SUBJECT: Transit Vision - 2040 (PW09081) - (City Wide)

RECOMMENDATION:

(a) That Council endorse the Canadian Urban Transit Association (CUTA) - Transit Vision 2040 (6 Focus Areas and 27 Strategic Directions) as identified in the Executive Summary (Table 1) of Report PW09081;

(b) That Council endorse the Transit Division Operations Plan strategic initiatives that support Transit Vision 2040, Council's Strategic Plan, Public Works Business Plan, Transportation Master Plan, and the Transit Division Ridership Growth and Asset Management Plan as identified in the Executive Summary (Table 1) of Report PW09081.

EXECUTIVE SUMMARY:

The purpose of this report is to:

- communicate the release of the Canadian Urban Transit Association (CUTA) Vision 2040 document and to seek Council's endorsement of the Plan focus areas and strategic directions;
demonstrate the alignment of the CUTA Transit Vision 2040 with Hamilton’s Corporate Strategic plan, Public Works Business plan, Transportation Master Plan, Rapid Transit Vision Statement and the Transit Division’s annual Operating and Ridership Growth & Asset Management plans;

confirmation of Transit Division Operations Plan.

This report has been prepared essentially from excerpts of the CUTA Vision 2040 (copy available). Additional detail respecting the Vision and Strategic directions for Transit is provided in Appendix “A” within this report. The report will be accompanied by a PowerPoint presentation from Councillor Powers, elected representative appointee to the CUTA Board, and a video that has been prepared by the Transit Association.

Transit Division Mission:

“For the benefit of the general public, we provide access to the community and adjoining municipalities through an affordable and environmentally advantageous public transportation alternative that is safe, reliable, convenient and professionally delivered.”

CUTA Transit Vision 2040 defines a future in which public transit maximizes its contribution to quality of life with benefits that support a vibrant and equitable society, a complete and compact community form, a dynamic and efficient economy, and a healthy natural environment.

Vision 2040 communicates transit’s contribution to quality of life, the nature of change likely to take place in our community by 2040, the implications these changes will have for transit, and strategic directions for actions that can maximize transit’s contribution to our quality of life. This Vision is based on current trends and the wisdom of stakeholders both inside and outside the transit industry.

Transit is widely recognized as an important part of the solution to national challenges such as climate change, public health, economic development, and safety and security. Public transit is not an end in itself. Rather, it is an enabler for the communities we strive to create, a healthy economy and a good quality of life. This aligns nicely with the Rapid Transit Vision Statement.

Vision 2040 is based on six focus areas and 27 strategic directions. Table 1, below demonstrates the Transit Division’s alignment to Council’s Strategic Plan, Public Works Business Plan, Rapid Transit Vision Statement and Vision 2040 through the strategic initiatives identified in the Transit Division’s Operating Plan.
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<th>Corporate Strategic Plan &amp; PW Business Plan</th>
<th>Focus Area</th>
<th>CUTA Vision 2040 Focus Area &amp; CUTA Strategic direction</th>
<th>Transit Division Operating Plan</th>
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| Social Development                          | Residents in need have access to adequate support services. People participate in all aspects of community life without barriers or stigma. | 1. Putting transit at the centre of the community:  
i) Develop a national policy framework  
ii) Strengthen Transit’s position as an investment in quality of life  
iii) Fully integrate transit with community planning  
iv) Fully integrate transit with community design | HSR Service Standards Policy  
Transit Fare Policy  
Accessible Transit Services (ATS) Eligibility Policy  
Advisory Committee for Persons with Disabilities (ACPD)  
Seniors Advisory Committee (SAC)  
Accessibility for Ontarians with Disabilities Act (AODA)  
Transportation Master Plan  
Growth Related Industrial Development Strategy (GRIDS)  
Ridership Growth & Asset Management Plans  
Rapid Transit |
| Healthy Community Business Planning processes are defined and aligned | An engaged citizenry. Adequate access to Human Services | 2. Revolutionizing service:  
v) Expand regional rapid transit networks  
vi) Emphasize transit priority solutions  
vii) Enable a “quantum leap” in suburban transit  
vi) Support revitalization of urban cores  
ix) Build service in smaller communities  
x) Ensure seamless coordination of operations and governance at all levels | 1) Rapid Transit (A-Line and B-Line)  
2) Automated stop announcement  
3) GPS real time information  
4) Accessible taxi (WIP)  
5) TransLink  
6) TransCab  
7) Taxi Script  
8) 100% Bike racks  
9) Bike lockers |
| Growing our Economy | Improved Customer Service | 3. Focusing on Customers:  
xi) Accelerate a new customer orientation  
-xii) Focus on serving customers with mobility challenges  
-xiii) Take a broad approach to mobility and expand choice  
-xiv) Customize fares  
xv) Enhance safety and security  
xvi) Provide information when, where, and how customers want it | 10) Customer Feedback policy  
11) Customer Satisfaction survey  
12) 100% Accessible Fleet  
13) Universal Bus Pass Agreements  
14) Special events  
15) Affordable Transit Pass program  
16) Free Golden Age Bus Pass  
17) Summer Youth Pass  
18) Environment Hamilton Family Pass  
19) Free New Years Eve Service  
20) Free Waterfront Trolley  
21) Increase modal share of transit:  
- Service enhancements  
- Marketing of transit program: promotions, communications, media relations  
- Rapid Transit/New A-line service  
- Fleet renewal  
- Fleet exterior beautification |
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<td>Workers are trained, mentored and involved in the decision-making processes to find solutions to systemic issues</td>
<td>safe, effective communication, employee input in decision-making, Council and integrity.</td>
<td>communities xxvii) Identify and disseminate current knowledge and practice within the transit industry</td>
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Effective Intergovernmental Relations

Influence Federal and Provincial policy to benefit Hamilton Greater share of Provincial and Federal grants Effective relationships

i) Metrolinx
- Rapid Transit Office
- GTA Fare System PRESTO
- HSR fleet procurement
- ATS fleet procurement (WIP)
- Bus parts procurement (WIP)
BACKGROUND:

The information/recommendations contained within this report have City wide implications.

The Vision was built with considerable input from transit industry stakeholders, transportation experts and; consultation with groups such as the Canadian Institute of Planners, the Federation of Canadian Municipalities and the Canadian Home Builders Association; peer review by a panel of transportation experts. Advice, based on concurrent visioning processes, was also received from the American Public Transportation Association (APTA) and the International Association of Public Transport (UITP). This Vision takes a long-term view, but it is intended to guide concrete short-term actions by CUTA, its members and other stakeholders.

Putting Transit at the Centre of Communities

Canada’s governments will collaborate to develop a national transit policy framework, that clarifies roles and responsibilities, and that sets meaningful objectives for transit. This framework will benefit from efforts to embed into decision-making processes a stronger common understanding of transit’s support for quality of life objectives, grounded in a “triple bottom line” perspective. Success for transit will also require a more integrated approach to planning and designing vital, sustainable communities.

Revolutionizing Service

Transit systems across Canada will greatly improve the availability, frequency, reliability and speed of their services. Regional rapid transit networks will be expanded to boost capacity, increase efficiency and maintain competitiveness for longer trips. Transit priority solutions will provide financial and service benefits by helping transit services avoid the effects of traffic congestion. In the suburban communities where future growth will be concentrated, accelerated investment in infrastructure, rapid transit and surface transit, both urban and suburban will require seamless coordination to bridge gaps in governance, planning and operations.

Focusing on Customers

Canada’s transit industry will rely on creativity and flexibility to satisfy a customer base that is growing more discriminating and diverse. Future growth in the number of seniors and persons with disabilities will transform the transit market and require the greatest possible integration of conventional and specialized services, accompanied by customer oriented services to manage demand and maximize satisfaction. Transit services that improve travel options for pedestrians, cyclists and car users will be extended, and transit systems will increasingly seek a role as the hub of all travel options within their communities. Transit systems will respond to market needs and technological opportunities by adopting flexible fare structures and systems that permit fares to be customized in a way that maximizes value to, and revenue from, the customer base. Customers will also enjoy enhanced safety and security, as well as timely, accurate and convenient access to customized information that helps them make the most of their transit experience.

Greening Transit

Forward-thinking strategies will address issues related to climate change and energy policy, research and development, technology, legislation, market conditions, financing and other sector-level concerns. At a more local level, individual transit systems will
pursue on-the-ground initiatives related to procurement practices, materials management and waste disposal, as well as an accelerated transition to less-polluting and renewable energy sources for vehicle propulsion and other aspects of operations.

**Ensuring Financial Health**

First, upper orders of government will establish mechanisms that guarantee predictable, reliable and adequate capital funding for transit. Local governments will respond to this assistance by working to maximize support for their portion of operating costs which will be particularly important as overall operating costs are expected to grow substantially over time. Finally, even with success in these envisioned areas, transit systems will seek continuous improvements in efficiency to reduce capital and operating costs.

**Strengthening Knowledge and Practice**

Many of the strategic directions within this Vision will require the transit industry, as a whole, to strengthen its ability to understand challenges and find effective solutions. In the area of human resources, creative approaches to attracting and retaining skilled labour will be required in view of expectations for a dramatically more competitive labour market. Other issues where transit systems will benefit from is the support for centralized knowledge sharing include technology, governance, transit supportive development, innovative financing and alternative service delivery mechanisms.

Moving from vision to action will require a number of initiatives including the implementation of tools to measure progress and the pursuit of short-term priorities.

**Transit Ridership Targets and Implications**

The most important indicator of progress toward the Vision will be the number of annual transit trips per capita, at both national and local levels. General targets for per-capita ridership growth by 2040 were developed for communities (according to population) to help identify the nature of service improvements that may be required:

- Large cities of 400,000 to 2.0 million people will see average ridership increases of 50%, from 80 to 120 rides per capita annually. They will need to focus on extending rapid transit and transit priority systems.
- Medium cities of 150,000 to 400,000 will experience growth, on average, of 75%, from 49 to 85 rides per capita annually. They will do so by improving overall levels of service, and implementing transit priority measures with some higher-order transit services.

Achievement of this Vision will require progress monitoring and reporting.

**Ridership and Investment**

The environmental benefits of transit are widely recognized, and transit capital investment by federal and provincial governments has surged over the past five years.

The recent reinvestment in transit is strengthened by a new policy emphasis where transit has been increasingly linked to wider government policies, particularly for the environment.

Transit operating costs have been growing faster than inflation. Newer, more complex and heavier buses are more expensive to maintain and use more fuel, and customer expectations have grown for a broad range of higher quality ancillary services. Over the last decade, the cost per vehicle hour has risen by 10% in real terms.
Responding to new customer expectations Transit has begun to reshape the traditional radial peak-focused service to: more trips between suburban locations; more off-peak service; longer customer-trip lengths; and demand for more accessible low-floor buses. Transit is transforming itself to meet the needs of the widest range of customers, including the needs of the aging community and those with disabilities. All of these changes to the way service is delivered means that costs are increasing for both regular and specialized services, and that transit must respond in the most efficient and equitable manner possible.

Transit fares have been rising faster than inflation and have increased by 25% in real terms over the past decade. In comparison, the cost of auto ownership has tumbled by about 33%.

Advanced technologies are becoming pervasive. Transit has been benefiting from advances in information and communications technology, particularly in the areas of customer information, fare systems and service control. Ubiquitous access to the Internet has enabled personalized trip planning to be offered, in many cases across jurisdictional boundaries, increasing customer convenience and reducing operating costs. Access to real-time information through mobile devices has also made the use of transit more convenient.

Environmental issues represent challenges and while the environmental benefits of public transit are widely accepted, attitudes are changing towards the traditional transit bus, and acceptance of its noise, vibrations and emissions is decreasing. Experience with alternative fuels has been mixed and progress slow. The widespread use of biodiesel and diesel-electric hybrid buses are examples of this. Electric light rail transit (LRT), which is perceived to be quiet and pollution-free, has become very popular and a number of Canadian cities have ambitious plans for LRT implementation including Hamilton.

Transit has a heightened role in providing safety and security. Security issues have become prominent in the transit industry, personal security of our customers and staff. Transit Special Constable Forces have become common in larger centres with dedicated rapid transit systems, as have video monitoring and emergency phone systems. In addition many transit systems have developed terrorism prevention and response programs.

Governance structures in large metropolitan areas are evolving. The need to provide seamless and cost-effective transit services in large urban areas has led to a stronger role for agencies charged with the oversight of transit services across municipal boundaries, such as Metrolinx in the Greater Toronto and Hamilton Area.

**ANALYSIS/RATIONALE:**

**Transit’s Role in a Changing World**

**Society**

By 2040, accelerating urban growth and aging of the population will drive an increase in the number of Canadians who rely on transit to get around, but who may also require a higher standard of accessibility and security. The active elderly will face growing mobility challenges. The elderly will be an increasingly prominent aspect of our society
and they will remain, and expect to be, socially and economically active and independent.

More people will be open to, and reliant on, transit. There will be increases in the number and types of people reliant on transit to actively engage in all aspects of community life. Immigration will continue to be a factor in rising income disparity and poverty. Many immigrants will come from cultures where transit is a way of life and hence there will be a need for and an openness to use transit. Many elderly people and immigrants will be located in suburban settings.

Travellers will be more sensitive to safety and security. Increased concentration and diversity of individuals has increased sensitivity about safety and security from all sectors of society.

**Community**

Smart growth and energy conservation will bring about new frameworks for urban development. Canadian cities will strengthen their urban cores and reshape suburban communities to offer more intensive and diverse uses, and to more efficiently accommodate a growing population.

Suburban areas will take on many of the attributes of today's urban centres, but there will be a dynamic tension as mobility-related services begins to conflict with an entrenched suburban culture and long-practised reliance on car-based travel.

Sustainable policies and practices will become the norm. Urban lifestyles will be even more popular. Mobility constraints will have a greater impact on quality of life and increased mobility costs will impact budgets. Aligning new infrastructure with the "urban realm" will be a priority. Provincial policies encourage greater intensification and use of existing infrastructure.

**Economy**

The risks posed by deteriorating urban mobility to economic competitiveness will become increasingly evident in the face of growing congestion, rising travel costs, and demographic conditions that limit the supply of workers. The competitiveness of local economies will depend on preserving quality of life through innovative, flexible public transit solutions that return maximum value to travelers, and to governments in exchange for their investments in capital and operating needs.

Mobility constraints will have economic costs. By 2040 mobility (or the lack of it) will be a major factor in our economic competitiveness as delays increase and costs rise for the movement of both people and goods. Road congestion will continue to rise with limited options to increase road capacity in built environments. Transit will continue to experience rising costs, driven by labour and energy costs, but it will begin to be on a more even footing as driving costs increase sharply in response to transit specific costs such as fuel prices and fleet insurance.

Wealth generation will centre more around innovation and less on production. This has the potential to transform cities where investment in local mobility and quality of life becomes as important as investment that supports the mobility of goods.

Employment conditions will become much more flexible. There will be a greater incidence of part-time work and an uptake in tele-work as changing attitudes and better technology yield greater acceptance.
Labour shortages are likely to occur. Personal travel habits will change. Rising travel costs and increasing awareness of the environmental impact of trip-making could lead to a reduction in discretionary travel, and the creation of a “think before you go” mindset among consumers.

Transit capital investment will be strong. Infrastructure investment will continue to be cyclical, but support for transit will strengthen as it is increasingly seen as a way to maintain urban competitiveness in the face of rising economic challenges.

Environment

Canadian communities face increasingly climate-constrained conditions. Public support for energy-efficient strategies will translate into more sustainable community design and greater individual willingness to adopt new travel behaviours, but it will also strengthen the imperative for transit systems to green their internal operations.

There will be a long period of uncertainty with increasing costs as demand outstrips supply. Transit’s “green mode” status may diminish. “Clean cars” will become a market force and major public policy objective, possibly undercutting transit’s status as a green alternative. Consumer acceptance of diesel buses will decrease. A climate-constrained future will drive us to better design our cities.

Individual expectations will shift as growing support for sustainable policies and practices, along with increasing constraints, will lead to a greater willingness to adopt lifestyle changes, and a moderation in current expectations for “cradle to grave” independent mobility. Walking and cycling will become more popular and better integrated into our lifestyles as their benefits for personal health and quality of life are more valued.

**ALTERNATIVES FOR CONSIDERATION:**

N/A

**FINANCIAL/STAFFING/LEGAL IMPLICATIONS:**

N/A

**POLICIES AFFECTING PROPOSAL:**


**RELEVANT CONSULTATION:**

Public Works Strategic and Environmental Planning Division, Planning and Economic Development, Long-Range Planning.

**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
Environmental Well-Being is enhanced. ☑ Yes ☐ No
Economic Well-Being is enhanced. ☑ Yes ☐ No
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
CUTA VISION 2040 (excerpt)

Putting Transit at the Centre of Communities

Simply put, an overarching recognition of the need for an enhanced context, role and resources for the transit industry is required if Canada is to both foster and meet rising demands for transit service, and ultimately to achieve its collective economic, environmental and quality of life objectives. The vital and inseparable relationship between public transit and successful city-building must be clarified, promoted and embedded by all orders of government into their own visioning, objective setting, decision making and action planning activities.

Strategic Directions

- Develop a national transit policy framework
  All orders of government should work together to develop a framework of national transit policies that are integrated, mutually supportive and consistent.

- Strengthen transit's position as an investment in quality of life.
  The rising costs of congestion need to be more explicitly linked to transit investment. Another key linkage to be articulated is the relationship between transit and energy—both transit’s potential to help reduce energy consumption, and the need to preserve transit’s function as a key mobility option and economic lifeline in times of energy uncertainty. There are many links between transit and other government objectives, such as individual access to employment, education and healthcare opportunities, where more rigorous analysis could better inform investment priorities, particularly in a highly competitive fiscal environment. The linkage to quality of life must also be communicated more broadly to ensure public awareness and, indeed, for the public to articulate its expectations of transit’s role.

- Fully integrate transit with community planning
  Transit and transportation plans should be systematically linked with a range of other plans for community development. While social, economic and environmental plans are more likely to place demands on transit than to contribute to it, there is a special symbiotic relationship between land use and transit plans through which each supports and shapes the other—transit needs the right land use to function effectively and efficiently, and developments need transit to maximize their value. Transit can be as much a driver of urban form as roads, and poor transit infrastructure choices can be as damaging to the goal of sustainable communities as ill-conceived roads. Land use and transportation plans need to address issues like transit-oriented development standards (e.g. mix, density, and design) in key nodes and corridors (particularly in suburban areas), pedestrian-supportive streetscaping, and transit corridor protection requirements.

- Fully integrate transit with community design
  To most effectively shape land use and mobility patterns, transit must be in place ahead of development just as roads are. This will require early investment in capital and operations as transit demand matures.

Revolutionizing Service

The continued growth and evolution of Canada’s urban centres will require a substantial improvement in the availability, frequency, reliability and speed of transit services. There
will be increasing demand for transit in suburban settings as travel density increases and car-based alternatives become less attractive due to mounting congestion, limited parking supplies, and the rising costs of driving. There will also be greater demands for feeder transit services to access dispersed development patterns. At the same time, transit operating costs will face upward pressure due to traffic congestion, an increase in off-peak travel demand, growth in demand for specialized transit services, and increased customer expectations. Current levels of transit service coverage and cost-effectiveness in suburban areas will clearly be insufficient, and dramatic shifts in service provision will be required. However, favourable factors could include increased land use densities, greater service levels, and a more even balance between peak and off-peak services. At stake in this challenge will be transit’s ability to help combat rising levels of congestion and maintain mobility.

Strategic Directions

- Expand regional rapid transit networks
  In the last few years, many mid-sized urban centres have begun to plan for rapid transit (particularly bus rapid transit, or BRT) as a long term strategy for building sustainable communities.

- Emphasize transit priority solutions
  Rapid transit services cannot cater to every trip, and the expansion of surface transit operations in deteriorating mixed traffic conditions will highlight the urgent need to maximize the priority that regular transit vehicles receive on congested roads. Measures such as reserved bus lanes, queue jumps and dedicated phases at traffic signals can provide many of the benefits of rapid transit investments at a fraction of the cost, particularly where ridership levels are too low to justify a dedicated transit right-of-way.

- Enable a “quantum leap” in suburban transit
  In urban areas, future growth will likely be concentrated in the same suburbs that now experience the lowest transit service levels and pose the greatest challenges to building ridership. Major increases in fleets, operating hours, service reliability and operating speeds are required to meet the needs of changing markets in conventional suburban settings. There will be a need for transit to infiltrate suburban neighbourhoods with flexible and demand-responsive service arrangements.

- Support the revitalization of urban cores
  Rejuvenated high-density urban cores have resulted in an influx of new residents. Expectations for personal mobility in downtown areas may begin to conflict with the physical limitations of aging urban systems. In order to meet mobility needs in these constrained urban environments and maintain the quality of life that has attracted new residents, the quality of transit services and facilities will have to be improved.

- Build service in smaller communities
  The uniqueness of each community underlines the need for flexible and innovative transit solutions that can involve a range of funding and operating structures. In many small communities, improving the coordination of social transportation services for seniors or persons with disabilities can make the services more effective and efficient without requiring the introduction of an entirely new transit service.

- Ensure seamless coordination of operations and governance at all levels
Larger urban communities suffer from disconnects between public transit services in adjacent municipalities, between public transit systems and private intercity passenger carriers, between conventional and specialized services, and between transit and related municipal services such as traffic operations. Unattractive or unnecessary transfers, differing service hours, incompatible fare systems and functional duplication are common issues. At the regional scale, wider policies, such as taxation rates among different municipalities, can have a profound effect on urban form and how transit will need to operate.

**Focusing on Customers**
One of transit’s greatest challenges in recent decades has been to serve travellers who have become more diverse by nature and more discriminating in their choices. To be more successful, the transit industry must replicate the strong customer orientation exhibited by many other product and service providers—it must work internally to become more flexible and responsive, while also working with existing and potential customers to build supportive attitudes. Looking ahead, transit faces several key converging factors:
- more complex and geographically dispersed trip patterns;
- growing demand for multimodal trips that involve both transit and another mode such as bicycle or car;
- growing demand for travel by seniors who have greater concerns about transit’s affordability, accessibility and security, and who may live in currently underserved areas;
- increasing share of travel outside peak periods and within suburban areas;
- increasing traveller expectations with regard to convenience and personalized service;
- increasing traveller attention to cost, with a greater willingness to pay for necessary trips and premium services, a possible reluctance to make discretionary trips, and a growing acceptance of travel alternatives such as the Internet; and
- advancing technologies that turn smart cards, automated travel planning and real-time passenger information into everyday tools, yielding operating efficiencies but with significant capital requirements.

**Strategic Directions**

- **Accelerate a new customer orientation**
  Focus on the needs and expectations of customers to attract choice riders and to provide a high quality of service for all users. A customer service strategy could outline goals for improving user satisfaction and ways to achieve this, such as surveys, communications, staff training and the development of new services. User audits (or mystery traveller audits) could also be used to benchmark service levels and assess the door-to-door customer experience involving trip planning, fare payment, way finding, amenities, and safety and security.

- **Focus on serving customers with mobility challenges**
  The anticipated growth in the volume of seniors and persons with disabilities using transit demands a major response. The industry will seek to maximize the attractiveness of conventional services to seniors and persons with disabilities, in order to reduce the cost burden of specialized services. Transit systems may develop initiatives related to fares, customer education and travel training, staff sensitivity training, more accessible vehicles and structures, and the efficient
concurrent operation of conventional and specialized services. Travel training programs help people with disabilities use regular transit.

- **Take a broad approach to mobility and expand choice**
  Transit cannot serve all trips, and is often just one element of an overall journey. There is a need to better integrate transit with other modes. Transit systems are broadening their perspective on serving door-to-door trips that may involve other modes such as walking, cycling or car use. (e.g. park-and-ride lots, pedestrian access routes, bike parking, bike racks on buses).

- **Customize fares**
  Users can pay different fares according to frequency of travel, time of day, day of week, geographic area, distance travelled, or membership in a target group (e.g. by age, physical ability, or place of residence, employment or education).

- **Enhance safety and security**
  Safety and security are more important than ever as elements of a transit customer’s experience. Transit providers should build on current initiatives such as the creation and training of special constables, comprehensive video surveillance systems, and coordinated communication and dispatch services.

- **Provide information when, where and how customers want it**
  Barriers are being removed to the goal of real-time information that is delivered seamlessly, in flexible formats, by different operators and jurisdictions. Real-time information at bus stops and on the bus, and in many cities across Canada, automated on-board audio and visual next stop announcements have become the norm. Some Canadian Municipalities are on Google Transit which combines Google mapping with Bus Check trip planner.

### Greening Transit

#### Strategic Directions

- **Develop a greening strategy for the transit industry**
  There is a need for industry-wide research, guidance and knowledge development in this area. A greening strategy could address all elements of transit operations including vehicles, fuels, structures, planning, training, maintenance, procurement and waste disposal. A particular focus would be on life-cycle considerations that address impacts as well as costs.

- **Develop an energy strategy for the transit industry**
  Energy use by public transit will be a critical issue within the greening strategy, but would warrant separate consideration as a matter of industry robustness and national security. Alternatives to diesel buses are developing rapidly, but guidance is needed on existing options, such as expansion in the use of electric trolley buses, and on the maturity of evolving technologies such as diesel-electric hybrids and hydrogen fuel cells.

- **Implement local greening and energy initiatives**
  Local greening initiatives can be undertaken in parallel with the development of wider greening and energy strategies including issues such as waste disposal, energy use, facility design and life-cycle management.

### Ensuring Financial Health

Looking ahead toward 2040, a severe financial crisis within the transit industry is readily foreseeable. This is based on expectations of rising customer volumes, rising shares of passengers with disabilities and elderly passengers paying reduced fares, a shift to serving more costly suburban markets, the need for technology investments to meet
customer expectations, and increasing competition for investment in other sectors such as healthcare. Such an event would threaten the achievement of virtually all areas of this Vision, and steps to prevent it are required.

**Strategic Directions**
- Establish suitable mechanisms for capital investment from senior governments
  
  To enable proper investment planning and priority setting, capital funding should be predictable, reliable and adequate, with appropriate sharing of funding powers between federal, provincial and municipal governments.  
- Establish suitable performance-based mechanisms for operating funding from senior governments
  
  Stakeholders should work toward long-term federal and provincial policies that enable predictable, reliable and adequate transit operating contributions to government revenues from new development and transportation pricing mechanisms (e.g. tolls, licensing). The Ontario gas tax transfer, which amounts to two cents per litre, and is intended primarily to support ridership growth, is distributed in a manner that is weighted by transit ridership (70%) and population (30%).
- Maximize municipal government support for transit operating costs
  
  For several reasons already outlined, including the anticipated growth in passenger volumes, the future requirement for greatly increased operating support is inevitable, even when transit has a higher level of direct cost-recovery from users than other sectors. The challenge will be to price transit competitively, a goal that could be partly achieved by distinguishing between transit’s social and economic functions. If current practices are continued, a contributing factor in the need for operating support would be the budgetary impact of specialized services and concession fares that respond to social objectives (e.g. independent mobility for seniors and persons with disabilities). To a great extent, the balance of government-supported operating costs would be offset by transit’s social, economic and environmental benefits (e.g. congestion reduction, air quality improvements).
- Use transportation pricing and alternative funding options more effectively
  
  Decision-makers should accelerate consideration of measures that make the real cost of transportation options more evident to users, and that use incentives and disincentives to create a more equitable and sustainable balance among transit and private motor vehicle use. Transit fare policies, parking levies, road charges, tolls, fuel taxes and tax credits are some of the tools available.
- Seek efficiency gains
  
  Given the foreseeable financial future, individual transit systems and the industry as a whole should be persistent in pursuing efficiencies wherever they can be found.

**Strengthening Knowledge and Practice**

By 2040, the transit industry will have faced unprecedented challenges. Collective research and development, information sharing and training will play an important part in achieving this Vision. The industry will need to continually improve its internal capacity in areas that include technology (e.g. vehicles, energy, and communication), customer service, staff development, and funding and delivery models.

**Strategic Directions**
- Develop human resource strategies for a more diverse and competitive workforce
Transit systems face a clear trend of workforce decline over the coming decades, and will need to find ways to attract, develop and retain the workers they require.

- Develop transit resources for smaller communities
- Identify and disseminate current knowledge and practice within the transit industry and among its stakeholders

**Moving Forward**

**Measuring Progress**

**Ridership targets**

A substantial increase in public transit’s share of passenger travel within Canadian communities is fundamental to the achievement of this Vision for 2040. If transit is to play a significantly enhanced role in the nation’s quality of life, the growth in transit passengers must outpace overall population growth by a large margin. For this reason, the most important indicator of progress toward this Vision will be the number of annual transit trips taken per capita, both within individual communities and across the entire country.

In 2007, actual transit ridership levels ranged from an average of 15 rides per capita in communities with fewer than 50,000 people, to an average of 115 rides per capita in Canada’s three largest metropolitan areas of Toronto, Montreal and Vancouver.

Vision 2040 will require a sustained, long-term growth rate of about 1.9% in annual transit trips. This compares to actual average annual growth rates of 1.5% over the previous 30 years and 3.1% over the five years ending in 2007.

Growth in transit trips per capita would be an average of 1.2% for the largest communities, 1.7% for medium cities, and 2.1% for small communities.

**Investment implications**

**Service development implications**

In major metropolitan areas, the need for seamless service integration will be paramount.

In large cities, the implementation of radial rapid transit lines connected by high-quality transit priority corridors is likely to be a priority action area.

In small and medium cities the focus will likely be on raising overall levels of service, introducing transit priority measures and implementing higher-order transit (e.g. limited-stop express routes or bus rapid transit) in primary corridors.