Transit
2021 OPERATING BUDGET
JANUARY 22 2021
PRESENTATION OUTLINE

- TRANSIT COVID-19 RESPONSE
- TRENDS AND ISSUES
- 2021 BUDGET
- (RE)ENVISION THE HSR - UPDATE
- ON DEMAND PILOT
Thank you for keeping Hamilton moving through this. #HamiltonProud
COUNCIL 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.
TRANSIT DIVISION STRATEGIC DIRECTION

OUR PURPOSE
We provide customer-focused service that is safe, reliable, and inclusive.

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.
HIGHLIGHTS OF TRANSIT’S COVID-19 PANDEMIC RESPONSE

Health and Safety of Staff and Customers is our priority

• Moved the yellow line 6ft behind the operator

• Treated the entire fleet with AEGIS Microbe Shield treatment

• Enhanced cleaning of buses nightly

• Moved to rear door boarding, paused fare collection, installed bungee cords to prevent entry into operator area

• Required the use of face coverings to board transit

• Installed bio-shields for operator compartment and returned to front door boarding and fare collection
HIGHLIGHTS OF TRANSIT’S COVID-19 PANDEMIC RESPONSE

Service Levels
• Immediate reduction of service to Saturday level to prevent cancellations due to staffing impacts from COVID
• Reduced capacity by blocking off seating to promote physical distancing
• Extra service and maximized use of articulated buses to minimize pass bys
• Multiple operator schedules produced and signed to address service levels
• Decreased capacity on buses to 1/3 – and then increased to 2/3 seated capacity and adjusted blocked seats as required
• Provided stop to stop service utilizing DARTS for customers using personal mobility devices and CNIB cardholders
• Once appropriate measures implemented, we increased to 100% seated capacity
HIGHLIGHTS OF TRANSIT’S COVID-19 PANDEMIC RESPONSE

Communications

• Leveraged our Social Media channels and media partners to help communicate our rapidly changing messages to customers – engaging the @HSRNow Suite of services

• Provided updates for EOC Media Briefings and participated on a panel for a townhall

• Internal communications materials developed to relay information to staff in a timely manner

• Upgraded signs on all buses and shelters for physical distancing measures, mandatory masks, rear-door entry/exit

• On-board bus announcements to relay messaging
LOVE HSR OPERATORS CAMPAIGN
TRENDS AND ISSUES

• VISION ZERO

• EQUITY, DIVERSITY, INCLUSION

• CLIMATE EMERGENCY
TRENDS AND ISSUES

- RIDERSHIP RECOVERY
- SAFE RE-START FUNDING
- PROVINCIAL GAS TAX (PGT)
- U-PASS Revenue
TRENDS AND ISSUES

- YEAR 5
- IMPACT ON 10 YEAR TRANSIT STRATEGY
TRENDS AND ISSUES

ICIP FUNDING APPROVALS

- NEW MAINTENANCE AND STORAGE FACILITY (MSF)
- EXPANSION AND REPLACEMENT BUSES
PRESTO ADOPTION UPDATE

- RETIREMENT OF LEGACY FARE MEDIA
- DEVICE REFRESH
- E-TICKETS
- PRESTO ADOPTION

The HSR is ending sales of paper tickets and passes on October 31, 2020.
Tickets remain valid until December 31, 2020.
Get your PRESTO card today.
Learn more at hamilton.ca/PRESTO

PRESTO E-Tickets are here for HSR customers!
TRENDS AND ISSUES

- TRANSPORTATION TASK FORCE RECOMMENDATIONS (BRT/LRT)
- AREA RATING
- (RE)ENVISION
## 2021 Key Budget Drivers

<table>
<thead>
<tr>
<th>Key Drivers</th>
<th>Impact $000</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Related Costs (Net) – Excludes Underperforming Routes</td>
<td>$2,382</td>
<td>3.1%</td>
</tr>
<tr>
<td>Reductions to Underperforming Routes (PW20015) (Employee related cost $857K &amp; Vehicle $103K)</td>
<td>($960)</td>
<td>(1.2%)</td>
</tr>
<tr>
<td>Contribution to Reserve to fund PRESTO commissions that will be incurred when ridership recovers</td>
<td>$1,341</td>
<td>1.7%</td>
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<tr>
<td>Elimination of Paper Fare Media $366K &amp; PRESTO Device Refresh $200K</td>
<td>($566)</td>
<td>(0.7%)</td>
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<tr>
<td>Transit Fleet Reserve Inflationary Increase</td>
<td>$207</td>
<td>0.3%</td>
</tr>
<tr>
<td>Fuel – Diesel &amp; Unleaded (Rate decrease from $1.04/L Diesel / $1.10/L Unleaded to reduced rate of $1.00/L for both)</td>
<td>($395)</td>
<td>(0.5%)</td>
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<table>
<thead>
<tr>
<th>2020 Restated Budget Net (000’s)</th>
<th>2021 Preliminary Budget Gross (000’s)</th>
<th>2020 Preliminary Budget Net (000’s)</th>
<th>$ Net Change</th>
<th>% Net Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transit</td>
<td>$78,067</td>
<td>$141,519</td>
<td>$80,755</td>
<td>$2,688</td>
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</tbody>
</table>
2021 BUDGET

Y5

13 additional buses

35 FTE

Approximately 46,000 service hours

Fare increase $0.05 effective September 2021

Total Cost of $4,239,000 annualized over two years
On June 17, 2020, as a result of COVID-19 Year 5 of the Transit Strategy that was scheduled to be implemented in September 2020 was postponed via report PW 14015c.

The 2020 in-year savings resulting from the postponement of Year 5 is $823,030 as noted in the below chart which was included in PW14015c Report.

From a 2021 budget perspective, since Year 5 is already currently included in the 2020 base budget, there would be no increase to the 2021 budget related to the postponement of Year 5.
SPECIALIZED TRANSIT BUDGET

Budgeted Cost / Trip
$27.59

Forecasted Actuals Cost / Trip
$43.36

Budgeted Trips
885,000

Forecasted Trips
327,450

Total Budget
$24,413,130

Forecasted Expenditures
$14,200,000
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
UPDATED PROJECT TIMELINE

SPRING 2019: Survey current and potential customers
WINTER 2019: Consult and engage in communities
SPRING & SUMMER 2020: Interrupted by COVID response and pause on engagement
WINTER 2020/2021: Validate Guiding Principles with customers and stakeholders
SPRING & SUMMER 2021: Propose network design guidelines and CX action plans
FALL 2021: Propose network reconfiguration

Delayed 9-12 months
TRANSIT’S ROLE IN THE COMMUNITY
PURPOSE OF (RE)ENVISION

What customers want from the service

Customer Expectations

Service Targets

The service we plan to deliver

Customer Satisfaction

Service Performance

The service we actually deliver

How customers feel about the service
BROAD ENGAGEMENT

11,686
TOTAL SURVEYS, CONVERSATIONS
AND DIGITAL ENGAGEMENTS

5,718
SURVEY PARTICIPANTS

1,812
NEWSLETTER SUBSCRIBERS

1,378
SOCIAL MEDIA INTERACTIONS

1,315
MY HSR ENGAGEMENTS

1,483
IN-PERSON CONVERSATIONS

VIDEO VIEWS
30k+

SURVEY COMMENTS
3200+

WEBSITE VISITS
80k+
WHAT WE’VE HEARD?

- On-time service **reliability**
- Waiting time at **transfers between routes**
- **Weather protection**, comfort & cleanliness at stops
- Frequency on **weekends** & holidays
- Bus **crowdedness**

- Reduced # of **transfers** required
- Reduced total **trip time** (similar to car)
- Increased **connectivity** to other modes

- Fare **affordability** (from engagement)
DRAFT GUIDING PRINCIPALS

1. Customer experience is at the heart of what we do
2. We honour equity, diversity and inclusion
3. We deliver on our promise
4. We connect, innovate and evolve
5. We engage with our employees
6. We make a positive impact
Customer Experience is at the heart of what we do.

- Customers know their rights and responsibilities
- Easy to use at every step of the journey
- Make it right when things go wrong
We honour equity, diversity and inclusion.

- Everyone can afford to take transit when they need it
- Become barrier-free
- Everyone has a right to feel welcome and safe while using transit
We deliver on our promise.

- Be reliable and on-time
- Customers can access transit when and where they need it
- Riding a bus is comfortable
- Over-crowding is managed and minimized
- Stops, shelters and terminals are welcoming
We connect, innovate and evolve.

- Mobility is integrated
- Network reconfiguration
- Micro-mobility and service innovation (technology)
- Modernized marketing to new riders
We engage with our employees.

- Engaged employees
- Exceptional customer service experiences
- Employees actively support and participate in continuous improvement opportunities
• Design communities with a transit-first philosophy
• Strong partnerships with businesses
• Understand the role of transit in an emergency
• HSR is one of the greenest transit fleets in Canada
ON DEMAND TRANSIT PILOT
GUIDING PRINCIPLES IN ACTION - WATERDOWN

Customer Experience is at the heart of what we do.

We honour equity, diversity and inclusion.

We deliver on our promise.

We connect, innovate and evolve.

We engage with our employees.

We make a positive impact on communities, the environment and the economy.
SERVICE TARGETS AND PERFORMANCE - WATERDOWN
CONNECTING WITH THE COMMUNITY - WATERDOWN

We connect, innovate and evolve.

Customer Experience is at the heart of what we do.

We make a positive impact on communities, the environment and the economy.
BARRIERS TO MEETING NEEDS - WATERDOWN
ON DEMAND TRANSIT

Flexible

Innovative

Optimization

Better Experience

Old idea with a new look

App Based

Needs to be tested
ON DEMAND TRANSIT

Rider App

Driver App

Live View

Via Operations Center (VOC)
ON DEMAND TRANSIT – SOFTWARE AS A SERVICE
ON DEMAND TRANSIT - RISKS
ON DEMAND TRANSIT - OUTCOMES

- Customer Experience is at the heart of what we do.
- We honour equity, diversity and inclusion.
- We make a positive impact on communities, the environment and the economy.
- We engage with our employees.
ON DEMAND TRANSIT - TIMELINE

SEPTEMBER 5
THANK YOU