



Hamilton

Item
6.1

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



OUR 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 STRATEGIC DIRECTION

TRANSIT DIVISION STRATEGIC DIRECTION



TRANSIT,
YOUR FIRST CHOICE.

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

6

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

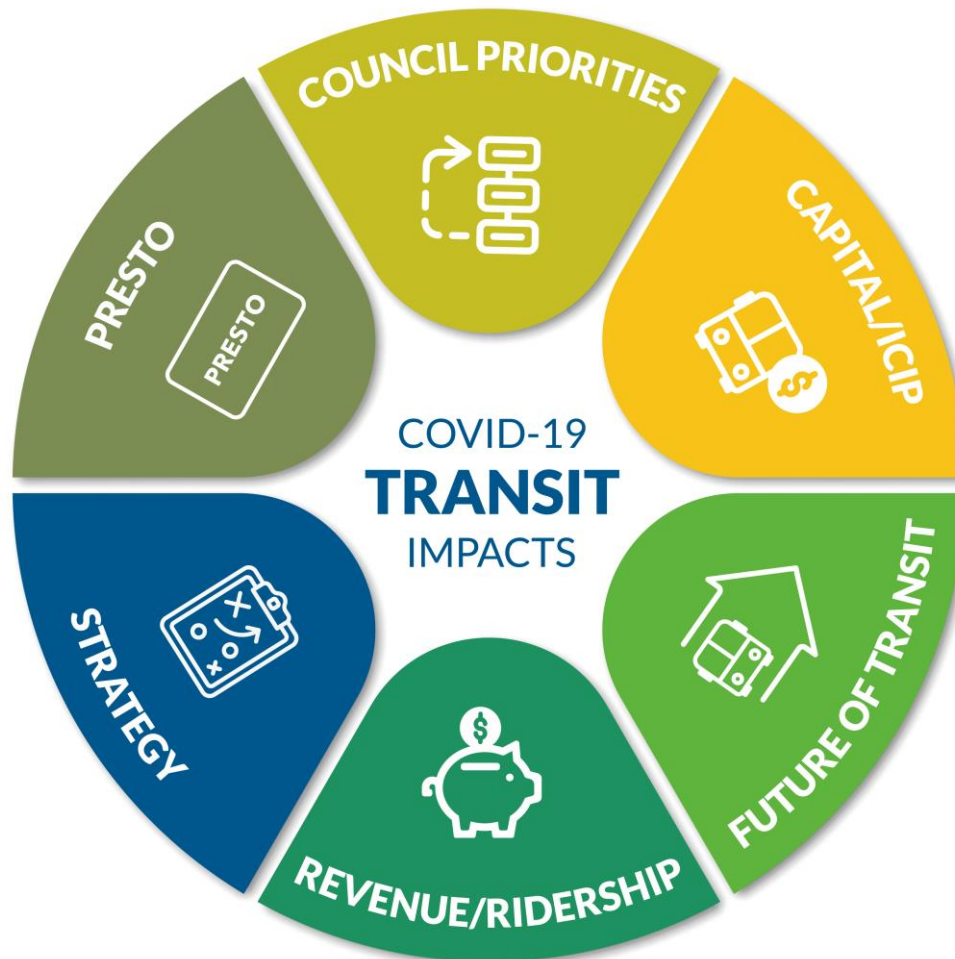
Communications

- 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



TRENDS AND ISSUES



- **VISION ZERO**
- **EQUITY, DIVERSITY, INCLUSION**
- **CLIMATE EMERGENCY**

TRENDS AND ISSUES



2019

	BUDGETED	ACTUALS	
REVENUE	\$43,625,324	\$45,272,399	↑
RIDERSHIP	21,065,409	21,659,637	↑

2020

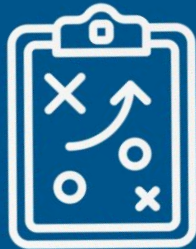
JAN - FEB			COVID	(FORECASTED)		
BUDGETED	ACTUALS			BUDGETED	ACTUALS	
REVENUE	\$7,689,350	\$8,141,948	↑	\$47,176,090	\$23,074,389	↓
RIDERSHIP	3,668,004	3,838,592	↑	22,110,034	11,772,242	↓

TRENDS AND ISSUES



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

TRENDS AND ISSUES



STRATEGY

- **YEAR 5**
- **IMPACT ON 10 YEAR TRANSIT STRATEGY**

TRENDS AND ISSUES

CAPITAL/ICIP



ICIP FUNDING APPROVALS

- **NEW MAINTENANCE AND STORAGE FACILITY (MSF)**
- **EXPANSION AND REPLACEMENT BUSES**

PRESTO ADOPTION UPDATE



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

...saves you money.
...is easy to use.
...is convenient.
...saves you time.

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



TRENDS AND ISSUES

- **TRANSPORTATION TASK FORCE RECOMMENDATIONS (BRT/LRT)**
- **AREA RATING**
- **(RE)ENVISION**





2021 BUDGET

2021 KEY BUDGET DRIVERS

	2020 Restated Budget Net (000's)	2021 Preliminary Budget Gross (000's)	2020 Preliminary Budget Net (000's)	\$ Net Change	% Net Change
Transit	\$78,067	\$141,519	\$80,755	\$2,688	3.4%

Key Drivers	Impact \$000	%
Employee Related Costs (Net) – Excludes Underperforming Routes	\$2,382	3.1%
Reductions to Underperforming Routes (PW20015) (Employee related cost \$857K & Vehicle \$103K)	(\$960)	(1.2%)
Contribution to Reserve to fund PRESTO commissions that will be incurred when ridership recovers	\$1,341	1.7%
Elimination of Paper Fare Media \$366K & PRESTO Device Refresh \$200K	(\$566)	(0.7%)
Transit Fleet Reserve Inflationary Increase	\$207	0.3%
Fuel – Diesel & Unleaded (Rate decrease from \$1.04/L Diesel / \$1.10/L Unleaded to reduced rate of \$1.00/L for both)	(\$395)	(0.5%)

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 

TRANSIT YEAR 5 POSTPONEMENT (PW14015c)

- 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.

Mitigated Service Expenditures:	Year 5 2020 In-Year Mitigation Impact	
Employee Related Costs	1,034,980	Savings
Maintenance Costs	1,032,350	Savings
Fare Revenue	(1,077,000)	Loss
Total Net Operating Costs	990,330	Net Savings
Contribution to Reserves - Expansion Fleet	822,700	Savings
Contribution from Reserves - Tax Stabilization	(990,000)	Loss
Total Net In-Year Mitigated Impact	\$ 823,030	Net Savings

SPECIALIZED TRANSIT BUDGET

Budgeted Cost / Trip

\$27.59



Forecasted Actuals
Cost / Trip

\$43.36

Budgeted Trips

885,000



Forecasted
Trips

327,450

Total Budget

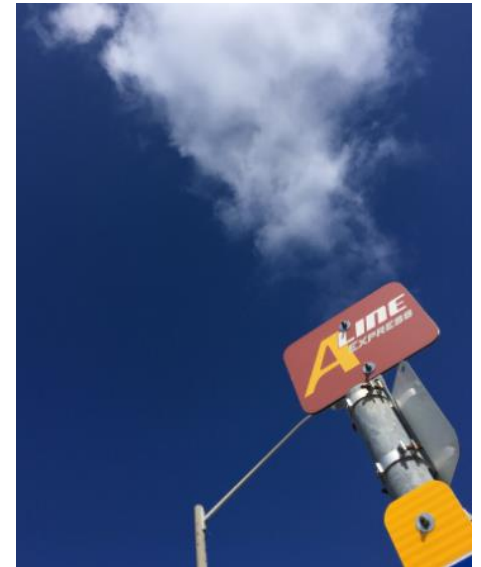
\$24,413,130



Forecasted
Expenditures

\$14,200,000

10 YEAR TRANSIT STRATEGY: SERVICE ENHANCEMENTS



YEAR FIVE ENHANCEMENTS – ROUTE 44 RYMAL



IMPROVED PEAK AND EVENING FREQUENCY



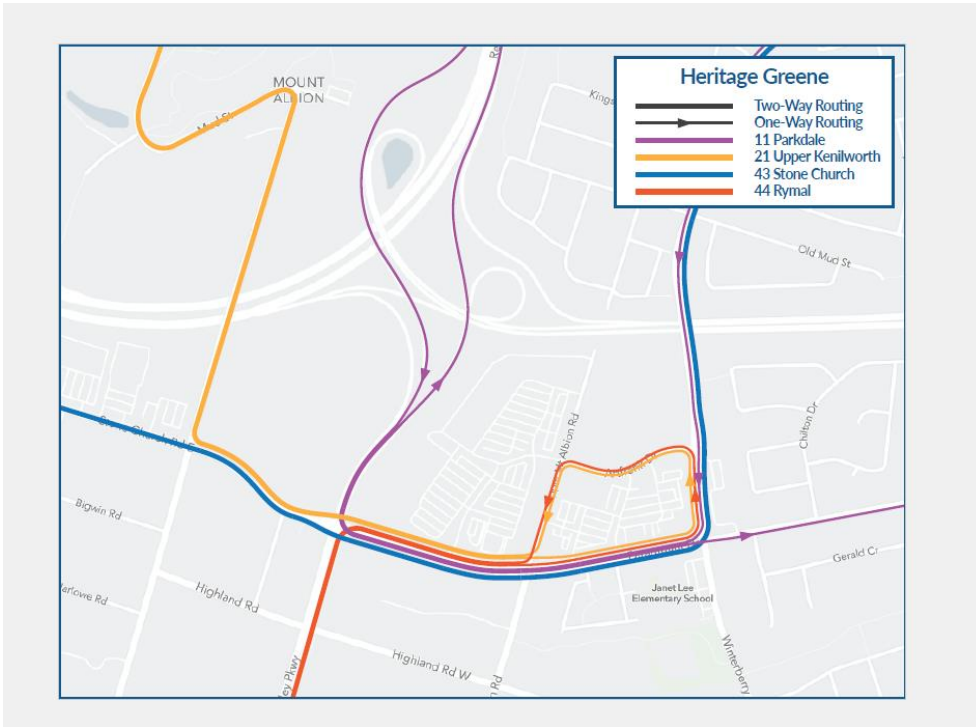
YEAR FIVE ENHANCEMENTS – ROUTE 20 A LINE



IMPROVED PEAK FREQUENCY AND EVENING SPAN



YEAR FIVE ENHANCEMENTS – STONEY CREEK MOUNTAIN

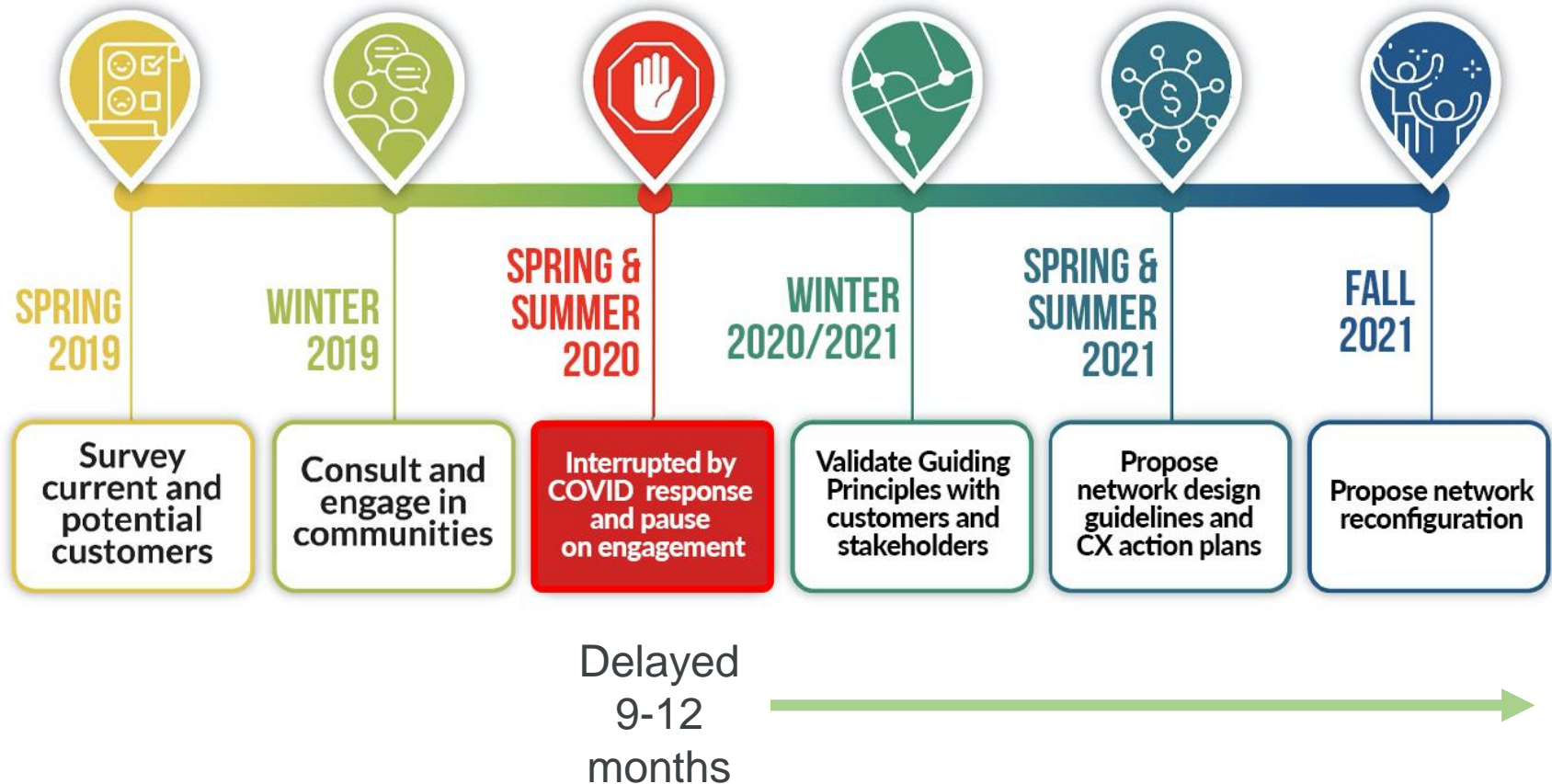


ROUTING CHANGE AND IMPROVED CONNECTIVITY



(RE)ENVISION THE HSR

UPDATED PROJECT TIMELINE



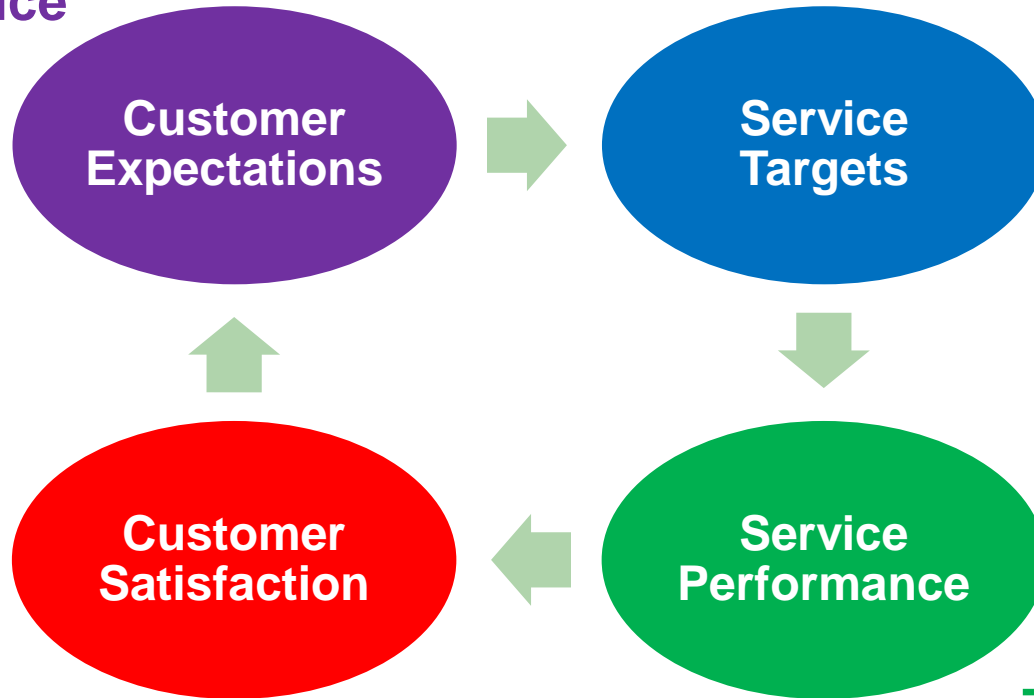
TRANSIT'S ROLE IN THE COMMUNITY



PURPOSE OF (RE)ENVISION

What customers want from the service

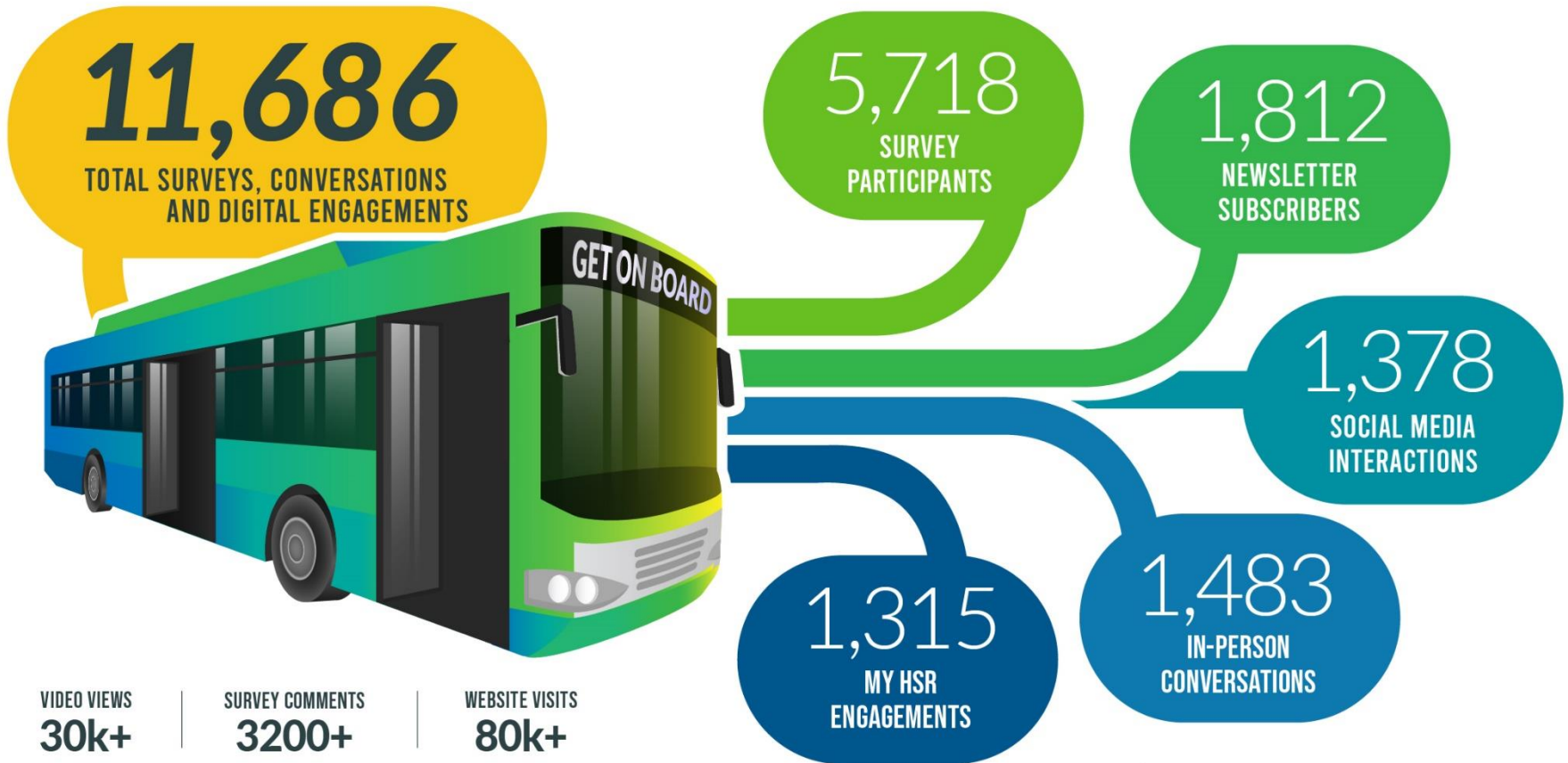
The service we plan to deliver



How customers feel about the service

The service we actually deliver

BROAD ENGAGEMENT



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





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



*We make a positive impact on communities,
the environment and the economy.*

- 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



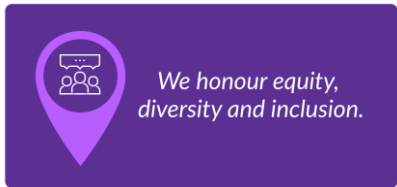
ON DEMAND TRANSIT PILOT

40

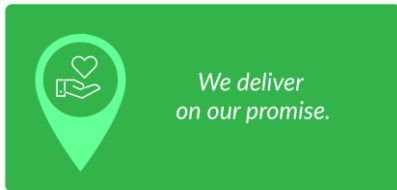
GUIDING PRINCIPLES IN ACTION - WATERDOWN



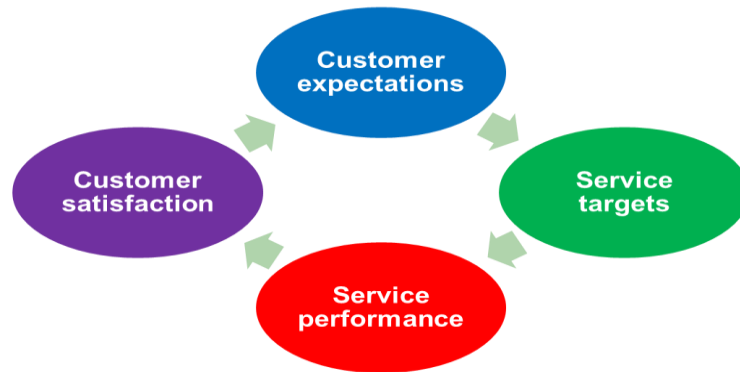
Customer Experience is at the heart of what we do.



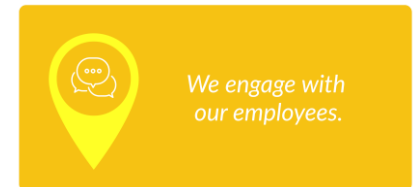
We honour equity, diversity and inclusion.



We deliver on our promise.



We connect, innovate and evolve.

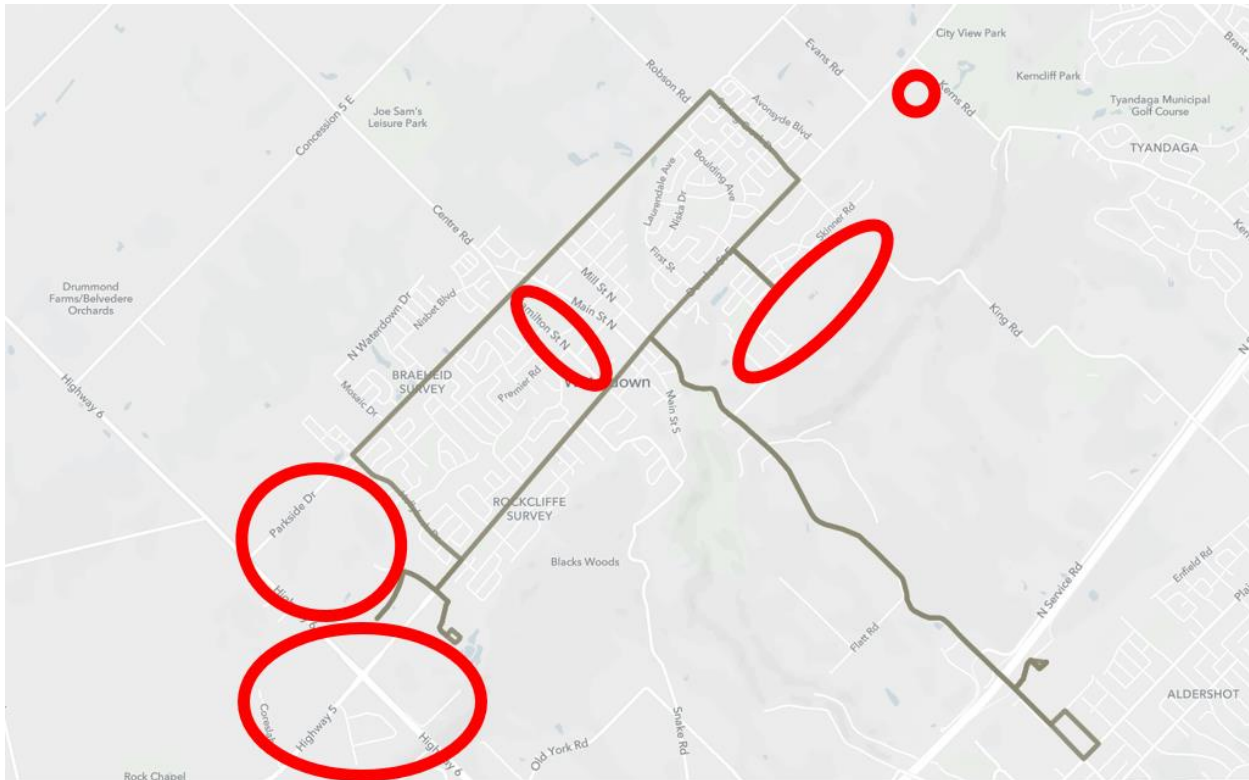


We engage with our employees.




We make a positive impact on communities, the environment and the economy.

SERVICE TARGETS AND PERFORMANCE - WATERDOWN



 We make a positive impact on communities, the environment and the economy.



 We deliver on our promise.



 We honour equity, diversity and inclusion.



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



INNOVATE - WATERDOWN



ON DEMAND TRANSIT



ON DEMAND TRANSIT



Rider App



Driver App



Live View



Via Operations Center (VOC)



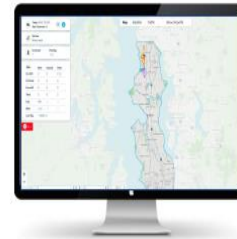
ON DEMAND TRANSIT – SOFTWARE AS A SERVICE



Rider App



Driver App



Live View



Via Operations Center (VOC)

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



THANK YOU

