SUBJECT: 2009 Transit Operating Budget (PW08128) - (City Wide)

RECOMMENDATION:

(a) That Council receive the 2009 Transit Division Operating Budget and refer it to City-wide budget deliberations that represents a 0.5% or $213,140 year-over-year increase and an overall 5.6% or $2,313,140 increase inclusive of funding for the transfer of HSR Pension to OMERS as detailed in the Financial section of this report, that includes a fare increase, service level enhancements and an aggressive expenditure mitigation plan as follows:

(i) That the General Manager of Public Works be authorized and directed to implement a Transit fare increase effective January 1, 2009, as described in Table 1 of this report and inclusive of increases across all fare types, such that an increase of 5% in the average HSR fare, or $0.10 per trip across major fare types, is achieved;

(ii) That the General Manager of Public Works be authorized to direct DARTS to implement a $0.10 increase in the price of its ticket fare, effective January 1, 2009;

(iii) Introduction of Phase II and Phase III HSR Route #44 Rymal Road extension to operate between the Ancaster Industrial Park and the Eastgate transit terminal, via Garner Road, Rymal Road and Centennial Parkway during Weekday peak periods, requiring an increase in the Transit approved complement of three (3) Bus Operators from 402.5 to 405.5, at a gross annual operating cost of $503,000, of which $475,000 is to be fully funded from the remaining Provincial Gas Tax;
(iv) Increase DARTS service duration on weekends and statutory holidays to align more closely with HSR service duration at a cost of $59,000;

(v) Introduction of an HSR Summer Youth Pass to allow unlimited HSR trips for all elementary/secondary students aged 19 years and under from Canada Day to Labour Day, offering a 50% discount from the regular cost of $126.00 (2008), with the discount to be fully offset with the additional new ridership that is generated;

(vi) Introduction of a Golden Age Pass to provide free HSR trips for those 80 years of age or older at a projected annual revenue loss of $41,000, with offset funding from the 2009 recommended fare increase;

(vii) Mitigation measures that include restructuring of the 10-year transit fleet capital plan and a corporate diesel fuel rate of $1.13 per litre.

(b) That Council direct staff to include consideration of the following Transit service enhancements in the 2010 budget submission, taking into consideration the outcome of the HSR operational review, as follows:

- Harmonization of DARTS fare structure with HSR fare structure;
- Additional annual DARTS service hours to address latent demand;
- Additional HSR Route 5C West Hamilton trips to Meadowlands;
- Increase in the Taxi Scrip Program coupon purchase cap and subsidy;
- Extension of Waterfront Shuttle to provide increased route coverage;
- Fare-optional transit service on Smog days;
- Expansion of transit service to special events programs;
- Additional HSR service coverage to Dundas;
- Expansion of B Line service duration;
- Extension of Route #2 Barton east of Grays Road;
- Realignment of HSR Routes 11 Parkdale and Route 43 Stone Church.

Scott Stewart, C.E.T.
General Manager
Public Works

**EXECUTIVE SUMMARY:**

The 2009 year-over-year Transit Operating Budget represents a 0.5% or $213,140 increase over the prior year and includes: an average fare increase of $0.10 across all fare categories; service enhancements referred to the 2009 budget by Council to be funded predominantly from the balance of the uncommitted Provincial Gas Tax funding; and an aggressive expenditure mitigation plan that commits to a reduction in the fleet capital reserve and a corporate diesel fuel rate of $1.13/litre.

Further, the pending transfer of the HSR Pension Plan to OMERS requires a projected corporate contribution of $2.1million annually which when added to the transit base
raises the increase to 5.6% or $2,313,140. The detailed funding plan is provided in the Financial Section of this report.

Experience of the last few years has demonstrated that the key to a sustainable Public Transit program includes an annual incremental implementation of Council’s Master Plan(s) policies, a reasonable fare increase and ongoing cost mitigation initiatives.

It has never been more evident that ongoing new investment in public transit is critical to:

- the financial sustainability of public transit;
- the basic social necessity to provide citizens with transportation to and from their daily activities who have no other affordable means of transportation;
- mitigate environmental emissions;
- stimulate economic development;
- attract tourism and conferences; and
- make progress in achieving Transportation planning goals for reducing auto use by improving the attractiveness of Transit.

**Recommended Fare Increase**

This report recommends a Transit fare increase on January 1, 2009. Council approval by November 30, 2008 is required to allow the necessary lead time for implementation on January 1, 2009.

For 2009, the Transit budget, before a fare increase, includes $1.2 million in general revenue growth and a 1% increase in Ridership over the prior year.

Annual Transit fare increases are a key factor in the Transit industry towards ensuring the sustainability of Transit programs. Most municipalities incorporate an annual fare increase into their transit budgets to offset the rising cost of maintaining and enhancing service. This important step is preferred to foregoing service level expansions; drawing from reserves; deferring infrastructure investments; and most importantly service level reductions.

There is no clear alternative funding source available to Transit at this time, other than through the general tax levy that might offset a necessary fare increase.

The recommended fare increase, provided in detail in the Financial section of this report is expected to generate $1.29 million in additional fare revenues in 2009. The recommended approach is expected to initially slow the trend of annual ridership growth, but is not expected to have a negative impact on longer term ridership. It should be noted that the recommended approach includes built-in rate increases to the University/College Transit Pass and other pass programs that have previously been negotiated with students at McMaster University, Mohawk College IAHS, Redeemer University College, and Columbia International College.

Projected 2009 revenues are based on full annualization beginning with January 1, 2009. Should Council delay approval of the fare increase through referral to the general budget deliberation process, the Transit budget will be placed in a position of exceeding Council’s budget development guidelines.

The fare increase for specialized transit (DARTS) will generate about $42K in additional revenues, which will offset a small percentage of the $760K increase requested by DARTS to perform service at a level comparable to that delivered in 2008.
As there are a number of constituent groups that higher Transit fares will affect adversely, mitigation strategies are being recommended within this budget as service enhancements for Council’s consideration.

With all other forms of alternate funding currently exhausted, Staff is recommending that a modest amount of the new revenue from the recommended fare increase, in the order of $128,000, be allocated to fund the balance of the Rymal Road route extension, the additional DARTS service hours on weekends and statutory holidays and the Golden Age Pass as identified in recommendation a) iii, iv and vi.

**Recommended Service Enhancements (in accordance with TMP and RG&AMP)**

In preparation of the recommended 2009 service enhancements, staff took their direction from Council via Report (PW07136) Transit Service Enhancement Plan (2008) that recommended Council’s consideration of the following priorities:

- HSR Rymal route extension to Eastgate transit terminal and Ancaster Business Park;
- ATS service improvements.

Staff is recommending that the balance of available ongoing Provincial Gas Tax be permanently allocated to implementation of Phase II and Phase III of the Eastgate Mall to Ancaster Business Park via Rymal Road service as the highest priority with a nominal net impact on the tax levy. Staff view this service addition as critical to the long term success of the Transit Ridership Growth Plan (RG&AMP) and the Public Works Transportation Master Plan (TMP) nodes and corridors concept. Although this service level enhancement will require three (3) additional conventional transit buses, no Capital acquisition is required. The success of Council’s policy of reducing the conventional transit bus life cycle from 18 years to 12 years in 2006 has resulted in a reduced requirement for spare fleet tied up in maintenance. As such the conventional transit fleet complement will be maintained at 220 buses.

As identified in prior reports, there is an urgent need to address service harmonization between the ATS and HSR programs, particularly in view of pending Provincial legislation, through the Amended Ontarian’s with Disabilities Act (AODA) expected to be introduced in 2009. The recommended funding source of the $59,000 is contained in the proposed 2009 fare increase.

Staff is recommending the introduction of an HSR Summer Youth Pass to allow unlimited HSR trips for qualified youth during July and August, 2009, offering a 50% discount from the regular cost, that is projected to fully offset the lost revenue from the discount with new revenue from increased ridership. Staff view marketing of increased ridership from the youth demographic as the most promising ridership generator.

The introduction of an HSR Golden Age Pass to provide free HSR trips for those 80 years of age or older at a projected annual revenue loss of $41,000, is contained in the proposed 2009 fare increase.

In addition to the above service enhancements, Council considered and approved an in-year enhancement being the introduction of the “A-Line” Rapid Transit route in 2009, through Report PW08074 dated May 30, 2008, to be fully funded from a combination of Provincial Gas Tax funding (Operating) and Metrolinx “Quick-Wins” funding (Capital) with no net impact on the tax levy. In-year approval was necessary to accommodate the lead time for the acquisition of the 60-foot, low floor diesel-electric articulated fleet
required for this initiative in time for introduction in 2009 so as to be in compliance with Metrolinx “Quick-Wins” guidelines.

The acquisition of 18 new 60-foot diesel-electric articulated buses identified in the above report, that are fully funded from the Metrolinx “Quick-Wins” grant, will allow for an increase in the allocation of 60-foot buses on the “B-Line” from 50% to 100% and the replacement of 40-foot buses with 60-foot buses on the Route 51 University operating in the east-west corridor between the Downtown and the University, as needed. This dramatic increase in capacity in transit’s busiest corridor extending from Stoney Creek to Dundas is expected to substantially address the ongoing challenges of insufficient capacity in this corridor.

In 2008, Council approved an Affordable Transit Pass pilot program. Community Services will be providing a companion report to Council with an update on the current program and recommendations for 2009.

Capital Planning and Implementation Division’s Strategic Planning Section will be providing a companion report to Council with a recommendation respecting an expansion of the HSR EC (Employee Commuter) Pass program to other Hamilton employers as was first made available to full-time City of Hamilton employees in 2002.

Finally, Council has directed that staff report back on the top ten (10) service enhancements. A itemized table with associated costing is provided for Council’s consideration in the financial/staffing/legal section of this report.

**Expenditure Mitigation Plan**

Fuel and Insurance have been identified as extraordinary major cost drivers to Transit programs across North America for the 2009 budget year. Significant expenditure mitigation is necessary for staff to deliver on Council’s direction for a maximum 2% increase in the Transit levy. Staff is recommending a combined strategy. First, staff is recommending accommodating some 2009 budget variance risk by setting the corporate 2009 diesel fuel rate for budgeting at $1.13. In addition, Staff is recommending a restructuring of the 10-year Transit Fleet Capital plan. As previously communicated to Council in the Information Update TR0802, dated March 3, 2008, the City received an unanticipated one-time grant of $7.5 million from the Province with the only condition that the funds be used for Transit Capital. The Transit fleet replacement program is partially funded from an annual contribution to reserve included as an annual expenditure in the Operating budget. Staff is recommending that the reserve contribution be reduced by $1 million/year beginning in 2009 and that the reduction be offset from an annual draw from the Provincial Capital grant. Details of the proposed restructuring are itemized in the Financial Section of this report.

**BACKGROUND:**

The information/recommendations contained within this report have City wide implications and relate to matters/facilities/programming/property within the entire City.

**Financial Sustainability - Fare Increase**

The last fare increase for HSR was in January 2008, that increase being $0.15 on cash, $0.10 on tickets, and $8.00 on monthly passes, and included a $0.10 increase in the price of a fare on specialized transit (DARTS). Harmonization of fare policy between conventional and specialized transit programs is expected to be within proposed
legislation under the AODA, and has been set out as a 2010 service enhancement for Council consideration.

**Social**
Transit fare structures have historically been designed to promote ridership and reward frequent use in recognition of Council’s desire to balance the amount the user pays with user satisfaction, and further, to ensure the service is accessible to high need populations. Table 2 below illustrates that fare discounts for seniors, students and children amount to some $4.2 million from the comparable regular fare, based on 2008 approved fares.

**TABLE 2: Projected 2008 Trip Subsidy through Fare Discounts**

<table>
<thead>
<tr>
<th>Ticket</th>
<th>Average Regular Fare</th>
<th>Average Concession Fare</th>
<th>Concession Value per Trip</th>
<th>Annual Value of Concession</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ticket</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Regular</td>
<td>$1.85</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Elementary / Secondary</td>
<td>$1.50</td>
<td>($0.35)</td>
<td>($522,000)</td>
<td></td>
</tr>
<tr>
<td>Pass</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Regular</td>
<td>$1.41</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Elementary / Secondary</td>
<td>$1.13</td>
<td>($0.29)</td>
<td>($473,000)</td>
<td></td>
</tr>
<tr>
<td>Senior Annual Pass</td>
<td>$0.53</td>
<td>($0.88)</td>
<td>($1,449,000)</td>
<td></td>
</tr>
<tr>
<td>University Transit Pass</td>
<td>$0.80</td>
<td>($0.61)</td>
<td>($1,549,000)</td>
<td></td>
</tr>
<tr>
<td>Columbia College Pass</td>
<td>$0.79</td>
<td>($0.62)</td>
<td>($132,000)</td>
<td></td>
</tr>
<tr>
<td>School Hour Pass</td>
<td>$1.18</td>
<td>($0.23)</td>
<td>($82,000)</td>
<td></td>
</tr>
<tr>
<td>All</td>
<td></td>
<td></td>
<td></td>
<td>($4,207,000)</td>
</tr>
</tbody>
</table>

**Environmental**
Public transit can play an important role in helping Canada meet its commitments to reduce greenhouse gas (GHG) emissions. Canada’s transit industry and millions of individual Canadians believe that there are real opportunities to improve our quality of life and spur innovation. When people choose transit instead of a car, they produce a much smaller amount of GHG emissions. Public transit also offers a host of secondary benefits, like better urban air quality, that add to its appeal as a tool to help environmental targets.

Canada’s transportation sector emitted 27 percent of national GHG emissions in 1997. About 30 percent of transportation emissions, or 8 percent of national emissions, were
from urban passenger travel. But public transit - despite getting millions of Canadians where they need to go each day - caused less than 0.3 percent of our national GHG emissions.

People who travel by public transit create 65 percent fewer GHG emissions than if they travel by car. Even if someone opts for transit just two days out of five, their GHG emissions will be cut by 25 percent. If walking or biking is added to the mix, the reductions are even more significant. Bottom-line, when millions of people make the decision to get out of cars and onto transit it leads to a sizable net reduction in GHG emissions.

Public transit is a potent weapon in our battle against climate change; it also helps combat other forms of air pollution, including smog. Without a doubt, this is one of the main reasons that 92 percent of urban Canadians think public transit makes their community a better, healthier place to live. Air pollution has a substantial impact on public health, killing more Canadians than traffic collisions, breast cancer or prostate cancer. Most Canadians are exposed to harmful levels of air pollutants, and about 20 percent have a respiratory problem such as asthma or chronic obstructive pulmonary disease. In Ontario alone, air pollution is estimated to cause 1,900 premature deaths and more than $10 billion in economic costs each year. While transit’s biggest contribution to urban air quality is to help people get around without a car, Canadian transit operators are also working to reduce emissions from their own operations.

**Economic Development**

Public transit is being recognized as a catalyst to Economic development. Many employers considering relocation to Hamilton insist on public transit service to their facility. Expansion of the service to the Airport and the Ancaster Business Park achieves these goals.

**Tourism & Conferences**

The creation of the Waterfront Shuttle in 2007, and the introduction of the distinctive replica trolleys in 2008 has demonstrated the contribution that transit can make to increasing attendance to tourism destinations.

Requests for shuttles to and from key Hamilton destinations from conference delegations continues to exhibit an increase in demand.

**TMP and RG&AMP Master Plan Implementation – Service Enhancements**

In 2006, Council submitted Ridership Growth and Asset Management Plans to the Province of Ontario that were required for Provincial Gas Tax eligibility.

Priority setting was guided by due consideration of the outstanding service requests list and the following policies/guidelines:

- Transportation Master Plan
- City Official Plan
- Corporate Strategic Plan (2007-2011)
- Public Works Strategic Plan (2007)
- Roadmap to Sustainability
- GRIDS Direction 6
Transit Division staff are supportive of selected enhancements to support and improve system performance, respond to latent demand and address growth pressures while maintaining consistency with efforts to grow ridership and manage assets. Incorporated into the 2009 Division Budget submission is a preferred service enhancement plan for Council’s consideration. This plan, if approved, can be implemented in 2009 with the time and resources available. Additionally, staff is recommending that previously identified service enhancement needs be referred for consideration by Council during their 2010 budget deliberations.

**ANALYSIS/RATIONALE:**

**Recommended Fare Increase**

In preparation of the 2009 budget, staff undertook a limited survey of fare increase policies through North America. Findings included:

- Most North American municipalities continue to make one-time fare increase decisions in reaction to particular circumstances: decreasing Ridership, increased costs, and to fund the capital plan rather than according to a pre-set schedule or policy;
- Those that have policies are tied to a transit performance metric, the most common being revenue to cost recovery (R/C ratio) or to Consumer Price index or some extraordinary cost driver such as fuel or insurance;
- Automatic or programmed fare increases are often applied to all fare types, so riders do not feel there are “winners” and “losers”;
- Many transit supporters object to fare increases on the basis of equity and accessibility. Public transit is seen as a public service and fare increases are regarded as barriers to full participation in society.

The predominant response from Transit managers was that predictable, regular fare increases facilitate service improvements, capital program financing and financial planning.

It is viewed that for programmed fare increases to be successful:

- The transit agency must demonstrate that it has done all it can to reduce costs or seek other sources of funding;
- The fare increases are predictable;
- Transit service providers in the same geographic area are implementing similar policies;
- Fare increase policies are consistent with other public fee schedules;
- The transit agency maintains acceptable service levels;
- Customers see a corresponding investment in transit.

Staff regularly review fare structures in place at other comparable Ontario and Canadian municipalities providing public transit. Hamilton presently ranks low in fare cost when compared to most Canadian and Ontario municipalities with populations greater than 400,000, being 10% to 15% lower than the average and median fares elsewhere, as set out in Table 3 below. Implementation of Recommendation (a) to this report regarding the proposed fare increase in 2009 will achieve an average fare in Hamilton that moves further towards comparability with the current median of fares noted.
TABLE 3: Comparison to POP1 Municipalities

<table>
<thead>
<tr>
<th></th>
<th>Cash Fare</th>
<th>Adult Ticket</th>
<th>Adult Pass</th>
<th>Elementary / Secondary Ticket</th>
<th>Elementary / Secondary Pass</th>
<th>Senior Annual Pass</th>
<th>DARTS Ticket</th>
<th>Projected Revenue Change</th>
<th>Projected HSR Average Fare</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hamilton</td>
<td>Current 2009 Fare</td>
<td>$2.40</td>
<td>$1.95</td>
<td>$79.00</td>
<td>$1.90</td>
<td>$60.00</td>
<td>$205.00</td>
<td>$2.20</td>
<td>$1.52</td>
</tr>
<tr>
<td>Recommended 2009 Fare</td>
<td>$2.50</td>
<td>$1.95</td>
<td>$84.00</td>
<td>$1.90</td>
<td>$60.00</td>
<td>$215.00</td>
<td>$2.30</td>
<td>$1.287,000</td>
<td>$1.62</td>
</tr>
<tr>
<td>Ontario Municipalities over 400K POP</td>
<td>2008 Median</td>
<td>$2.75</td>
<td>$2.28</td>
<td>$95.00</td>
<td>$1.85</td>
<td>$72.60</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2008 Average</td>
<td>$2.75</td>
<td>$2.28</td>
<td>$95.00</td>
<td>$1.85</td>
<td>$72.60</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Canadian Municipalities over 400K POP</td>
<td>2008 Median</td>
<td>$2.69</td>
<td>$2.13</td>
<td>$77.00</td>
<td>$1.85</td>
<td>$66.68</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2008 Average</td>
<td>$2.65</td>
<td>$2.13</td>
<td>$81.11</td>
<td>$1.89</td>
<td>$61.40</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Note 1:** Fare levels outside of Ontario may be impacted by Provincial/Federal funding not available to Hamilton and other Ontario municipalities.

**Note 2:** Hamilton is on the low end of population and service hours per capita among Canadian POP 1 (400,000+); may be unable to sustain fare levels comparable to those in major urban centres, or areas with high rates of growth.

**2009 Service Enhancement Plan**

Staff will be implementing the previously approved service enhancement for 2009:

- **Route 20 “A-Line”** is the first phase of rapid transit (RT) in the north/south James/Upper James corridor between Downtown and the Airport. It is included as a Metrolinx Tranche 1 undertaking in support of Hamilton’s higher-order transit strategy. A 30-minute service frequency will be provided during Weekday AM and PM peak periods, with limited stops at James & King, Hamilton GO Centre, St. Joseph’s Hospital, Mohawk College, Mountain Plaza, Upper James & Mohawk, Upper James & Stone Church, Upper James & Rymal, Mountain Transit Centre Park’n’Ride-TransCab transfer point, Mount Hope Village and the Airport Passenger Terminal. Many existing transit users in adjacent neighbourhoods will be able to take advantage of a faster transit trip across the escarpment. The proposed route will assist in generating new transit passengers whose live/work/play trip ends are situated in the newly developing tracts of land that are situated within walking distance of Upper James Street. Lands within the eastern portion of the Airport Employment Growth Area may be easier to market to potential employers, due to the presence of an express transit service that provides linkages to major activity centres and east/west HSR routes. The proposed installation of a Park’n’Ride lot, as proposed in the 2009 Capital budget submission, may serve to attract suburban residents who are attempting to reduce the length of their daily commute by private auto. Subsequent Rapid Transit development on this corridor, subject to approval of the Metrolinx Regional Transportation Plan and associated funding programs, may involve extension of service to the Waterfront, purpose built stations at major nodes and transit priority measures within the corridor right-of-way.

- An increase in the allocation of 60-foot articulated buses from 50% to 100% on the remaining trips on HSR Route 10 B Line, coupled with the replacement of 40-foot buses on Route 51 University, as required, will provide an immediate passenger capacity increase of 27% on the critical Downtown to McMaster corridor. A marginal increase in operating costs has been included in the budget submission.

Staff is recommending the following enhancements for 2009:

- **HSR Route 44 Rymal extension to Eastgate Mall and Ancaster Industrial Park**
• Additional ATS service hours
• Golden Age free Senior’s Pass
• Discount Summer Youth Pass

The HSR Route 44 Rymal extension is the second and third phase of the long awaited east/west Weekday AM and PM peak periods transit service enhancement implemented in September 2008. The proposed 2009 route extension will allow for a continuous bus trip from the Ancaster Business Park at Duff's Corners via Garner Road, Rymal Road, Upper Centennial Parkway and Centennial Parkway to Eastgate Terminal. Service will be provided to Ancaster Wal-Mart, Bishop Tonnos High School, Redeemer University College, the Summit Park neighbourhood, Elfrida Wal-Mart and the numerous smaller businesses, institutions and residential sites along the corridor. As part of this change, service will be removed from Pritchard Road between Rymal Road and Harlowe Road.

Weekday AM and PM peak periods enhancements are introductory, starter services, intended to address immediate needs. As ridership levels increase, consideration can be given to expanding hours of service as part of a future medium term transit expansion program.

Increasing DARTS service duration to align more closely with HSR service duration will improve opportunities to travel, irrespective of mobility status.

The HSR Golden Age Pass program will be offered free of charge to those aged 80 or over. This will reduce the financial burden on many who have been collecting an old age pension for several years, without the need to increase transit service levels to accommodate additional trip making. The estimated annual revenue loss of $41,000 will be offset by the 2009 fare increase, making the program revenue neutral.

The HSR Summer Youth Pass program will allow elementary/secondary school youth to purchase a special transit pass for unlimited rides on all HSR routes between Canada Day and Labour Day. This program will make it easier for youth to take advantage of recreational and leisure activities by reducing reliance on the private auto (through a parent-provided trip or borrowing of the family car). For households with no access to a private auto, the pass provides a cost-effective method to travel throughout the urban area during school Summer holidays. Youth on Transit is viewed as the highest opportunity for increased transit ridership.

Proposed 2010 Service Enhancement Plan

Staff is seeking Council direction to prioritize, cost and report back on the following enhancements for 2010, with the understanding the results of the Operational Review currently underway may impact current priorities:

• Harmonization of DARTS fare structure with HSR fare structure;
• Additional annual DARTS service hours to address latent demand;
• Additional HSR Route 5C West Hamilton trips to Meadowlands;
• Increase in the Taxi Scrip Program coupon purchase cap and subsidy;
• Extension of Waterfront Shuttle to provide increased route coverage;
• Fare-optional transit service on Smog days;
• Expansion of transit service to special events programs;
• Additional HSR service coverage to Dundas;
• Expansion of B-Line service duration;
• Extension of Route #2 Barton east of Grays Road;
• Realignment of HSR Routes 11 Parkdale and Route 43 Stone Church.

The proposed DARTS fare harmonization will align DARTS fares with HSR fares. For example the cost of a DARTS ticket, currently $2.20, will be reduced to $1.85. A DARTS cash fare will be introduced at the current HSR cash fare of $2.40. DARTS would also accept the HSR Seniors Annual Bus Pass, currently priced at $205 for unlimited annual trips, as well as other HSR period bus passes. This program change compliments on-going initiatives to encourage ambulatory ATS clients to use HSR conventional fixed route service, wherever possible, and brings ATS into alignment with expected provisions of AODA legislation. Those using personal mobility devices on HSR are afforded the “voluntary pay” fare program.

Additional DARTS hours would help to reduce the denial rate of 1.5% of all requests, primarily non-ambulatory trips, and the waiting list for subscription trips. This latent demand continues, especially during time periods when passengers on DARTS tend to make the majority of their trips.

The provision of additional HSR Route 5C West Hamilton trips to Meadowlands on Weekdays and introduction of new HSR Route 5C West Hamilton trips on Weekends addresses the issue brought forward to Council as a petition. This enhancement was also on the Transit Steering Committee’s priority list.

Taxi scrip is presently available to registered ATS passengers in quantities of up to three (3) books per month. Each book of taxi scrip provides clients with a $40 value in taxicab fares for a purchase price of $24, a 40% subsidy. The recent 23 per cent increase in Hamilton taxi fares has dramatically reduced the buying power of the Taxi Scrip users, most of whom are on very modest incomes. In order to restore the lost purchasing power for seniors and persons with disabilities, it has been proposed by the Advisory Committee for Persons with Disabilities and supported by staff to offer eligible ATS registrants up to four (4) books of taxi scrip per month at a 50% subsidy. This enhancement will permit passengers to make additional trips without having to pay full taxicab fare or pre-book a DARTS trip. This will assist those having to make last-minute or spontaneous trips, helping to reduce demand on the over-burdened DARTS service.

The free HSR Route 99 Waterfront Shuttle presently uses one (1) replica trolley bus to provide a 30-minute service frequency between Jackson Square and Pier 8 on a daily basis in July and August. The enhancement will add a second replica trolley to the route, allowing for additional bus stops in the BIA’s surrounding the Downtown, along with an increase in service frequency to 20 minutes. A minor rerouting to accommodate the additional coverage as far west as Queen Street and as far east as Ferguson Avenue will result in no Route 99 service on Bay Street between King and York and on York Boulevard between Bay and James. These street sections are served by HSR Routes 4 and 8.

In 2008, the Ministry of the Environment issued 8 Smog Advisories, totalling 17 Smog days for Ontario. Most of these Smog Days included Hamilton. In 2010 a pilot program is proposed, aimed at reducing auto use during periods when elevated and persistent smog levels are expected. Staff would propose to operate all routes on a fare-optional basis for a total of 6 days in 2010 to encourage motorists to use transit in place of the private auto. The program will be promoted through The Bus News, BusWeb, Takeones and Media Advisories.
On an annual basis, Hamilton hosts a wide-range of special events at various venues. The provision of free, limited-stop HSR shuttle services from major nodes to these events provides an opportunity for Transit to connect with citizens who otherwise would not use regular HSR services, allowing HSR to showcase transit as a viable alternative to the auto. Providing transit options to travel to special events reduces the amount of auto parking that must be provided by the event organizers, reducing the negative effects that can result from increased car traffic. In 2010, five special events would be selected to receive HSR shuttle service.

The provision of additional HSR Route 52 Dundas trips during Weekday off-peak periods will reduce waiting time for customers living west of Ogilvie Street. The introduction of new HSR Route 52 Dundas trips to Pirie & Governors on Weekends responds to requests from customers who presently do not have service on Saturdays, Sundays and Holidays. This enhancement was also on the Transit Steering Committee’s priority list.

The extension of HSR Route 10 B-Line service duration on Weekday evenings between 730pm and 100am comes from the Transit Steering Committee’s priority list. This will encourage off-peak transit use along the King/Main/Queenston corridor by reducing travel time between major activity centres.

The extension of HSR Route 2 Barton east of Grays Road to Fruitland Road with a corresponding realignment of HSR Route 55 Stoney Creek Central and HSR Route 58 Stoney Creek Local comes from the Transit Steering Committee’s priority list. It will permit continuous travel along the Barton corridor, without the need to change buses at Grays Road.

The realignment of HSR Route 11 Parkdale and HSR Route 43 Stone Church in the Heritage Green neighbourhoods of Upper Stoney Creek will enhance route coverage, directness of travel, level of service at major activity centres and ensure convenient connections with HSR Route 44 Rymal.

**ALTERNATIVES FOR CONSIDERATION:**

Council could defer consideration of this report to the 2009 budget deliberations, thus delaying the proposed January 1, 2009 implementation date. Such a deferral would significantly reduced the forecasted revenue projections and would result in a budget variance.

Council could also reduce the overall fare increase, or mitigate it entirely through a higher levy allocation to Transit than the City guidelines, with an ongoing impact on the Transit programs revenue to cost ratio and limiting of opportunities for direction of funding to the maintenance of growth initiatives.

Council may reject the service enhancements recommendations proposed by staff and direct substitution of other high priority enhancements identified for consideration in 2010 within this report.

Council may consider changing the recommended apportioning of funding sources (Provincial Gas Tax Reserve, fare increase, reserve restructuring, levy increase) in order to achieve budgetary objectives.
Staff view the report recommendations that include the combination of service enhancements, reasonable fare increase and cost mitigation measures as the preferred sustainability strategy for the Transit program.

### FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

#### 2009 Operating Budget by Cost Category

<table>
<thead>
<tr>
<th>Maintenance Budget</th>
<th>2008 Budget Restated</th>
<th>2009 Budget Draft</th>
<th>$ Change</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Levy</td>
<td>41,403,205</td>
<td>41,616,346</td>
<td>213,140</td>
<td>0.5%</td>
</tr>
<tr>
<td>Expense</td>
<td>81,899,455</td>
<td>85,472,386</td>
<td>3,572,930</td>
<td>4.4%</td>
</tr>
<tr>
<td>EMPLOYEE RELATED COST</td>
<td>44,486,655</td>
<td>46,540,765</td>
<td>2,054,110</td>
<td>4.6%</td>
</tr>
<tr>
<td>MATERIAL AND SUPPLY</td>
<td>1,425,010</td>
<td>1,419,050</td>
<td>(5,960)</td>
<td>(0.4)%</td>
</tr>
<tr>
<td>VEHICLE EXPENSES</td>
<td>12,910,460</td>
<td>14,082,230</td>
<td>1,171,770</td>
<td>9.1%</td>
</tr>
<tr>
<td>BUILDING AND GROUND</td>
<td>206,640</td>
<td>206,640</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td>CONSULTING</td>
<td>174,240</td>
<td>174,240</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td>CONTRACTUAL</td>
<td>11,989,430</td>
<td>12,756,750</td>
<td>767,320</td>
<td>6.4%</td>
</tr>
<tr>
<td>RESERVES / RECOVERIES</td>
<td>4,694,700</td>
<td>3,694,700</td>
<td>(1,000,000)</td>
<td>(21.3)%</td>
</tr>
<tr>
<td>COST ALLOCATIONS</td>
<td>4,077,560</td>
<td>4,443,780</td>
<td>366,220</td>
<td>9.0%</td>
</tr>
<tr>
<td>FINANCIAL</td>
<td>1,934,760</td>
<td>2,154,230</td>
<td>219,470</td>
<td>11.3%</td>
</tr>
<tr>
<td>Revenue</td>
<td>(40,496,250)</td>
<td>(43,856,040)</td>
<td>(3,359,790)</td>
<td>8.3%</td>
</tr>
<tr>
<td>FEES AND GENERAL</td>
<td>(33,222,070)</td>
<td>(36,143,620)</td>
<td>(2,921,550)</td>
<td>8.8%</td>
</tr>
<tr>
<td>GRANTS AND SUBSIDIES</td>
<td>(6,975,560)</td>
<td>(7,508,730)</td>
<td>(533,170)</td>
<td>7.6%</td>
</tr>
<tr>
<td>RESERVES</td>
<td>(298,620)</td>
<td>(203,690)</td>
<td>94,930</td>
<td>(31.8)%</td>
</tr>
<tr>
<td>Plus OMERS</td>
<td>2,100,000</td>
<td>2,100,000</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td>New Adjusted Levy</td>
<td>41,403,205</td>
<td>43,716,346</td>
<td>2,313,140</td>
<td>5.6%</td>
</tr>
</tbody>
</table>

### Fare Increase

Implementation of the fare increase recommendation will generate an estimated $1.29M in new net revenue for the HSR program (over and above the $1.2M in new revenue included in the 2009 base budget resulting from program growth in 2008, negotiated program rate increases for 2009, and annualizing of the 2008 fare increase).

Implementation of the recommendation will generate $40K in new fare revenue for the DARTS program through the increase in ticket fare from $2.20 to $2.30. As demand for the DARTS program continues to exceed supply, there would be no means of measuring the passenger trip implications other than to forecast that demand would continue to exceed supply irrespective of the fare increase.

Critical approval timeframes include lead time required to complete necessary implementation fare increase activities that include depletion of current fare media inventory, replacement with new inventory, and provision of appropriate notice to the broader transit customers. An approval of the Recommendations by November 30, 2008, will allow staff sufficient time to implement the increase on January 1, 2009. As well, there are notification period requirements embedded in various Bus Pass programs that must be met, which will be achieved through a November ratification of a fare increase.
## SUBJECT: 2009 Transit Budget and Service Plan

(PW08128) - (City Wide) - Page 14 of 23

<table>
<thead>
<tr>
<th>2008 Approved Fare</th>
<th>2009 Proposed Fare</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>$2.40</td>
<td>$2.50</td>
</tr>
<tr>
<td>Ticket Adult</td>
<td>$1.85</td>
<td>$1.95</td>
</tr>
<tr>
<td></td>
<td>Elementary / Secondary</td>
<td>$1.50</td>
</tr>
<tr>
<td>Pass Adult</td>
<td>$79.00</td>
<td>$84.00</td>
</tr>
<tr>
<td></td>
<td>Elementary / Secondary</td>
<td>$63.00</td>
</tr>
<tr>
<td></td>
<td>Day</td>
<td>$8.00</td>
</tr>
<tr>
<td>Senior Annual</td>
<td>$205.00</td>
<td>$215.00</td>
</tr>
</tbody>
</table>

DARTS Fare $2.20 $2.30 $0.10

Programs including University/College Transit Pass, School Hour Only Pass, GO Integration and Columbia College remain tied to values of monthly passes and tickets, or are subject to renewal of annual contractual agreements. Overall changes to the Transit fare structure achieve a 5% increase in the average fare.

There are no staffing or legal implications associated with the fare increase recommendations.

### Service Enhancements

#### Program Enhancements - Recommended for 2009

<table>
<thead>
<tr>
<th>Program Service</th>
<th>Type</th>
<th>FTE</th>
<th>Gross $(000's)</th>
<th>Net $(000's)</th>
<th>Capital Y/N</th>
</tr>
</thead>
<tbody>
<tr>
<td>HSR Route 44 Rymal Phase II (PW07136) (Gas Tax)</td>
<td>CZ</td>
<td>3</td>
<td>503</td>
<td>0</td>
<td>N</td>
</tr>
<tr>
<td>DARTS Service Duration (PW07136)</td>
<td>C</td>
<td>0</td>
<td>59</td>
<td>59</td>
<td>N</td>
</tr>
<tr>
<td>HSR Summer Youth Pass</td>
<td>Z</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>N</td>
</tr>
<tr>
<td>HSR Seniors Golden Age Pass (PW08082) (Council July 10)</td>
<td>C</td>
<td>0</td>
<td>41</td>
<td>41</td>
<td>N</td>
</tr>
</tbody>
</table>

C - Council Referred Z - Net Levy Zero

#### Program Enhancements - Recommended for Deferral to 2010

- Harmonization of DARTS fare structure with HSR fare structure;
- Additional annual DARTS service hours to address latent demand;
- Additional HSR Route 5C West Hamilton trips to Meadowlands;
- Increase in the Taxi Scrip Program coupon purchase cap and subsidy;
- Extension of Waterfront Shuttle to provide increased route coverage;
- Fare-optional transit service on Smog days;
- Expansion of transit service to special events programs;
- Additional HSR service coverage to Dundas;
- Expansion of B Line service duration;
- Extension of Route #2 Barton east of Grays Road;
- Realignment of HSR Routes 11 Parkdale and Route 43 Stone Church.
Provincial Gas Tax Balance (October 2009)

<table>
<thead>
<tr>
<th>2009 Estimated Prov Gas Tax Revenue</th>
<th>-11,007,122</th>
</tr>
</thead>
<tbody>
<tr>
<td>HSR Enhancements</td>
<td>3,443,420</td>
</tr>
<tr>
<td>ATS Enhancements</td>
<td>1,750,520</td>
</tr>
<tr>
<td>In Lieu of Fare Increase</td>
<td>2,326,690</td>
</tr>
<tr>
<td><strong>Ongoing Operating Commitment</strong></td>
<td>7,520,630</td>
</tr>
<tr>
<td>Replacement - Add'l 3 per year</td>
<td>1,500,000</td>
</tr>
<tr>
<td>12 Year Bus Life</td>
<td>1,500,000</td>
</tr>
<tr>
<td><strong>Ongoing Capital Commitment</strong></td>
<td>3,000,000</td>
</tr>
<tr>
<td>Centennial Parkway</td>
<td>300,000</td>
</tr>
<tr>
<td>Rymal Rd (Phase 2 &amp; 3)</td>
<td>175,000</td>
</tr>
<tr>
<td><strong>2009 Enhancements</strong></td>
<td>475,000</td>
</tr>
<tr>
<td><strong>2009 Provincial Gas Tax Available Funds</strong></td>
<td>-11,492</td>
</tr>
</tbody>
</table>

There are no legal implications associated with the service enhancement recommendations.

<table>
<thead>
<tr>
<th>HSR Fleet Bus Replacement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sources of Funding</td>
</tr>
<tr>
<td>----------------------</td>
</tr>
<tr>
<td>Operating Contribution to Capital (Fleet)</td>
</tr>
<tr>
<td>OBRP</td>
</tr>
<tr>
<td>Provincial Gas Tax</td>
</tr>
<tr>
<td>Ontario Transit Capital Grant</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
</tr>
</tbody>
</table>

Notes: Reduce Operating Contribution to Capital and add funding from Ontario Transit Capital Grant

POLICIES AFFECTING PROPOSAL:

For the conventional (HSR) transit programs, there are several policies that influence the decision making process for management and operations. These policies are attached to this report as Appendix B.

A cornerstone of the Corporate Strategic Plan (2007-2011) and the Public Works Business Plan (2008), is to provide programs that adhere to the principle of sound financial management for the long haul, delivered in a fiscally responsible manner. This is achieved by delivering programs according to approved service levels with budgets that match. The recommendations in this Report achieve Council objectives regarding program cost increases, while implementing a fare increase that maintain fares in Hamilton at or below the average for similar sized Canadian municipalities.

In addition to the above policies, the specialized (ATS) transit program is subject to a settlement agreement between the City and the Ontario Human Rights Commission and pending legislation arising from the Accessibility for Ontarian’s with Disabilities Act.
2005. Regulations within the act for Accessible Transportation Standards are to be announced in 2008.

Innovate Now, the Public Works Strategic Plan to 2017 requires that the Transit Division contribute to the greening and stewardship of the city. The recommendations for route and service enhancements, fare increases and budget mitigation measures are examples of how HSR and ATS can continue to plan for and deliver improved transportation services that are efficient and effective in helping to reduce the environmental footprint of our city. In terms of improving the working relationship with other departments, the Transit Division will be collaborating with Capital Planning & Implementation Strategic Planning Section, Economic Development and with Community Services in 2009 to explore the possible implementation of additional fare programs and transit growth initiatives aimed at improving the attractiveness of Transit. This report specifies a wide range of service level adjustments for both the conventional and specialized Transit programs and provides Council with an understanding of the budget changes required in order to ensure that work is undertaken at approved service levels with budgets to match.

RELEVANT CONSULTATION:

Public Works and Finance & Corporate Services staff was involved in the preparation of the report. Finance & Corporate Services support fare increases to the degree that the Transit program needs sufficient fare revenues to be financially sustainable and also to be consistent with year-over-year levy increase expectations of other City programs.

Staff maintain an on-going dialogue with Council’s Advisory Committee for Persons with Disabilities (ACPD) and the Senior’s Advisory Committee (SAC) to ensure that program adjustments and enhancements meet the needs of the consumers represented by the committee.

Staff has consulted with the Economic Development, Tourism & Community Services Departments to gain an understanding of the transit service needs and priorities that would compliment employment growth.

Staff has consulted with the Strategic Planning Section of the Public Works Capital Planning Division towards implementation of Council’s Transportation Master Plan.

Staff has considered input from the Provincial Gas Tax Transit Master Plan Steering Committee received at their September 15, 2007, workshop. A summary of their recommended service enhancements is provided in Appendix A

CITY STRATEGIC COMMITMENT:

By evaluating the “Triple Bottom Line”, (community, environment, economic implications) we can make choices that create value across all three bottom lines, moving us closer to our vision for a sustainable community, and Provincial interests.

Community Well-Being is enhanced. ☑ Yes ☐ No
Participation in community life is accessible to all Hamiltonians.

Environmental Well-Being is enhanced. ☑ Yes ☐ No
A sustainable transportation network provides many options for people and goods movement; vehicle-dependency is reduced.

Economic Well-Being is enhanced. ☑ Yes ☐ No
Poverty is reduced.
Does the option you are recommending create value across all three bottom lines?  
☑ Yes  ☐ No

Do the options you are recommending make Hamilton a City of choice for high performance public servants?  
☐ Yes  ☑ No
### Exhibit 2: Summary of Recommended Service Improvements

<table>
<thead>
<tr>
<th>ID</th>
<th>Description</th>
<th>Priority</th>
<th>Proposed Initial Implementations/ACTIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Rymal/Garner (Glancaster-Duff's Corners)</td>
<td>High</td>
<td>Implement weekday peak service</td>
</tr>
<tr>
<td>2</td>
<td>Rymal/Garner (Glancaster-Anchor)</td>
<td>High</td>
<td>Implement weekday peak service</td>
</tr>
<tr>
<td>3</td>
<td>Rymal/Garner (Anchor-Upper Centennial)</td>
<td>High</td>
<td>Implement weekday peak service</td>
</tr>
<tr>
<td>4</td>
<td>Waterdown/Burlington GO's/Hamilton CBD</td>
<td>High</td>
<td>Implement weekday peak service</td>
</tr>
<tr>
<td>5</td>
<td>Stoney Creek Phase II/Upper Centennial/Heritage Green</td>
<td>High</td>
<td>Reserve funds for implementation in 2009 to 2012</td>
</tr>
<tr>
<td>6</td>
<td>Airport Service (Route 27 Extension)</td>
<td>High</td>
<td>Implement both weekday and weekend services</td>
</tr>
<tr>
<td>7</td>
<td>North End/Keith Circulator</td>
<td>High</td>
<td>Implement weekday service</td>
</tr>
<tr>
<td>8</td>
<td>Route 5C West Hamilton (Meadowlands-McMaster)</td>
<td>High</td>
<td>Improve weekday service and provide weekend service</td>
</tr>
<tr>
<td>9</td>
<td>Route 52 Main West - Dundas (Head/Pirie-Downtown)</td>
<td>Moderate</td>
<td>Implement subject to funding availability</td>
</tr>
<tr>
<td>10</td>
<td>Route 10 Beeline Express</td>
<td>High</td>
<td>Expand service duration in the evening</td>
</tr>
<tr>
<td>11</td>
<td>Route 11 Parkdale</td>
<td>Moderate</td>
<td>Implement with service restructuring in Heritage Green</td>
</tr>
<tr>
<td>12</td>
<td>Route 16 Ancaster</td>
<td>Moderate</td>
<td>Implement subject to funding availability</td>
</tr>
<tr>
<td>13</td>
<td>Route 35 College</td>
<td>Moderate</td>
<td>Implement subject to funding availability</td>
</tr>
<tr>
<td>14</td>
<td>Route 41 Mohawk</td>
<td>Moderate</td>
<td>Implement subject to funding availability</td>
</tr>
<tr>
<td>15</td>
<td>Route 43 Stone Church</td>
<td>Moderate</td>
<td>Implement subject to further investigation</td>
</tr>
<tr>
<td>16</td>
<td>Waterdown TransCab</td>
<td>Moderate</td>
<td>Implement subject to further investigation</td>
</tr>
<tr>
<td>17</td>
<td>Binbrook TransCab</td>
<td>Moderate</td>
<td>Implement subject to funding availability</td>
</tr>
<tr>
<td>18</td>
<td>Stoney Creek and Glenbrook TransCab</td>
<td>Moderate</td>
<td>Expand service duration subject to funding availability</td>
</tr>
<tr>
<td>19</td>
<td>ATS Improvements</td>
<td>High</td>
<td>Immediate improvements</td>
</tr>
<tr>
<td>20</td>
<td>Barton Extension</td>
<td>High</td>
<td>Investigate, consistent with future service restructuring in Stoney Creek</td>
</tr>
</tbody>
</table>
APPENDIX B
TRANSIT SUPPORTIVE POLICY

Transit Ridership Growth Plan

STRATEGY A.1 – SUPPORT NODES AND CORRIDORS GROWTH CONCEPT
- Identify and prioritize key nodes and corridors through the GRIDS process and subsequent Official Plan process;
- Implement changes to zoning to permit increased density and mixed-use development in transit corridors;
- Establish incentives for more compact development adjacent to transit nodes/major stops.

STRATEGY A.2 – MAKE TRANSIT SERVICE A PRE-REQUISITE FOR ANY GREENFIELD DEVELOPMENT
- Adopt policies that encourage development along existing transit routes, and discourage development beyond transit service, or require that developers contribute to the cost of extending existing transit services.
- Use the CMHC Tool for Estimating Greenhouse Gas Emissions from Urban Travel (or similar tool) to quantify the impacts of new development proposals.
- Require “sign-off” from the Director of Transit for all Official Plan amendments to ensure that transit considerations have been taken into account in development applications.

STRATEGY B.1 – PROMOTE INTENSIFICATION AROUND TRANSIT NODES AND CORRIDORS
- Through the zoning by-law, require that all new development in designated nodes and corridors meet minimum densities (suggested target of 30 units per hectare).
- Include provisions for reduced parking standards within designated transit nodes and corridors, while respecting the fact that some parking is required for marketing reasons. (Note: The City of Hamilton is currently preparing a new parking by-law that will encourage more transit-supportive standards).
- Develop transit-oriented guidelines for targeted nodes and corridors and/or secondary plans for development areas, particularly areas that are located adjacent to proposed Bus Rapid Transit Corridors.

STRATEGY B.2 – REQUIREMENTS FOR NEW COMMUNITIES
- Elevate role of HSR in development review process.
- Train staff in all city departments on transit-supportive guidelines.
- Make it mandatory that all traffic impact studies include a plan as to how the project will address transit and Travel Demand Management.

STRATEGY C.1 – INCREASE SERVICE FREQUENCIES
Short term
- Conduct comprehensive review of existing routes to assess priorities for service increases
- Reduce headways for Beeline from 10 minutes to 7.5 minutes and expand service to off-peak hours to expand role as BRT service

Medium Term
- Improve service frequencies on mountain routes, in conjunction with route restructuring
- Continued system-wide service increases

Longer Term
- Annual service level increases to meet target of 80-100 rides per capita and 12% transit mode share

STRATEGY C.2 – DEVELOP BUS RAPID TRANSIT SYSTEM
Short term
- Finalize corridor selection (under TMP)
- Introduce articulated buses on Beeline
- Develop off-board payment systems
- Develop image and marketing program for BRT
- Establish staff responsibility for planning, design and implementation-
Initiate Individual Environmental Assessment for E-W and N-S corridors

Medium Term
- Construct BRT system components (physical improvements to accommodate dedicated transit lanes, station stops, terminals)
- Increase service levels in BRT corridors
- Initiate marketing and promotion
- Design and implement feeder services

Longer Term
- Increase degree of segregation between cars and buses, while ensuring access for commercial vehicles and emergency vehicles.
- Continued increase in frequencies
- Investigate conversion of BRT to electric trolley bus or LRT

STRATEGY C.3 – EXPAND ARTICULATED BUS FLEET

Short Term
- Replace 3 existing articulated buses with newer versions
- Purchase 12 new articulated buses for use on the Beeline Express service
- Look at ways to market articulated buses in conjunction with BRT, potentially with a unique look.

Medium Term
- Expand articulated fleet as required based on load factors
- Expand garage capacity/equipment to accommodate articulated buses.

Longer Term
- Evaluate system capacity requirements and assess feasibility for conversion to LRT in east-west corridor

STRATEGY D.1 – CONNECT NODES WITH EXPRESS BUS ROUTES

Short Term
- Complete comprehensive service review to define new express routes, including analysis of McMaster student residential locations
- Identify options for establishing a transit hub at Mohawk College
- Institute a “Gore to Shore” transit service between the downtown and the waterfront during summer months.

Medium Term
- Implement land use policies to encourage nodal development
- Introduction of peak period express services from:
  - Lime Ridge to McMaster via Meadowlands
  - Lime Ridge to Eastgate via Heritage Green

Longer Term
- Gradual increase in service levels in express corridors
- Expansion of express services to off-peak times

STRATEGY D.2 – ROUTE RE-STRUCTURING

Short Term
- Investigate options for new terminal on top of the escarpment, including potential terminal at Mohawk College
- Complete comprehensive review of route current structure

Medium Term
- Establish BRT service in the downtown to South Mountain corridor with connections to Mohawk and Limeridge, with a branch to Hamilton Airport, thereby providing frequent north-south service to connect with east-west routes.

Longer Term
- Implement BRT on one or more of LINC, Stone Church Road or Rymal Road, including dedicated lanes.

STRATEGY D.7 - IMPROVE WEEKEND AND SHOPPING SERVICES

- Complete comprehensive transit review and identify options for extending weekend/off-peak services, including serve to areas not presently served;
- Conduct surveys in affected areas to determine market demand (some surveys have already been completed);
STRATEGY D.7 – EXPAND SERVICE TO OUTLYING AREAS AND EMERGING EMPLOYMENT AREAS

Short Term
- Work existing/potential employers to assess need for transit; for example conduct a travel survey of Hamilton Airport staff and work with these employers to promote use of employee buses passes.
- Continue to explore options to overcome or eliminate the current area rating system.

Medium Term
- Extend transit service to Waterdown and the airport
- Explore options for neighbourhood transit shuttles or expanded trans-cab services.
- Provide transit shuttle between Waterdown and Aldershot, potentially as a joint service with Burlington and/or GO Transit.
- Facilitate park-and-ride from outer areas (Strategy D.4)

Longer Term
- Extend North-South BRT to South Mountain, and to existing emerging/employment areas

STRATEGY: D.11 – MITIGATE IMPACTS OF FARE INCREASES ON SELECTED POPULATIONS

- Maintaining the practice of allowing persons with mobility devices to travel free on conventional transit.
- Explore the feasibility of free fares for seniors in the off-peak periods, where the marginal cost of handling additional passengers is less.
- Explore other options that may reduce the cost of transit for persons with limited incomes.
- Work with major employers to expend bulk transit pass purchases, with the objective being to get employers to subsidize employee transit passes. Current initiatives by the federal government may increase the attractiveness of this measure.

STRATEGY F.1 – FLEETS AND FACILITIES

- Continue to maintain and expand D.A.R.T.S fleet
- Continue policy of purchasing low floor buses when replacing conventional buses

STRATEGY F.2 – COMMUNITY PARTNERSHIPS

- Continue discussions with community-based organizations and programs in an effort to better coordinate client or program specific transportation needs. This would include expanding the current concept of ad-hoc working groups to address specific issues.
- Expand database of existing community-based agency transportation resources and agency specific needs.
- Enhance partnerships with community-based organizations for the development and administration of a travel training program for the City’s residents.
- Facilitate the preparation of an Accessible Transit Guide, articulating “how to use” instructions for the use of fixed route transit including planning and scheduling a trip, recognition of routes, an understanding of responsibilities and expectations of operator assistance, etc. Ensure that travel training is promoted during registration process.

STRATEGY F.3 – SCHEDULING AND DISPATCH FUNCTIONS

- Continue to maintain and improve the current computerized scheduling system and associated real-time communications with D.A.R.T.S vehicles.
- Implement pilot project to test the use of Global Positioning Systems (GPS) and Mobile Data Terminals (MDTs) for D.A.R.T.S vehicles to facilitate automatic real time vehicle location and enhanced communication.
- While ensuring fair access to all individuals, explore the opportunities to use the internet to supplement the current telephone registration system to provide alternative booking options for eligible registrants.

STRATEGY F.4 - SERVICE DELIVERY

- Prepare an up-to-date 10 year forecast of the demand for specialized transit based on current/planned eligibility criteria.
- Together with the City ODA Committee, continue to review and confirm policies on services hours and services areas.
- Implement pilot project to demonstrate the use of accessible taxis.
- Pursue dialogue with City by-law officials regarding provision of accessible taxis in City licensing requirements.
- Investigate the feasibility of providing dedicated fixed route or semi-fixed route accessible transit services in corridors with regular, predictable demand.
- Work with the Province and the health care industry to collectively design a transportation strategy for dialysis patients.

**Official Plan**

3.1.1.8 Promote the integration of transit plans into the design of neighbourhood and secondary plans to achieve a distance of approximately 400 metres or a 5 minute walk between 90% of residential units and transit stops.

4.3.2.1 Provide public transit at a level of service adequate to enhance its use as a viable alternative to the auto.

4.3.2.6 Consider public transit as an integral part of planning for major new residential development and all new commercial and employment centres in the urban area.

**Roadmap to Sustainability**

Objective 7 Grow the Local Economy
- Priority 5 Increase the supply of employment lands to balance employment and population growth
- Action e. Direct new infrastructure investments to employment lands and transit links

 Objective 8 Preserve the Environment
- Priority 3 Improve population health & air quality through land use patterns and transportation options
- Action e. Direct new infrastructure investments to employment lands and transit links

**Transportation Master Plan**

Objective 1 Offer safe and convenient access for individuals to meet their daily needs
Principle 1(a) Transportation facilities and services should be safe, secure and barrier-free
Principle 1(b) Each transportation mode should have an adequate level of service
Principle 1(c) Non-travel alternatives and shorter trips should be encouraged

Objective 2 Offer a choice of integrated travel modes, emphasizing active transportation, public transit and carpooling
Principle 2(a) Alternatives to single-occupant vehicle travel should be practical and attractive
Principle 2(b) Transportation facilities and services should be continuous and seamlessly integrated
Principle 2(c) The health benefits of active lifestyles should be recognized and promoted

Objective 3 Enhance the liveability of neighbourhoods and rural areas
Principle 3(a) Transportation facilities should reflect and complement their community context
Principle 3(b) Noise and other undesirable impacts of traffic on residential areas should be minimized

Objective 4 Encourage a more compact urban form, land use intensification and transit-supportive node and corridor development
Principle 4(a) Investment in transit-supportive land uses should be encouraged by quality public transit services and facilities
Principle 4(b) Transportation facilities should meet current needs while remaining adaptable to those of the future
Principle 4(c) Zoning, urban design and parking management strategies should minimize land consumed by automobile travel

Objective 5 Protect the environment by minimizing impacts on air, water, land and natural resources
Principle 5(a) The use of greenspace for new infrastructure should be minimized
Principle 5(b) Transportation technologies and behaviours should reduce energy consumption and air emissions
Principle 5(c) The impacts of surface water runoff from transportation facilities should be minimized
Objective 6 Support local businesses and the community’s economic development
Principle 6(a) The efficiency of goods movement to, from and within the city should be maximized
Principle 6(b) Businesses and institutions should remain accessible to employees and visitors

Objective 7 Operate efficiently and be affordable to the City and its citizens
Principle 7(a) Maximum value should be extracted from existing facilities and services
Principle 7(b) Decisions should take into account the life-cycle costs of transportation facilities and services
Principle 7(c) Transportation funding opportunities involving other governments, the private sector and individual users should be considered

Reduce the community’s dependence on single occupant auto travel (total distance travelled) by 10% by 2011 and 20% by 2021, compared to 2001 by providing and facilitating improved travel options for residents and employees.
- Through increases in transit service levels, reduce the number of trips per person made by auto by 10% by 2011 and 15% by 2021

Increase transit service levels on an incremental basis, in conjunction with other policies to improve the viability of transit, with a goal of increasing annual transit ridership per capita by 5% per year.

Increase opportunities for all residents and employees to have access to the transit system.
- Establish a goal of providing at least 90% of residents and employees within the City with transit service within a 400m (5 minute) walk
- Provide service to and from new communities where there is a sufficient demand to justify transit service

GRIDs

Direction 6
- Expand transportation options that encourage travel by foot, bike and transit and enhance efficient inter-regional transportation connections.

Node and Corridors
The recommended structure of the nodes and corridors system is as follows:

<table>
<thead>
<tr>
<th>• Regional Node (Downtown Hamilton)</th>
<th>• Commercial Service Nodes (Lime Ridge, Eastgate and Centre Malls)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Community Nodes (historic downtowns of Stoney Creek, Waterdown, Ancaster, Dundas &amp; a new node at Up Centennial / Hwy.20)</td>
<td>• Corridors (Barton Street, Centennial Parkway, Concession Street, James Street/Upper James Street, King Street, Main Street, Main Street West, Rymal Road and Queenston Road/Highway 8).</td>
</tr>
</tbody>
</table>