

RouteAhead and Action Plan Performance Measurement

The intent of this attachment is to address concerns raised during Action Plan deliberations in 2014 November regarding RouteAhead's recommendations for transit service hour growth and the performance measures in Action Plan. This document includes:

- Overview of Calgary Transit performance measures
- Overview of service hour targets in strategic plans
- Rationale for retaining service hour targets in long term strategic plans

Overview of Calgary Transit Performance Measures

Calgary Transit has adopted performance measures and targets to guide long term strategy and to manage operations and day-to-day business. The following measures (among others) are tracked, benchmarked, reported, and used to make decisions:

Quantity (amount of service):

- service hours per capita
- service hours per square kilometre service area
- development within 400m of transit service (service coverage)
- average fare

Quality (how well service is delivered):

- customer satisfaction
- passenger trips per service hour
- operating cost per trip
- operating cost per hour
- net cost per trip (including revenue)
- cost recovery ratio
- number of routes below service standards
- distance between breakdowns
- delays greater than five minutes per hour of service/distance travelled
- emissions
- lost time incidents

Effect on Calgary Transit customers and citizens:

- ridership
- trips per capita
- citizen/customer satisfaction
- customer perception of safety
- development, population and employment within 400m of transit service (long term land use change)

Calgary Transit has established nine performance measures and one benchmark for Action Plan 2015-2018 as outlined in Table 1.

Table 1 – Action Plan Calgary Transit Performance Measures

Measures	2012 Actual	2013 Actual	2014 Est.	2015 Target	2016 Target	2017 Target	2018 Target
Per cent of new and existing development within 400m of transit service.	N/A	N/A	N/A	88%	89%	90%	91%
Average safety ratings of Calgary Transit services.	7.8	8.0	8.1	8.2	8.3	8.3	8.3
Per cent of population that live within 400m of the primary transit network (PTN).	12%	14%	14%	14%	14%	15%	15%
Per cent of jobs that are located within 400m of the primary transit network (PTN).	40%	40%	41%	41%	41%	42%	42%
CTrain delays greater than five minutes per 1,000 hours of service.	5.1	6.9	6.0	6.0	6.0	6.0	6.0
Average distance (km) between bus breakdowns.	7,180	6,361	6,500	7,000	7,300	7,800	8,000
Passenger trips per transit service hour.	38.5	39.6	39.9	40.6	40.5	40.5	40.3
Annual Calgary Transit ridership (millions of riders).	102.0	107.5	111.5	113.2	116.0	118.6	120.5
Fleet greenhouse gas emissions (kg) per 1,000 kilometres.	1,333	1,340	1,345	1,345	1,345	1,345	1,345
Per cent of Calgary Transit customers that rated services as good or excellent.	70%	75%	77%	78%	80%	80%	80%
Number of transit routes that perform below council approved service standards.	16	16	13	11	8	7	5
Cost per transit trip.	\$3.16	\$3.32	\$3.33	\$3.31	\$3.42	\$3.52	\$3.63
Calgary Transit operating cost per hour.	\$122	\$131	\$133	\$134	\$138	\$142	\$146
OMBI Benchmark							
Trips per capita	91.0	91.0	--	--	--	--	--

Changes to Calgary Transit performance measures can be incorporated into an Action Plan update in 2015 November. This will also be reported in the 2015 RouteAhead Annual Update. A review of performance measures will be conducted as part of the Transportation Department's Action Plan: "Lead the development of a department-wide performance measurement framework in order to increase service productivity and effectiveness." (page 181).

As part of this framework, in 2015 Calgary Transit will also communicate a "Customer Commitment," which will focus on the most important aspects of transit service from our customers' perspective.

Overview of Service Hour Targets in Strategic Plans

RouteAhead is a 30-year plan that is based on the implementation of the Municipal Development Plan/Calgary Transportation Plan vision, including the development of a primary transit network (10-minute frequency service, 15 hours a day, seven days a week on key corridors) and an improved base network (minimum 30 minute frequency and higher peak period frequency on a city-wide network).

The combination of this frequent service on the primary transit network and improved minimum service on the city-wide network will result in high-quality transit service similar to the level of service provided by the Toronto Transit Commission (TTC) or Société de transport de Montréal (STM).

A target of 3.7 hours of service per capita was developed in the Calgary Transportation Plan to guide the investment required to provide these levels of service. An interim target of 2.6 hours of service per capita was approved by Council as part of The City of Calgary's 2020 Sustainability Direction. As an example, this level of investment in service would allow Calgary Transit to implement approximately half of the primary transit network (PTN) proposed in the Calgary Transportation Plan. This investment would add approximately 715,000 hours of service to the existing budget, assuming average annual population increases used for Action Plan development. The PTN is a Council-approved network of frequent services (10 minutes or better, 15 hours per day, seven days per week) that would provide Calgarians with a convenient and comfortable travel choice. Today, the LRT system, and Route 3 are operating at primary transit levels of service.

Service hour increases proposed in Action Plan will allow Calgary Transit to address some, but not all, recent and future growth in the city and attempt to invest in the primary transit network. Service hours per capita are estimated to change from 2.36 (actual) in 2013 to 2.35 (projected) in 2018.

Rationale for Service Hour Targets in Long Term Strategic Plans

The main reason for adding more service hours is to meet the goals of the Calgary Transportation Plan and to make public transit the first choice for getting around Calgary. Service hour increases reduce the barriers to transit use by making more frequent service possible. Customers perceive frequent service as high quality service, and additional frequency

can address crowding on busy routes; thus setting these targets helps The City address both quantity and quality of service for Calgarians.

Service hours per capita remain an important measure for Calgary Transit because:

- Service hour increases are often required due to the geographic expansion of the city. New communities should have transit service if they have sufficient population and employment intensity to reach the minimum Council-approved performance policies for transit service.
- Service hours are often required in order to expand the span of service on specific routes. For example, additional service hours might be required in order to start transit service earlier in the morning on weekdays, or increase frequency on weekends.
- Service hours are required to raise the frequency on key corridors in alignment with the primary transit network to support land use intensification.
- Increases in ridership, if unaccompanied by increases in service, will result in more crowding and overloads. This will contribute to a declining customer experience and loss of some riders.
- A stable and predictable increase in service hours is necessary when a city or region is experiencing growth, whether or not the population growth is consistent. Unpredictable increases in service hours can make it difficult to hire and train staff and to ensure sufficient fleet and facilities are available to meet service demands. Unpredictable increases also result in significant levels of overtime. High overtime becomes necessary due to the time lag between approval of service hours and recruiting, hiring and training of staff to deliver the service. Adding service hours requires support beyond operators (recruiters, training officers, supervisors, cleaners, mechanics, dispatchers, schedulers, planners, public safety officers, customer service representatives, communications staff, etc.) resulting in additional pressures to “catch up” when growth occurs.

Meeting service hour targets will allow Calgary Transit to plan for a reliable and customer focused transit system. It is highly recommended that service hours per capita be retained as part of long term strategic targets.