PRESENTATION OUTLINE

- TRANSIT, YOUR FIRST CHOICE.
- 2019 HIGHLIGHTS
- 10 YEAR LOCAL TRANSIT STRATEGY
- 2020 BUDGET
  - CONVENTIONAL
  - SPECIALIZED
- (RE)ENVISION
TRANSIT STRATEGIC DIRECTION

GOALS

1. To consistently provide a customer experience that meets or exceeds the expectations of our current customer base while building a reputation that attracts new customers.

2. To maintain a transit service and infrastructure that keeps our system in a state of good repair.

3. To take ownership of a system that increases modal split through growth within current conditions and expansion to accommodate future needs.
CONVENTIONAL TRANSIT - 2019 HIGHLIGHTS

- **21,659,637** rides provided
- **17,000,000** vehicle kms travelled close to
- **$45,272,399** collected in revenue
- **45.3%** revenue/cost ratio

- **267** buses (51% CNG Buses)
- **2,018,950** bus check calls
- **39,772** SMS messages
- **7** mountain accesses

- **2,294** bus stops maintained
- **688** shelters maintained
- **80** newly constructed or replaced landing pads
- **26** shelter pad re-pours
- **2** rehabilitated bus loops

Public Works Department
TRANSIT DIVISION
CONVENTIONAL TRANSIT - COMPARISONS

In comparison to other cities in the GTHA, Hamilton ranks:

1. lowest average fare
2. in cost per revenue hour
3. in rides per capita
4. in revenue/cost ratio

*within the Transit Urban Boundary
SOURCE: Canadian Urban Transit Association (CUTA)
2019 Highlights

Cost Per Trip

$26.71
3.5% below budget

Lowest Cost Per Trip (GTHA)

#1

Trips Delivered

844,007
9% more than 2018

Trips Delivered (GTHA)

#2
PUBLIC TRANSIT INFRASTRUCTURE FUND (PTIF)
PTIF IMPLEMENTATION UPDATE
PTIF IMPLEMENTATION UPDATE

YOU USED TO CALL ME ON YOUR CELL PHONE.

Now you can text HSRnow & the stop number to 25370.

FREE WI-FI
Available on this bus.
STRATEGIC PLAN PRIORITIES

COMMUNITY ENGAGEMENT & PARTICIPATION
Hamilton has an open, transparent and accessible approach to City government that engages with and empowers all citizens to be involved in their community.

ECONOMIC PROSPERITY & GROWTH
Hamilton has a prosperous and diverse local economy where people have opportunities to grow and develop.

HEALTHY & SAFE COMMUNITIES
Hamilton is a safe and supportive city where people are active, healthy, and have a high quality of life.

CLEAN & GREEN
Hamilton is environmentally sustainable with a healthy balance of natural and urban spaces.

BUILT ENVIRONMENT & INFRASTRUCTURE
Hamilton is supported by state of the art infrastructure, transportation options, buildings and public spaces that create a dynamic City.

CULTURE & DIVERSITY
Hamilton is a thriving, vibrant place for arts, culture, and heritage where diversity and inclusivity are embraced and celebrated.

OUR PEOPLE & PERFORMANCE
Hamiltonians have a high level of trust and confidence in their City government.
OUR PEOPLE SURVEY – ACTION PLAN

PERSONAL RECOGNITION
Recognize Staff in Bus Beat
Division-Wide

PSYCHOLOGICAL WELL-BEING
Employee Suggestions linked to OPS
Division-Wide

IMPROVE INTERNAL COMMUNICATIONS
Communication
Division-Wide

PHYSICAL SAFETY
Green Belt Project on Collision Reduction
Operations

CONSISTENT POLICIES & PROCEDURES
Process Documentation
Customer Experience and Innovation

MANAGING CHANGE
Trickle Down “Directionomics”
Planning and Infrastructure

After Transit Leadership Team meetings, share relevant information and provide updates from across the Division.
August 19, 2019 marks a significant day for Transit. 50 years ago Operator Maurice Powell joined the HSR - making him the first transit operator, and only second employee in the history of the City of Hamilton to reach this milestone.

PLEASE JOIN US
MONDAY, AUGUST 19
2019
from 12:00pm - 2:00pm
at the
MOUNTAIN TRANSIT CENTRE
2200 Upper James St. Hamilton

Presentations, BBQ, Cake
NO RSVP IS REQUIRED
10 Year Transit Strategy

Years 1 - 2 → 2015 and 2016
Focus: capacity and deficiencies

Years 3 - 4 → 2018 and 2019
Focus: service standards, growth and modal split

Year 5 → 2020
Focus: efforts on routes where we could see targeted increase, service improvements, greatest opportunity to see increase in ridership

Years 6 - 10 → 2021 to 2024
Focus: modal split and growth
10 YEAR TRANSIT STRATEGY – TIME LAPSE VIDEO
10 YEAR TRANSIT STRATEGY: ORIGINAL PROJECTIONS

2015-2018

REVENUE

- Forecast: $170M
- Budget: $163M
- Actuals: $159M
- Achievement: 98%

RIDERSHIP

- Forecast: 91M
- Budget: 87M
- Actuals: 86M
- Achievement: 99%

2% gap
1% gap
10 YEAR TRANSIT STRATEGY: RECALCULATION

**2019**

<table>
<thead>
<tr>
<th><strong>BUDGETED</strong></th>
<th><strong>ACTUALS</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REVENUE</strong></td>
<td><strong>$43,625,324</strong></td>
</tr>
<tr>
<td><strong>RIDERSHIP</strong></td>
<td><strong>21,065,409</strong></td>
</tr>
</tbody>
</table>
Recalculated #’s
2020-2025 FORECAST

$322M  REVENUE

141M  RIDERSHIP
10 YEAR TRANSIT STRATEGY: UPDATED CAPITAL

Conceptual rendering of the Maintenance and Storage Facility from the north-west.
TRENDS AND ISSUES 2020 - 2023
THE ONLY HOME WE'VE EVER KNOWN
MOUNTAIN TRANSIT CENTRE – OVER CAPACITY
TRENDS AND ISSUES - ELECTRIC BUSES
ATTENDANCE is showing improvement, remains a focus area.

New process for claiming Short Term Disability - note in 4 days will also assist.
TRENDS AND ISSUES

CUSTOMER EXPECTATIONS
we are in the customer service business.

Needs and wants are changing, real time info, more frequent service, reliability of service.
GROWTH IN RIDERSHIP ON SPECIALIZED TRANSIT

Since 2013, on average, the trend has been approximately 10% year to year (actuals to actuals).
## YEAR FIVE CONVENTIONAL BUDGET

<table>
<thead>
<tr>
<th>(000's)</th>
<th>2019 Restated Net</th>
<th>2020 Preliminary Gross</th>
<th>2020 Preliminary Net</th>
<th>$ Net Change</th>
<th>% Net Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transit</td>
<td>$74,299</td>
<td>$141,440</td>
<td>$81,396</td>
<td>$7,097</td>
<td>9.6%</td>
</tr>
<tr>
<td>Amendments – January 17, 2020 Budget GIC: Reduction to Fuel Assumptions (diesel &amp; unleaded)</td>
<td></td>
<td></td>
<td></td>
<td>($115)</td>
<td></td>
</tr>
<tr>
<td>Total Transit Net Levy Less Amendments</td>
<td></td>
<td></td>
<td></td>
<td>$6,982</td>
<td>9.4%</td>
</tr>
</tbody>
</table>

### Major Drivers

<table>
<thead>
<tr>
<th>Major Driver</th>
<th>$ Net Change</th>
<th>% Net Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attributable to DARTS Increase</td>
<td>$2,664</td>
<td>3.6%</td>
</tr>
<tr>
<td>Employee Related</td>
<td>$1,396</td>
<td>1.9%</td>
</tr>
<tr>
<td>PRESTO Agreement</td>
<td>$875</td>
<td>1.2%</td>
</tr>
<tr>
<td>Annual 10 Year Strategy (Net)</td>
<td>$688</td>
<td>0.9%</td>
</tr>
<tr>
<td>Transit Fleet Reserve (year 8 of 8 loss of OBRP funding)</td>
<td>$628</td>
<td>0.8%</td>
</tr>
<tr>
<td>Insurance Premiums (direct charges)</td>
<td>$424</td>
<td>0.6%</td>
</tr>
</tbody>
</table>
YEAR FIVE CONVENTIONAL BUDGET

Y5

13 additional buses

35 FTE

Approximately 46,000 service hours

Fare increase $0.05 effective September 1, 2020

Total Cost of $4,239,000 annualized over two years

2020 - $688k (net of fare revenue)
SPECIALIZED TRANSIT BUDGET

Cost Per Trip: $27.59
Forecasted Trips: 885,000
Total increase: $2,664,130
10 YEAR TRANSIT STRATEGY: SERVICE ENHANCEMENTS
YEAR FIVE ENHANCEMENTS – ROUTE 44 RYMAL

IMPROVED PEAK AND EVENING FREQUENCY
YEAR FIVE ENHANCEMENTS – ROUTE 20 A LINE

IMPROVED PEAK FREQUENCY AND EVENING SPAN
YEAR FIVE ENHANCEMENTS – STONEY CREEK MOUNTAIN

ROUTING CHANGE AND IMPROVED CONNECTIVITY
(RE)ENVISION THE HSR

is moving forward.
MY HSR CAMPAIGN

puts people & planet first

gives my employees transit options

is our link to nature

gives us independence

builds community
SURVEY RESPONSE RATE

#HamOnt invested
2,600+ hrs on survey

Avg minutes to complete
27

3,201 Comments

500+ Pages of comments

Open for
70 Days

1,335 Residents on email list

5,781 SURVEYS COMPLETED
SURVEY RESPONSE RATES

Participation by Ward

PERCENTAGE SHARE

Survey Responses  Population
WHAT WE’VE LEARNED SO FAR – CURRENT CUSTOMERS

*Current customers* told us to concentrate on the following things which were rated with the highest importance and lowest satisfaction:

- On-time service reliability
- Waiting times at transfer and connection points
- Frequency of service on weekends and holidays
- Bus crowdedness
- Weather protection at bus stops
Potential new customers had very similar views, but rated the following with higher importance compared to current customers:

- Reduce # of transfers required
- Reduce total trip time (similar to using a car)
- Increase connectivity to other modes of transportation
The dominant driver of customer satisfaction and drawing new customers that build transit ridership is:

FREQUENT RELIABLE SERVICE
ENGAGING IN OUR COMMUNITY
ENGAGING IN OUR COMMUNITY
ENGAGING IN OUR COMMUNITY

Sign up to (Re)envision the HSR

How can we make transit your first choice? Hamilton is changing. And we're changing too. For work, school, play and everything in between, we want to take you there. That's why we're asking you to tell us what you need from the HSR, today and in the future.

myhsr.hamilton.ca
(RE)ENVISION TIMELINE

- WINTER 2018 & SPRING 2019: Survey current and potential customers
- FALL & WINTER 2019: Consult and engage in communities
- SPRING 2020: Report on research and design principles
- SUMMER 2020: Propose new network design
- FALL 2020: Propose financial strategy and budget
- JUNE 2021: Launch new network for customers
is my first choice.