	67.36	10.95%	5.48%
Durham	39.15	76.28	64.86	-14.97%	-7.49%
London	44.63	58.50	60.01	2.58%	1.29%

# TRIPS PER CAPITA (2015)



Hamilton

Municipality	Trips per Capita			% Change 2013 - 2015
	2006	2013	2015	
London	54.12	63.07	58.67	-6.98%
Mississauga	41.22	47.59	49.20	3.38%
<b>Hamilton</b>	<b>47.99</b>	<b>45.13</b>	<b>44.71</b>	<b>-0.93%</b>
Brampton	24.48	35.43	36.94	4.26%
Windsor	28.39	30.53	30.11	-1.38%
York Region	18.00	21.51	21.35	-0.74%
Durham	13.83	19.46	18.58	-4.52%

# TRANSIT FARE COMPARISON 2016



Hamilton

Municipality	Cash	Ticket		Monthly Pass		
	Adult	Adult	Student	Adult	Student	Senior
London	\$ 2.75	\$ 1.90	\$ 1.54	\$ 81.00	\$ 81.00	\$ 57.50
<b>Hamilton</b>	<b>\$ 3.00</b>	<b>\$ 2.30</b>	<b>\$ 1.90</b>	<b>\$ 101.20</b>	<b>\$ 83.60</b>	<b>\$ 26.50</b>
Windsor	\$ 3.00	\$ 2.53	\$ 1.98	\$ 95.70	\$ 66.00	\$ 48.40
Brampton	\$ 3.75	\$ 2.90	\$ 2.50	\$ 120.00	\$ 105.00	\$ 52.00
Mississauga	\$ 3.50	\$ 3.00	\$ 2.25	\$ 130.00	\$ 101.00	\$ 61.00
Durham	\$ 3.75	\$ 3.05	\$ 2.75	\$ 115.00	\$ 93.50	\$ 46.00
York	\$ 4.00	\$ 3.50	\$ 2.70	\$ 140.00	\$ 105.00	\$ 59.00
<b>Average</b>	<b>\$ 3.39</b>	<b>\$ 2.74</b>	<b>\$ 2.23</b>	<b>\$ 111.84</b>	<b>\$ 90.73</b>	<b>\$ 50.06</b>

# Ten Year Local Transit Strategy



Hamilton



# Strategic Context



Hamilton

## Strategic Plan 2016 – 2025

- Community Engagement & Participation
- Economic Prosperity & Growth
- Healthy & Safe Communities
- **Clean & Green**
- **Built Environment & Infrastructure**
- Culture & Diversity

*“Implement an integrated transportation system which serves the entire city in an affordable, efficient, and accessible way. Our transportation system improves community health by reducing the need for automobile use and making it easy and attractive to utilize transit, walk, cycle etc.”*

## Vision

To be the best place to raise a child and age successfully.



# Strategy Components



Hamilton

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	
<b>LOCAL SERVICE</b>	Deficiencies		Stds															
			Growth															
<b>BLAST Express Bus</b>	Deficiencies		Growth										Modal Split					
<b>BLAST B-Line LRT</b>											Modal Split							

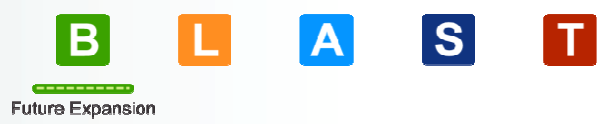
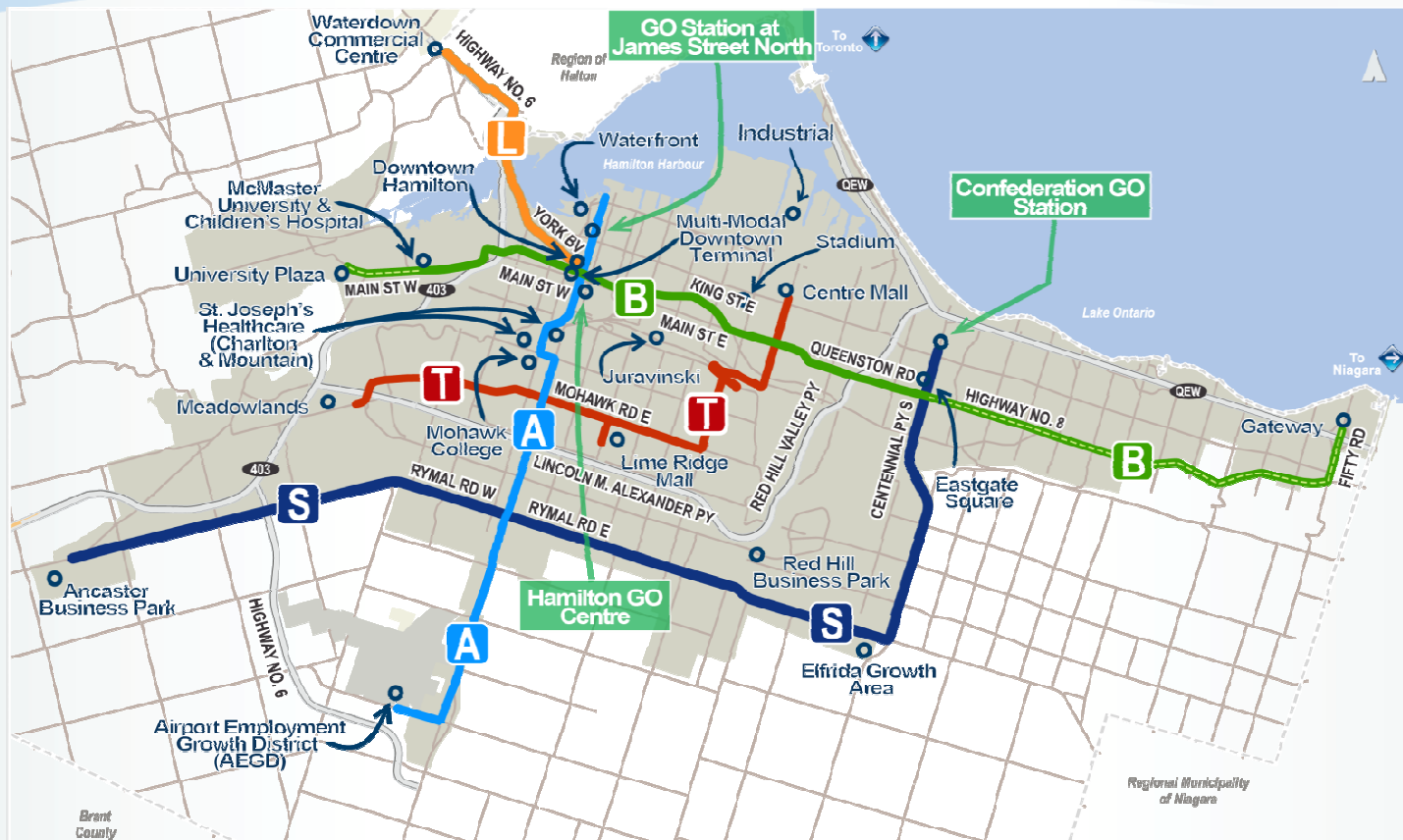
- Address deficiencies
- Implement Service Standards
- Keep up with growth
- Begin to shift modal split with enhance express bus



# Background – BLAST Corridors



Hamilton



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



# Ten Year Local Transit Strategy



Hamilton

## OPERATING

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

SERVICE												
Hours (000's)	814	16	34	34	39	46	253				422	
Annual Operating (000's)	\$88,000	\$2,000	\$4,000	\$4,000	\$4,500	\$5,500	\$31,000				\$51,000	
Full Time Equivalents	644	16	34	26	30	35	195				336	
Fleet	221	14	11	5	11	13	72				126	
Fares	\$2.00	\$0.15	\$0.15	\$0.10	\$0.10	TBD	TBD					
OPERATING												
Service Expenditures (000's)		\$800	\$3,500	\$4,740	\$4,500	\$5,500	\$6,000	\$6,000	\$6,000	\$6,500	\$6,500	
Fare Revenues (000's)		-\$1,245	-\$3,203	-\$2,294	-\$3,227	-\$1,780	-\$2,690	-\$2,787	-\$2,837	-\$2,993	-\$3,113	
Transfer to Reserve (\$000's)		\$445	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Levy (000's)		\$0	\$297	\$2,446	\$1,273	\$3,720	\$3,310	\$3,213	\$3,163	\$3,507	\$3,387	
Annual Change to Levy		0.0%	0.0%	0.3%	0.1%	0.4%	0.4%	0.4%	0.3%	0.4%	0.4%	
Revenue/Cost Ratio		46.4%	47.7%	47.5%	46.8%	45.0%	43.9%	43.1%	42.4%	41.7%	41.1%	

# Ten Year Local Transit Strategy



Hamilton

## CAPITAL

**\$250M Unfunded**



**Fleet \$57M**



**Maintenance & Storage Facility \$150M**



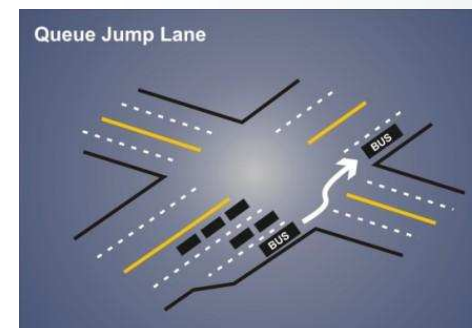
**Terminals \$15M**



**Shelters \$10M**



**Branding & Marketing \$13M**



**Corridor Capacity \$5.2M**



March 11, 2015 Council approved the following for 2015 and 2016:

- 50 FTE
- \$6M annualized operating budget
- 25 additional buses
- Base fare increases

# 2015 & 2016 Update – Additional Service Hours Summary



Hamilton

Area	Route	Annualized Hours
<b>King / Main / Queenston Corridor</b>	<b>01 - King</b>	<b>791</b>
	<b>05 - Delaware</b>	<b>11,124</b>
	<b>51 - University</b>	<b>8,532</b>
<b>King/Main/Queenston Corridor Total</b>		<b>20,447</b>
<b>Lower City</b>	<b>02 - Barton</b>	<b>13,149</b>
	<b>03 - Cannon</b>	<b>4,552</b>
	<b>04 - Bayfront</b>	<b>156</b>
<b>Lower City Total</b>		<b>17,857</b>
<b>Mountain to Downtown</b>	<b>21 - Upper Kenilworth</b>	<b>2,200</b>
	<b>22 / 23 / 24 - Upper Ottawa / Gage / Sherman</b>	<b>3,451</b>
	<b>25 / 26 - Upper Wentworth / Wellington</b>	<b>1,582</b>
	<b>27 - Upper James</b>	<b>696</b>
	<b>27 / 35 - Upper James / College</b>	<b>3,276</b>
	<b>33 - Sanatorium</b>	<b>3,554</b>
<b>Mountain to Downtown Total</b>		<b>14,759</b>
<b>Cross Mountain / Suburban</b>	<b>16 / 43 - Ancaster / Stone Church</b>	<b>1,512</b>
	<b>18 - Waterdown</b>	<b>8,832</b>
	<b>42 - Mohawk East 4 Ice Arena</b>	<b>2,138</b>
	<b>44 - Rymal</b>	<b>756</b>
<b>Cross Mountain / Suburban Total</b>		<b>13,238</b>
<b>Grand Total</b>		<b>66,301</b>

# 2015 & 2016 Update – Previous Approved Enhancements



Hamilton

Area	Route	Annualized Hours
<b>Previous Approved Enhancements</b>		
Cross Mountain / Suburban	21 - Upper Kenilworth	9,470
<b>Total</b>		<b>9,470</b>

# 2015 & 2016 Update - FTE Summary



Hamilton

## Ten Year Local Transit Strategy 50 FTE Summary

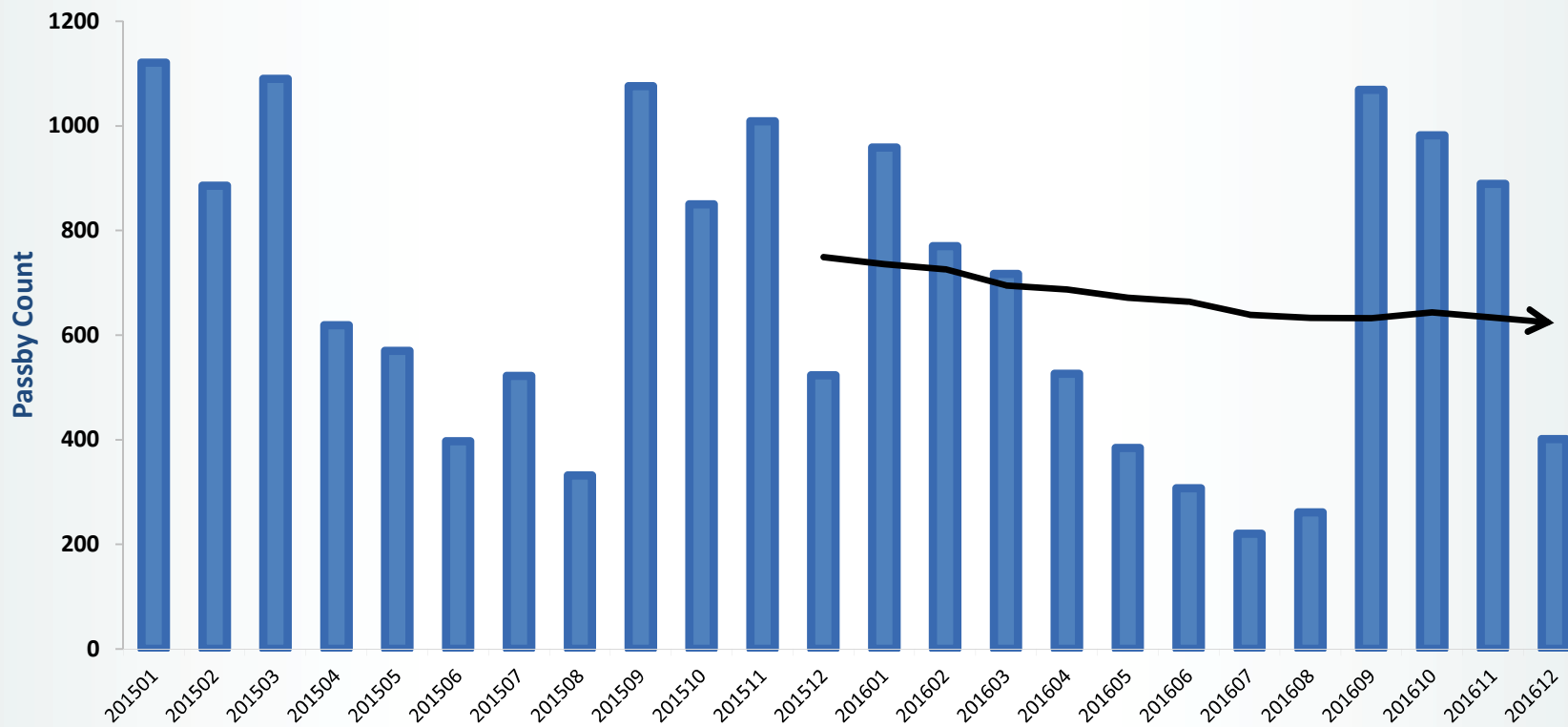
<b>Position Added</b>	<b>2015</b>	<b>2016</b>	<b>Total</b>
Bus Operators	12	21	33
Inspectors	2	4	6
Maintenance Supervisors/Foreperson		2	2
Maintenance Mechanics	2	6	8
Project Manager - Transit Strategy & Infrastructure	1		1
<b>Totals</b>	<b>17</b>	<b>33</b>	<b>50</b>

# 10 YEAR LOCAL TRANSIT IMPROVEMENTS



Hamilton

## Passby-Full



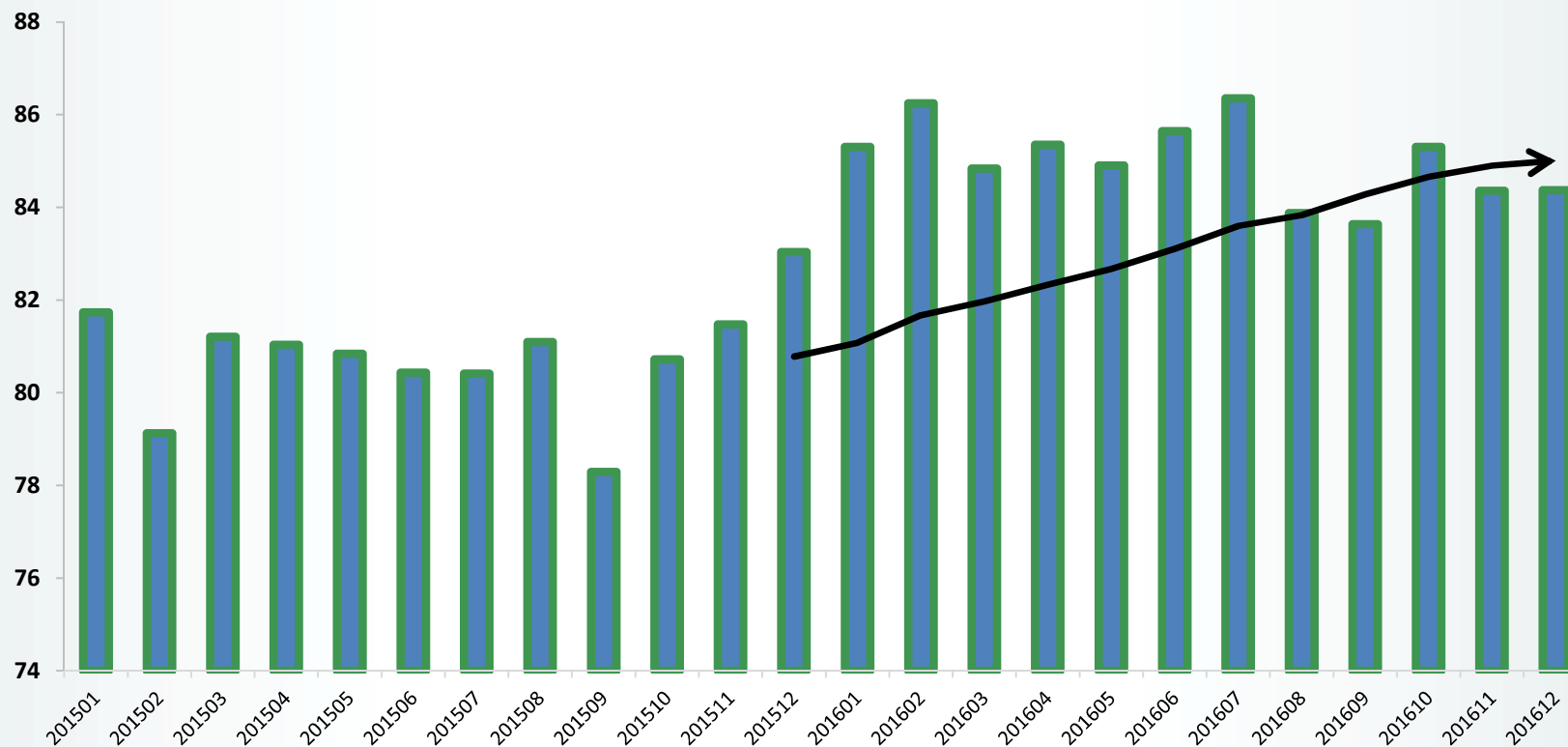


# 10 YEAR LOCAL TRANSIT IMPROVEMENTS



Hamilton

### Schedule Adherence: On-Time (%)

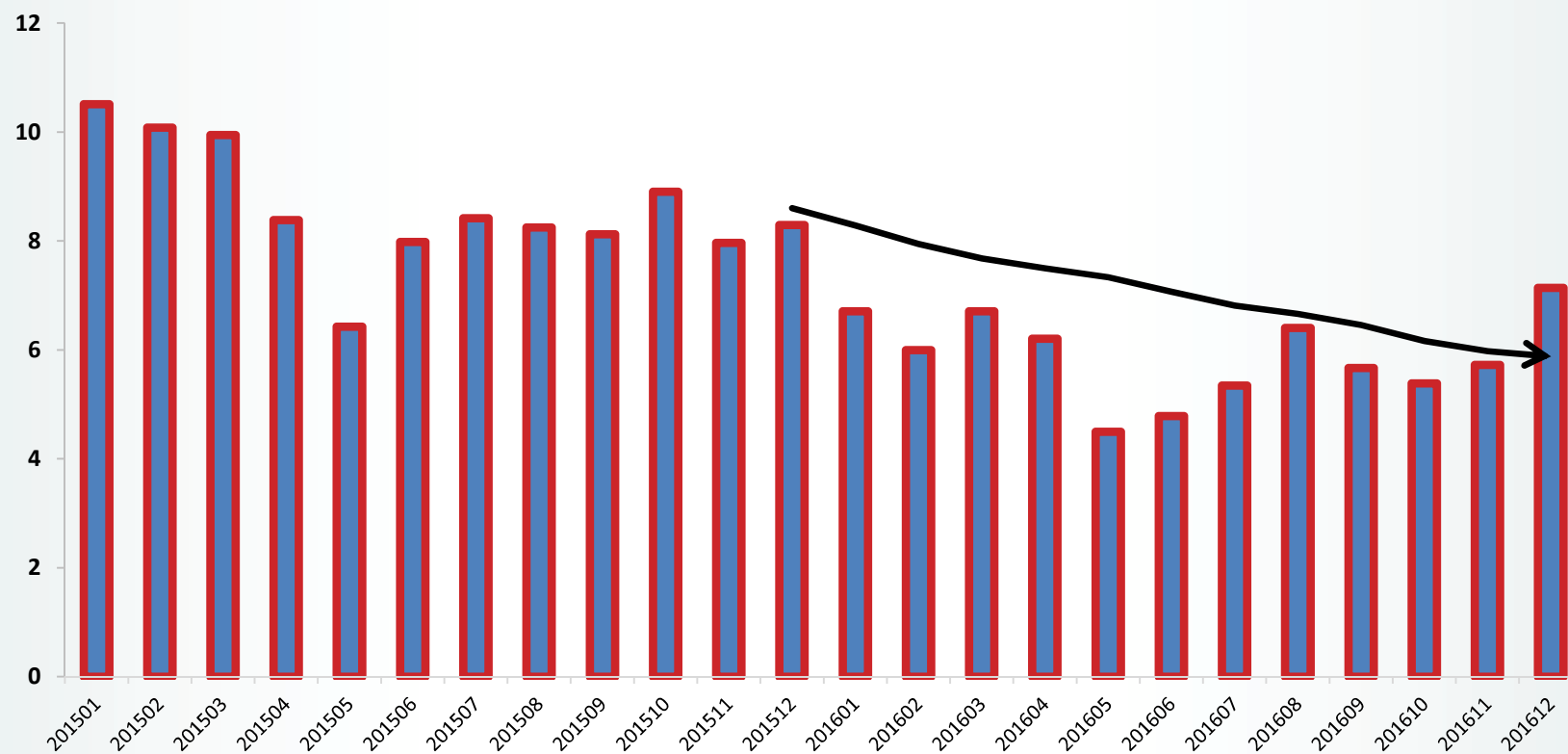


# 10 YEAR LOCAL TRANSIT IMPROVEMENTS



Hamilton

### Schedule Adherence: Early (%)

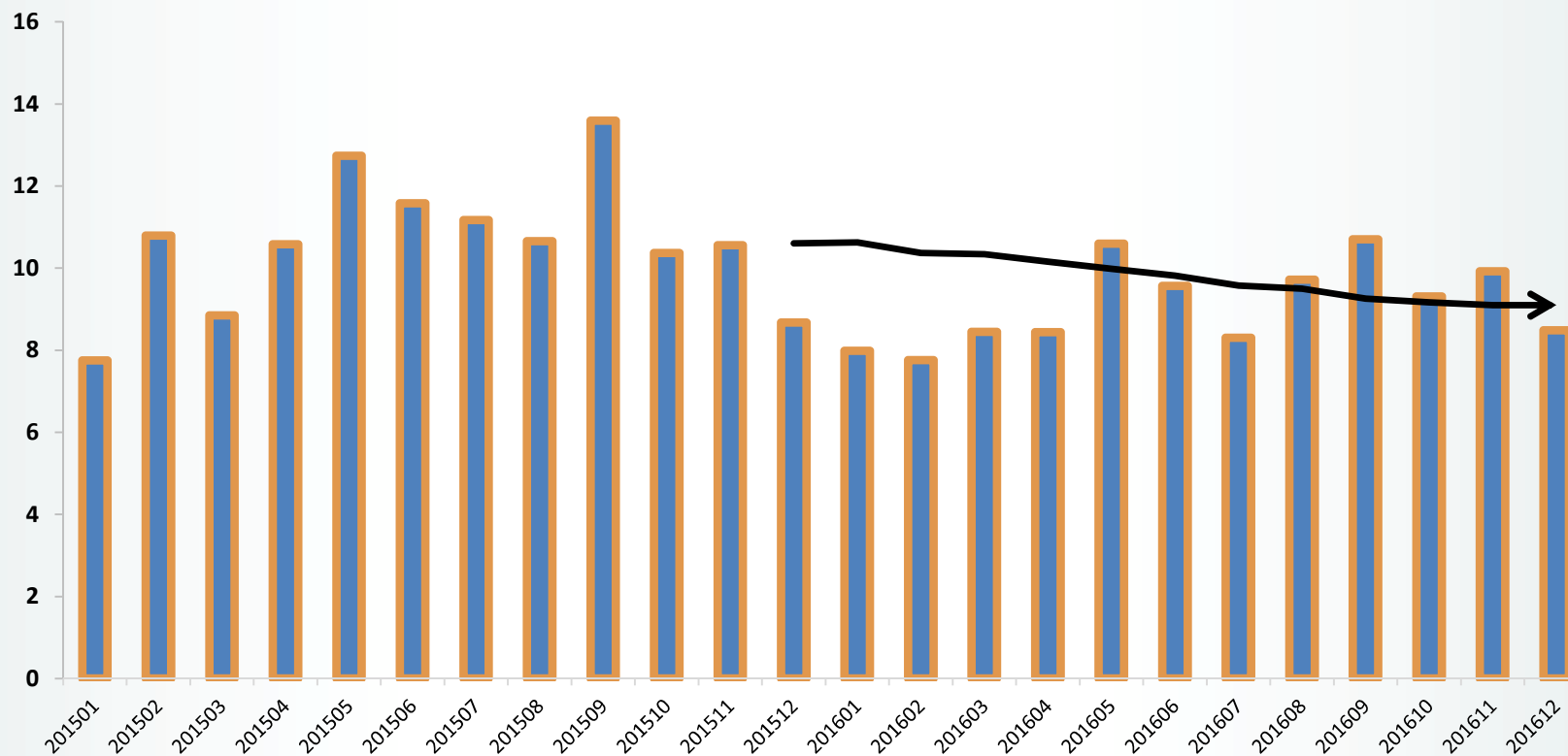


# 10 YEAR LOCAL TRANSIT IMPROVEMENTS



Hamilton

### Schedule Adherence: Late (%)

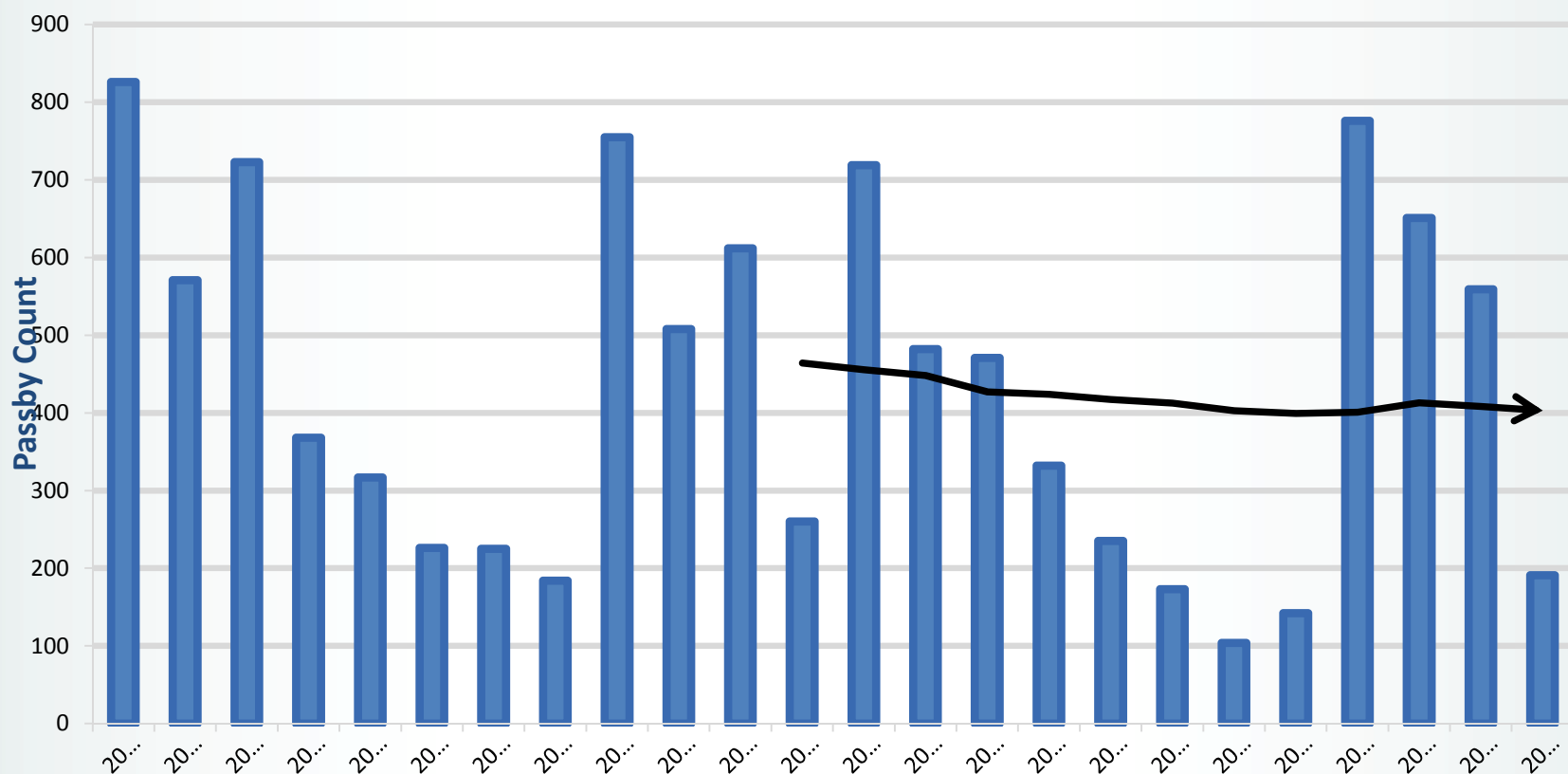


# KING/MAIN/QUEENSTON CORRIDOR



Hamilton

## PASSBY - FULL

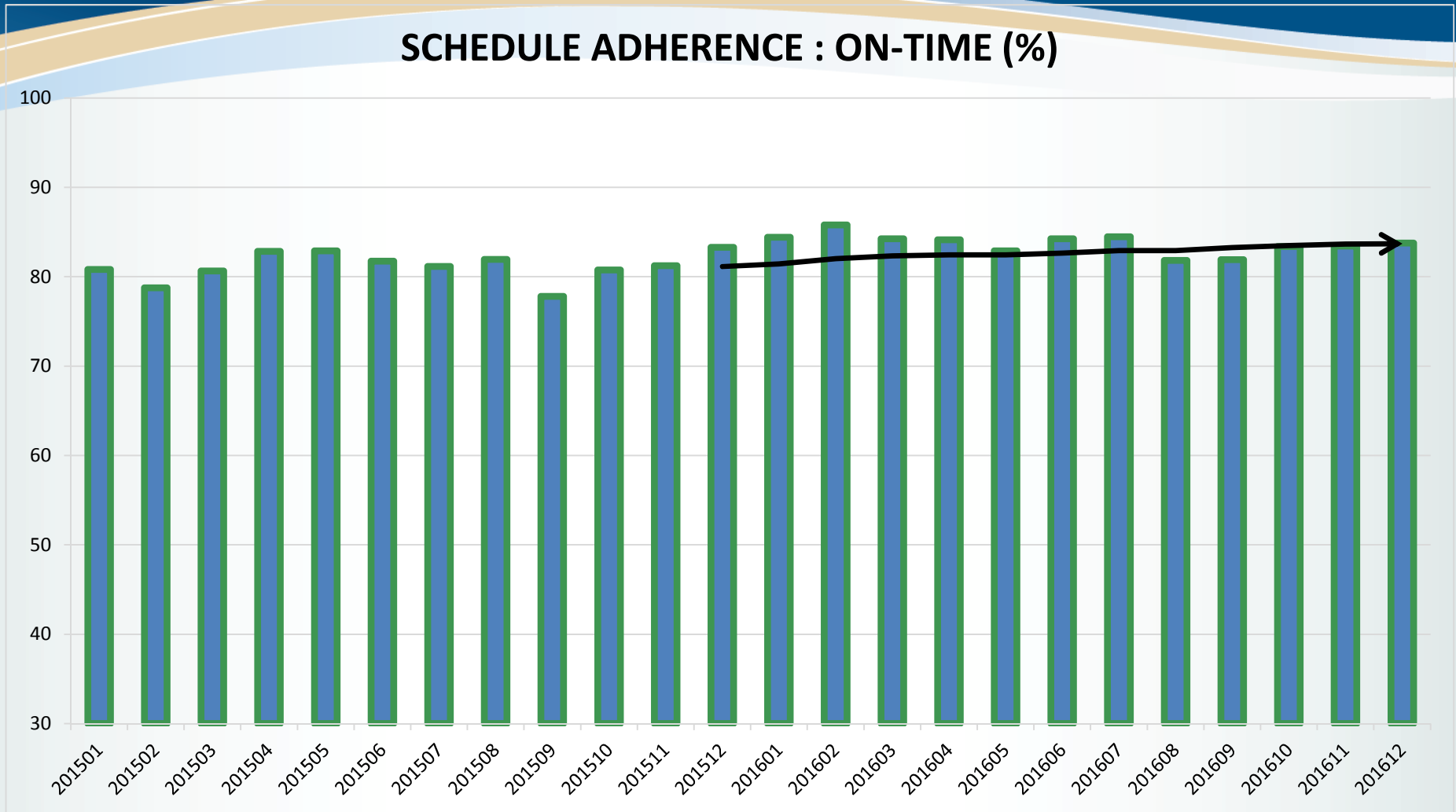


# KING/MAIN/QUEENSTON CORRIDOR



Hamilton

## SCHEDULE ADHERENCE : ON-TIME (%)

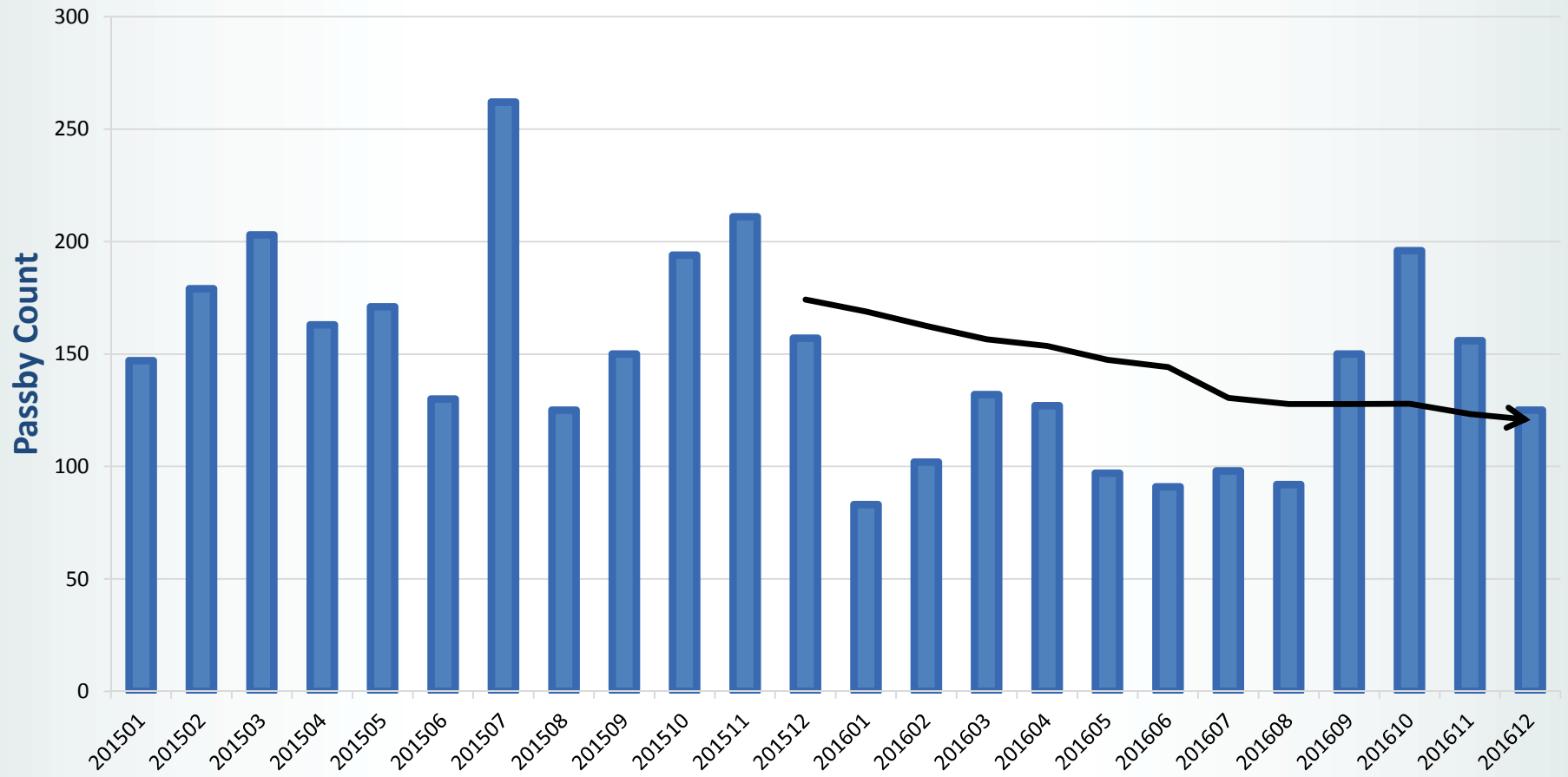


# LOWER CITY



Hamilton

## PASSBY - FULL

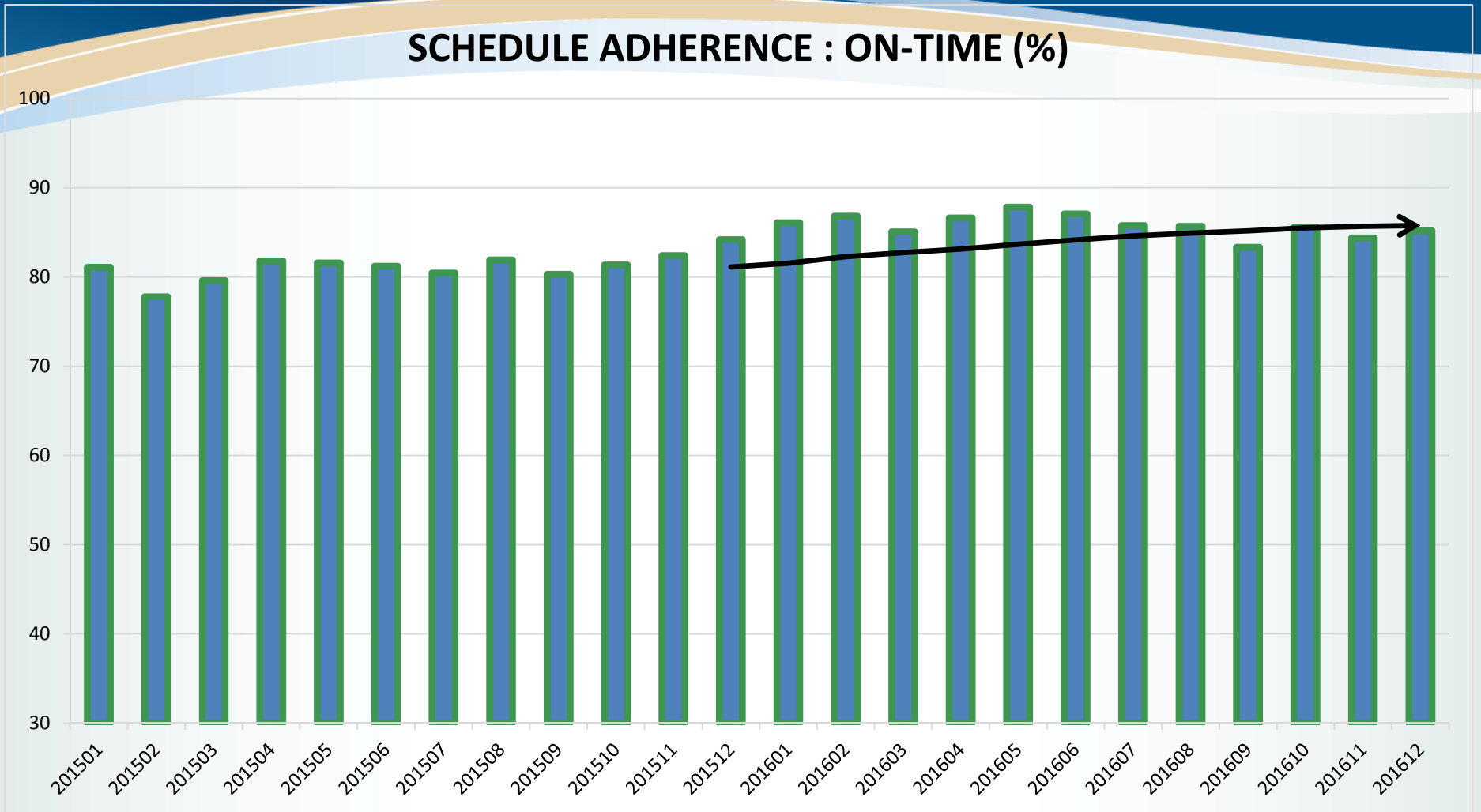


# LOWER CITY



Hamilton

## SCHEDULE ADHERENCE : ON-TIME (%)

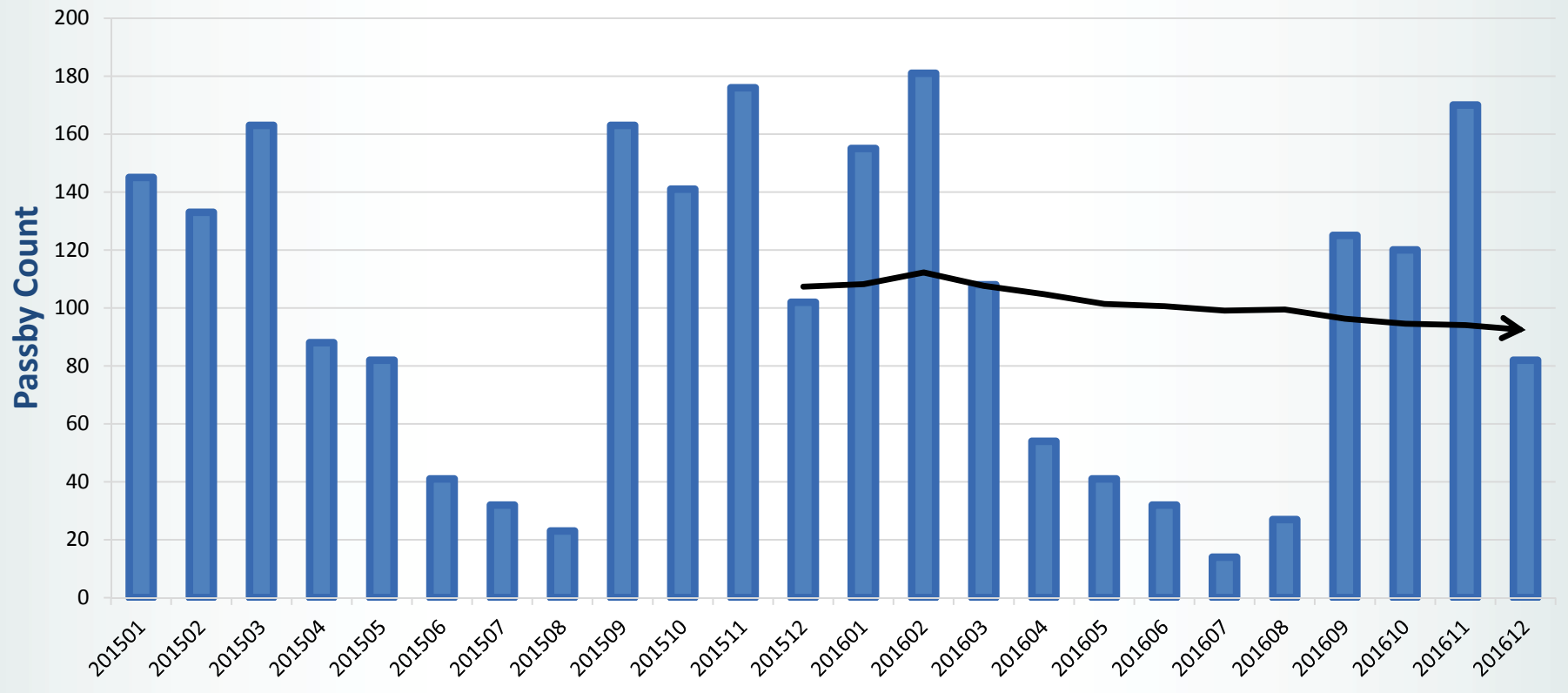


# MOUNTAIN TO DOWNTOWN



Hamilton

## PASSBY - FULL



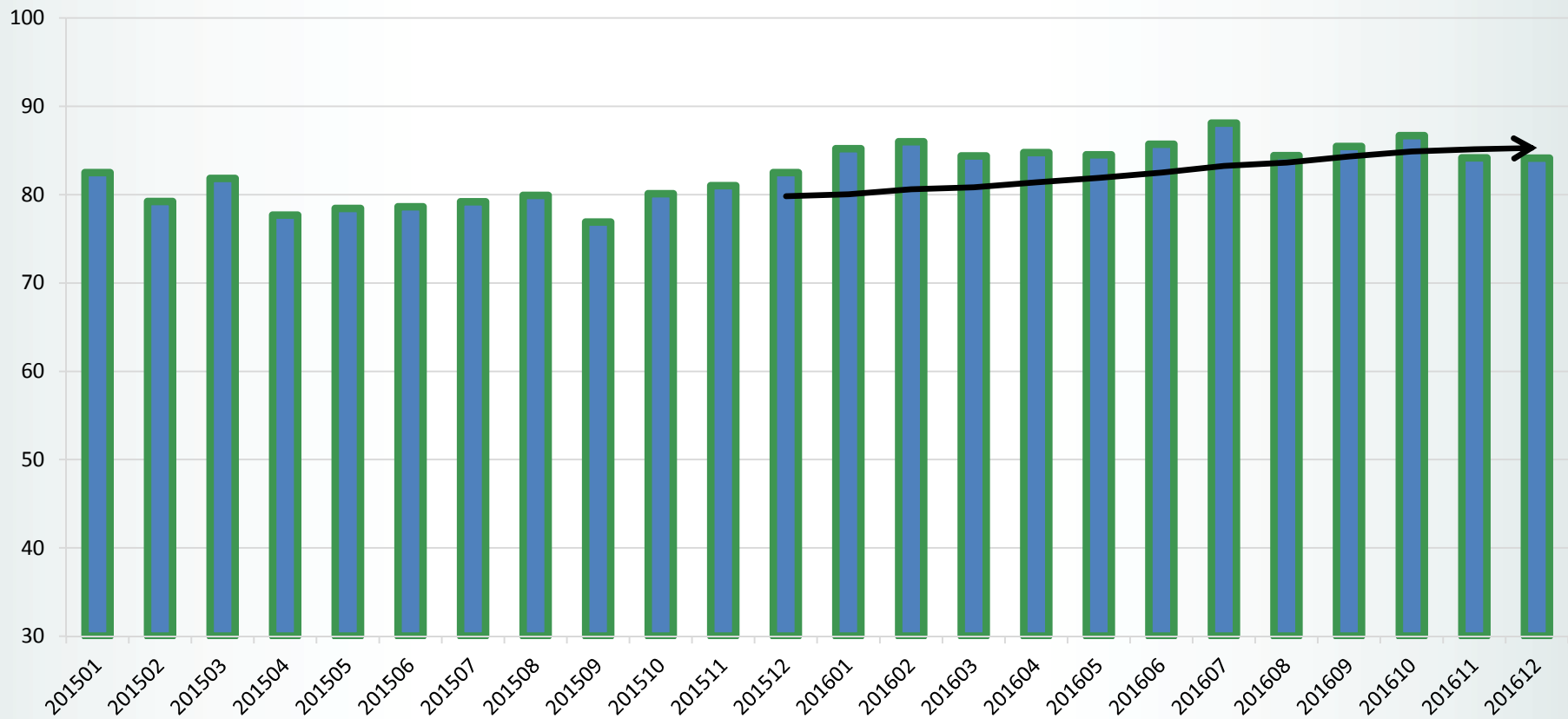


# MOUNTAIN TO DOWNTOWN



Hamilton

## SCHEDULE ADHERENCE : ON-TIME (%)

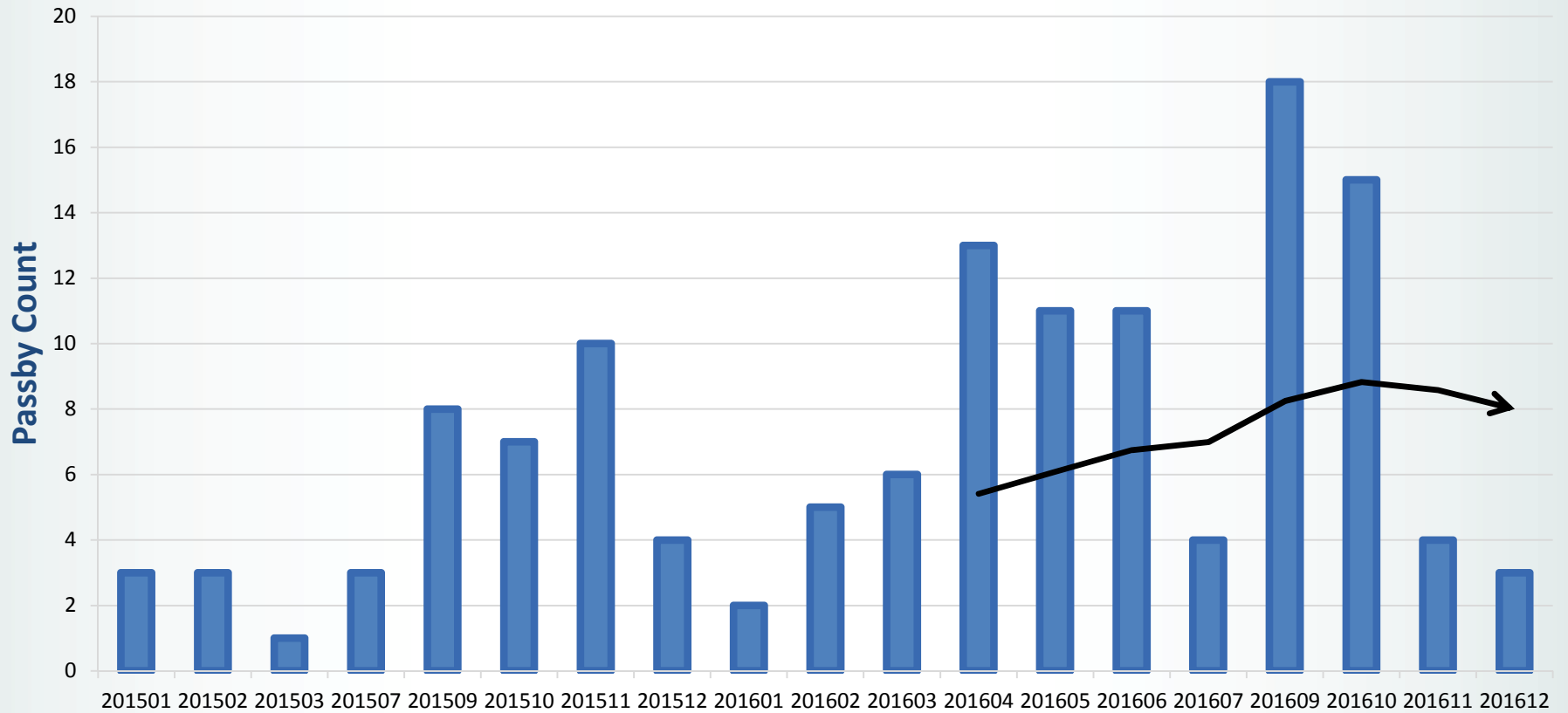


# CROSS MOUNTAIN / SUBURBAN



Hamilton

## PASSBY - FULL

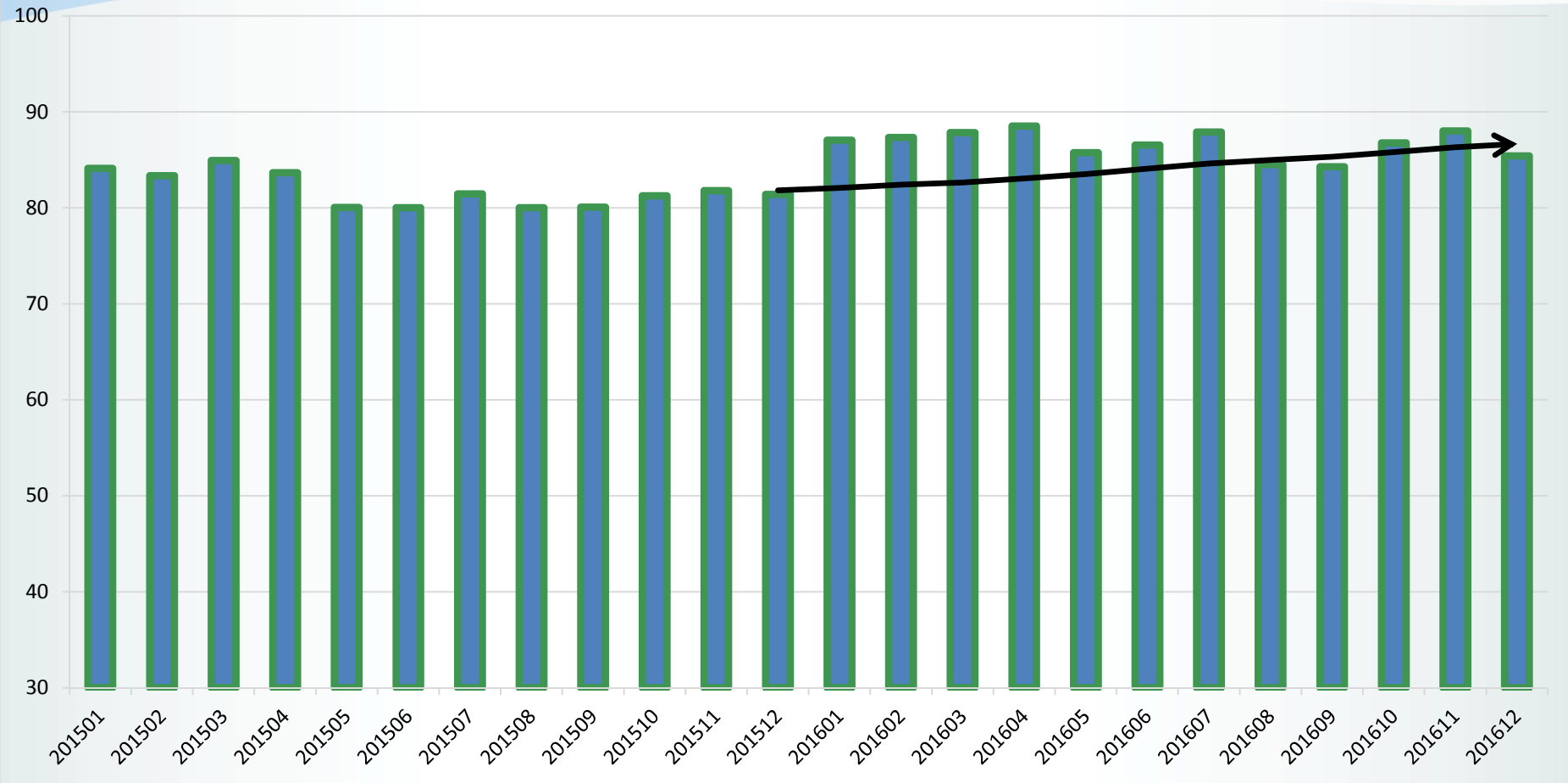


# CROSS MOUNTAIN / SUBURBAN



Hamilton

## SCHEDULE ADHERENCE : ON-TIME (%)



# 10 YEAR LOCAL TRANSIT IMPROVEMENTS SUMMARY



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**For all routes receiving enhancements, indicators show resulting improvements in reliability & capacity:**

- Overall reduction in the number of pass bys
- Overall increase in the % of on-time trips, including:
  - § Reduction in the % of trips considered late
  - § Reduction in the % of trips considered early

# Ten Year Local Transit Strategy 2017



Hamilton

- 5 Additional buses
- 26 FTE
- Approx. 34,000 additional service hours (annualized) in 2017:
  - service standard gaps
  - keep up with growth in accordance with approved Service standards
- Net Levy increase \$2.45M
- Fare Increase \$0.10 effective September 1

# Approved Service Standards



Hamilton

<b>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>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>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>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>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

# Ten Year Local Transit Strategy 2017



Hamilton

Strategy	Area	Local Route(s)	Enhancement	Annual Hours
Growth	King/Main/ Queenston Corridor	1 – King 5 – Delaware	Improve evening frequency  Extend route to major activity centre in select time periods	6,968
	Mountain to Downtown	25 / 26 Upper Wentworth / Wellington 51 - University	Improve frequency in select time periods  Extend route to major activity centre in select time periods	15,769
Gaps	Mountain to Downtown	23 Upper Gage 27 Upper James 34 Upper Paradise	Improve frequency in select Off-Peak time periods to align with Frequency Standards	1,342
	Cross Mountain / Suburban	41 Mohawk 43 – Stone Church 44 - Rymal 55 / 58 Stoney Creek Central / Local	Improve frequency in select Off-Peak time periods to align with Frequency Standards	8,764

# Ten Year Local Transit Strategy 2017



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Route(s)	Productivity
<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

Historically these routes have shown low productivity; during 2017 further analysis will be completed.



- Projects approved in principle on October 12, 2016
- 14 Projects submitted to Province for funding approval

Ten Year Local Transit Strategy Capital Component	Capital Cost (\$M)	Partial funding through PTIF	Remaining Capital Component to Fund
Fleet	\$57.0	\$10.4	\$46.6
Maintenance & Storage Facility	\$150.0	\$28.7	\$121.3
Terminals	\$15.0		\$15.0
Shelters	\$10.0		\$10.0
Branding & Marketing (Passenger Information)	\$13.0	\$1.0	\$12.0
Corridor Capacity (Transit Priority Measures)	\$5.2	\$3.9	\$1.3
<b>Totals</b>	<b>\$250.2</b>	<b>\$44.0</b>	<b>\$206.2</b>

# MULTI-YEAR FARE INCREASES



Hamilton

Year	Cash	Ticket		Monthly Pass		
		Adult	Student	Adult *	Student	Senior
Utilization	11%	31%	8%	40%	5%	6%
Current	\$3.00	<b>\$2.30</b>	\$1.90	\$101.20	\$83.60	\$26.50
Sep-17	\$3.00	<b>\$2.40</b>	\$2.00	\$105.60	\$88.00	\$29.50
Sep-18	\$3.25	<b>\$2.50</b>	\$2.05	\$110.00	\$90.20	\$32.50
Sep-19	\$3.25	<b>\$2.55</b>	\$2.10	\$112.20	\$92.40	\$35.50
Sep-20	\$3.25	<b>\$2.60</b>	\$2.15	\$114.40	\$94.60	\$38.50

2019 and 2020 increases at CPI, assume 2%

# Current Related Initiatives



Hamilton

- **B-Line LRT Project**
- **Transportation Master Plan Review**
- **Growth Related Integrated Development Strategy II (GRIDS 2031-2041)**





**Thank You!**