

## Summary of Guiding Principles, Target Outcomes and Operating Principles

### Guiding Principle #1: Customer experience is at the heart of what we do

Target Outcome	Operating Principle(s)
1.1. Be transparent with customers: Customers know their rights and responsibilities.	<ul style="list-style-type: none"> <li>a. We make it clear what rights our customers have when riding the bus.</li> <li>b. We make it clear what behaviours are welcomed and acceptable on transit.</li> </ul>
1.2 Be easy to use at every step of the journey: The whole customer journey from start to finish is easy for customers.	<ul style="list-style-type: none"> <li>a. We regularly involve customers in the design of our service.</li> <li>b. We focus on simplicity when communicating with customers.</li> <li>c. We continuously improve the information available to customers.</li> </ul>
1.3 Make it right when things go wrong: Customers feel their feedback and complaints are resolved satisfactorily.	<ul style="list-style-type: none"> <li>a. We welcome feedback from customers and residents.</li> <li>b. We trust our customers and take their feedback and complaints very seriously.</li> <li>c. We track and monitor feedback and complaints over time to support continuous improvement.</li> </ul>
1.4 Exceed customer expectations: Customers are passionate fans of the HSR.	<ul style="list-style-type: none"> <li>a. We delight customers wherever practical and possible.</li> </ul>

**Guiding Principle #2: We honour equity, diversity and inclusion**

Target Outcome	Operating Principle(s)
<p>2.1 Leave nobody behind: Everyone can afford to take transit when they need it.</p>	<ul style="list-style-type: none"> <li>a. We are transparent with customers about our fare structures, policies and ways to maximize value.</li> <li>b. We make it affordable for young families to choose transit.</li> <li>c. We encourage and make it easy/affordable for high school students to choose transit.</li> <li>d. We encourage and make it easy/affordable for college and university students to take transit.</li> <li>e. We encourage and make it easy/free for 80+ seniors to take transit.</li> <li>f. We offer an effective and easy-to-access discount pass program to those in need.</li> <li>g. We are fair and equitable in our fare policies.</li> </ul>
<p>2.2 Neighbourhoods matter: Everyone across the Transit Urban Boundary can consider transit a viable option for their transportation needs.</p>	<ul style="list-style-type: none"> <li>a. We plan our network to enhance service to currently underserved communities where demand warrants.</li> </ul>
<p>2.3 Become barrier-free: Everyone can expect a transit service that goes beyond the minimum requirements to be truly accessible for all.</p>	<ul style="list-style-type: none"> <li>a. We proudly achieve compliance with all accessibility standards.</li> <li>b. We constantly explore opportunities to become more accessible.</li> <li>c. We work collaboratively to eliminate or mitigate barriers to access.</li> </ul>
<p>2.4 Welcome aboard: Everyone has a right to feel welcome and safe while using transit.</p>	<ul style="list-style-type: none"> <li>a. We embrace every customer's uniqueness and honour their diversity.</li> <li>b. We take a stand against hate, harassment and discrimination.</li> <li>c. We reflect the diversity of our ridership in our marketing.</li> <li>d. We work with our partners to build a connection with all diverse communities.</li> <li>e. We apply an equity lens to all new programs and policies.</li> </ul>

**Guiding Principle #3: We deliver on our promise**

Target Outcome	Operating Principle(s)
<p>3.1 Frequent, reliable and on-time: Customers know they can rely on the service to meet their needs.</p>	<ul style="list-style-type: none"> <li>a. Our schedules make sense to customers.</li> <li>b. We're frequent.</li> <li>c. We're where we're supposed to be, when we're supposed to be there.</li> </ul>
<p>3.2 Commitment to our standards: Customers can access transit when and where they need it.</p>	<ul style="list-style-type: none"> <li>a. We're there when you need us.</li> <li>b. We go where you go.</li> <li>c. We're within walking/rolling/riding distance</li> </ul>
<p>3.3 Riding a bus is comfortable: Customers ride buses that are clean and comfortable.</p>	<ul style="list-style-type: none"> <li>a. We work with bus manufacturers to get the most durable and comfortable seating for customers.</li> <li>b. We manage the heating and cooling according to best practices, test each bus regularly and repair buses that don't meet the standards.</li> </ul>
<p>3.4 Over-crowding is managed and minimized: Customers do not have to wait too long due to over-crowded buses.</p>	<ul style="list-style-type: none"> <li>a. We plan our network to minimize over-crowding.</li> <li>b. We inform customers when disruptions occur that will impact service.</li> </ul>
<p>3.5 Stops, shelters and terminals are welcoming: Customers can wait at stops that are clean, free of graffiti, and have comfortable and accessible amenities.</p>	<ul style="list-style-type: none"> <li>a. We improve the quality of stops, shelters and terminals for comfort, cleanliness, safety and accessibility.</li> <li>b. We work with community partners to protect assets and promote cultural and neighbourhood place-making opportunities.</li> <li>c. We collaborate with vendors, community stakeholders and internal partners to ensure neighbourhoods are positively impacted by shelter and stop amenities.</li> </ul>

**Guiding Principle #4: We connect, innovate and go forward**

Target Outcome	Operating Principle(s)
4.1 Mobility is integrated: Customers can connect with other forms of transportation to complete their journey successfully.	<ul style="list-style-type: none"> <li>a. We connect with ATS and DARTS service.</li> <li>b. We connect to GO Transit.</li> <li>c. We connect to Burlington Transit.</li> <li>d. We connect to modes of active transportation.</li> <li>e. We connect to the harbour / waterfront.</li> <li>f. We connect to the skies / airport.</li> </ul>
4.2 Marketing to new riders: New customers start using conventional transit to increase modal share for conventional transit.	<ul style="list-style-type: none"> <li>a. We seek out potential new customers and engage them to make transit their first choice.</li> <li>b. We regularly assess the satisfaction with our service and compare to similar transit agencies in the GTHA and beyond.</li> </ul>
4.3 Reconfigure our routes to serve the Hamilton of today: Customers can optimize their travel by taking direct trips to major destinations.	<ul style="list-style-type: none"> <li>a. We take the most-direct route for the most travelled trips.</li> <li>b. We design the network for robustness and overcoming vulnerabilities.</li> </ul>
4.4 Be ready for tomorrow: Customers continually benefit from new and innovative features to make transit their first choice.	<ul style="list-style-type: none"> <li>a. We look for opportunities to improve our network every year, in collaboration with our customers and staff.</li> </ul>

**Guiding Principle #5: We engage with our employees to improve customer experience**

Target Outcome	Operating Principle(s)
5.1 Employees are our strength: Employees feel engaged in helping to shape the future of transit in Hamilton.	<ul style="list-style-type: none"> <li>a. We engage employees continuously, to learn from them about opportunities to improve the customer experience.</li> </ul>
5.2 Join our team: Customers celebrate the quality of the experience they receive from our staff.	<ul style="list-style-type: none"> <li>a. We attract and retain the best customer-oriented employees to Transit.</li> </ul>
5.3 Ready for change: Employees actively support and participate in continuous improvement opportunities.	<ul style="list-style-type: none"> <li>a. We're excited about the future and our role in continuously adapting to meet the transportation needs of Hamilton and its residents.</li> </ul>

**Guiding Principle #6: We make a positive impact on communities, environment and economy**

Target Outcome	Operating Principle(s)
6.1 Design communities with a transit-first philosophy: Residents live in well-designed urban and suburban communities that prioritize transit service.	a. We collaborate with internal and external partners to help plan and design communities for transit service, today and in the future.
6.2 Improve quality of transit in suburban areas within the Urban Transit Boundary: Customers living, working and learning in suburban areas of the city benefit from frequent and reliable service and reduced travel time.	a. We focus on opportunities to grow transit ridership within suburban areas of the city by improving service within those communities.
6.3 Strong partnerships with businesses: Business communities embrace transit service to benefit their employees and customers.	b. We collaborate regularly with businesses, BIAs and Chambers of Commerce.
6.4 Support advocacy within communities: Community partners have trust and confidence in the HSR.	a. We recognize and appreciate grassroots organizing that takes place in the community.
6.5 Understand the role of transit in an emergency: Customers can rely on us for their essential travel, even in a pandemic emergency.	a. We provide transit service to those who keep our world going in times of emergency.
6.6 Acting on climate change: HSR is one of the greenest transit fleets in Canada.	a. We invest in technologies and enact best practices to reduce our carbon footprint.