

## Attachment 2: Proposed Key Changes to the Updated RouteAhead Plan

The RouteAhead Advisory Group, public engagement, and internal collaboration informed proposed key changes to the updated RouteAhead plan. Council approval of the proposed key changes is requested to inform the final updated RouteAhead plan. The RouteAhead plan consists of three core principles to guide transit service: the customer experience, network planning, and financing transit. The core principles will remain in the updated plan as they continue to be relevant today. The proposed key changes are divided into the following broad categories: (1) Strategic Changes, which are key guiding ideas emphasized throughout the entire plan; (2) Customer Experience, (3) Network Planning, and (4) Financing Transit changes, which will be reflected in the content of those specific sections of the plan; and (5) General Plan Changes, which will be incorporated into the new plan’s overall organization and layout.

### 1.0 Strategic Changes

Item No.	Item Name	Previous 2012 Plan Version	Proposed 2022 Updated Plan Version	Rationale for Proposed Change
1.1	Vision Statement	The original vision statement reads: Mobility is the lifeblood of a city. Since 1909, Calgary Transit has been efficiently connecting people and places by providing mobility (the ability to move from place to place) and accessibility (the ability to reach a destination). For people who choose not to drive or are unable to drive, including people with disabilities, transit provides low-cost mobility and accessible transportation. It provides mobility for young adults who don't yet have a driver's license or who do not own a car. It allows households to reduce transportation costs by driving less and owning fewer vehicles. Cities benefit greatly from public transit: it reduces the need for more road capacity and supports efficient and attractive land use patterns, allowing a city to grow intelligently. Transit provides a return on investment to cities by promoting development, redevelopment, private sector investment and increased revenues. A city that invests in a strong public transit system has	The proposed vision statement reads: Transit is the backbone of Calgary's best future. Calgary Transit integrates movement and land use by creating an intuitive, safe, accessible, and welcoming system that is convenient to use for Calgarians and visitors.	New vision statement developed by the RouteAhead Advisory Group to tell a concise and compelling story that embodies a positive culture around transit, while remaining future-oriented.

		<p>lower impacts on the environment, including reduced greenhouse gas emissions, lower land consumption and reduced energy consumption. Having seen the benefit of these impacts over the past 30 years, it's no wonder Calgarians support increased investments in public transit in the future. In 30 years, Calgary Transit will look different than it does today. It will be more integrated into our urban fabric. RouteAhead identifies a new vision and a path to get there.</p>		
1.2	Mission Statement	Not included in 2012 RouteAhead plan.	<p>The proposed mission statement reads: As leaders in the industry, Calgary Transit's mission is to move people of all ages and abilities safely and conveniently by building the Primary Transit Network using sustainable travel modes and technologies that harmonize destinations and movement.</p>	<p>Inclusion of mission statement suggested by the RouteAhead Advisory Group and developed with RouteAhead Advisory Group feedback and guidance on emphasizing the Primary Transit Network and the focus on frequency over coverage.</p>
1.3	Operational Funding Strategy	<p>Focuses on increasing service hours per capita to grow the network.</p>	<p>Focuses on operating investments to develop the Primary Transit Network to create a skeletal network of fast, frequent, and reliable transit lines that prioritize frequency over coverage. Decreased focus on service hours per capita.</p>	<p>Revised focus specifically on the Primary Transit Network rather than service hours per capita as suggested by the RouteAhead Advisory Group and in response to public feedback which indicated respondents value transit frequency the most.</p>

1.4	Financing Transit	Includes a specific target for the proportion of transit operating costs covered by transit fare revenues.	Adjusts to include a broad collection of metrics which tell the story of transit service and reflect the benefits transit provides to the community including climate resilience, equity, access to the transit network, customer experience, and financial efficiency. Some metrics, where appropriate, have short/medium/long-term targets, others are for benchmarking and comparison purposes.	Suggested by Advisory Group that a more wholesome set of measures be included in the updated plan.
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## 2.0 Customer Experience Section Changes

Item No.	Item Name	Previous 2012 Plan Version	Proposed 2022 Updated Plan Version	Rationale for Proposed Change
2.1	Customer Safety	Includes direction C9: Ensure Calgary Transit continues to be safe and secure. Strategies under direction C9 mostly focus on enforcement.	Adds directions and strategies to reflect Calgary Transit's customer commitment and broader strategies beyond enforcement to improve feelings of safety. Adds strategies to improve physical safety and environmental safety from extreme heat and weather (i.e. shelter, shade, lighting, snow clearing).	Public engagement respondents valued safety third highest out of ten potential options and the Advisory Group considered customer safety a key topic for success in the updated plan.
2.2	Equitable Transit Service	Content focusses heavily on Access Calgary (now Calgary Transit Access).	Maintain Calgary Transit Access content while adding and revising	Engagement with the City's Social Well-Being Advisory Committee suggested several changes to the plan to reflect

			directions and strategies to advance equitable transit service delivery.	the Social Well-Being Policy, adopted in 2019.
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### 3.0 Network Planning Section Changes

Item No.	Item Name	Previous 2012 Plan Version	Proposed 2022 Updated Plan Version	Rationale for Proposed Change
3.1	Principles for Designing Transit and the Primary Transit Network	Located near the end of the background information in the network planning section.	Located at the very beginning of the network planning section to emphasize the plan's strategic shift to focus on a frequency-oriented network rather than a coverage-oriented network. A frequency-oriented network means some customers may have to travel further to a transit stop, but the service will come more often. Outlines that community-specific first-mile/last-mile connection improvements will provide more options for accessing transit stops and stations. Updates the Frequent Transit Service section to provide clarity and support for the guiding principles and Primary Transit Network.	Emphasizes Calgary Transit's future network will be based on implementing the guiding principles, specifically shifting to a frequency-oriented rather than coverage-oriented network, as suggested by the Advisory Group. The guiding principles reinforce the Primary Transit Network design and reflect the top transit values heard from public engagement: frequency and reliability.
3.2	Rapid Transit Project Prioritization List	See Attachment 3.	See Attachment 3. Project prioritization list updated to include future Green Line segments and reflect current state of projects in 2022. Mode progression updated to match updated project prioritization list and Infrastructure Calgary community investment programs.	Council direction from TT2020-1289 to Return to Committee by Q4 2022 with an updated prioritization list as part of the 10-year review of RouteAhead.
3.3	Guidance for Modifying the	Not included in RouteAhead 2012 plan.	Includes guiding principles for adding potential future projects, removing existing projects, or modifying the	Mechanisms to modify the capital prioritization list help ensure the list remains relevant over the lifespan of

	Rapid Transit Project List		capital project prioritization list over time. This includes evaluating projects from a business or value proposition perspective. The guiding principles can also apply to Special Cases for Transit Service (see 3.4 below).	the plan as the city grows and changes.
3.4	Guidance on Special Cases for Transit Service	Contains guidance on special cases including Calgary International Airport, University of Calgary/Alberta Children's Hospital/Foothills Medical Centre, Centre City, Regional Transit Projects, and Edmonton to Calgary High-Speed Rail.	Updates guidance on special cases to reflect current state in 2022 and adds the following to the existing list in the previous column: 8 <sup>th</sup> Avenue Subway, Infill LRT Stations, Calgary to Banff Passenger Rail, and projects beyond the RouteAhead timeframe.	Updates required to reflect current state of projects in 2022, recent Council direction, and complex projects requiring a high degree of collaboration with partners.
3.5	Linking Transit and Land Use	Matching transit to land use is a key component of the Network planning core principle.	Further emphasis throughout the entire document on the importance of linking transit and land use, and corporate-wide implementation of RouteAhead.	The RouteAhead Advisory Group indicated linking transit and land use is a key topic for success to emphasize in the updated RouteAhead document and achieve the Municipal Development Plan goals.
3.6	Park and Ride Policy	Contains section on park and ride policy, background on current state in 2012, and the balance of providing park and ride.	Changes name to Station Access to reflect broader goal beyond park and ride. Adds guiding principles for transit station areas: <ol style="list-style-type: none"> <li>1. Prioritize access to transit stations through safe and convenient transit, walking, and wheeling connections.</li> <li>2. Enable transit-oriented development on City-owned land to support Calgary's economic, social, and climate resilience.</li> </ol>	The new guiding principles provide balanced guidance to inform future decisions on the use of City-owned land around transit stations. They clearly support opportunities for future transit-oriented development (TOD) while ensuring transit stations continue to provide safe and convenient access for customers, whether they walk, wheel, take the bus or drive. These new principles

			3. Sustain an adequate amount of parking to complement other modes of station access and maximize ridership, at stations beyond 5km of downtown.	will help reduce the barriers for TOD that exist because of the current park and ride policies.
3.7	State of Good Repair	Contains section on scaling our operations, overview of current fleet and infrastructure, and cost of addressing reliability.	Further emphasizes infrastructure is now 10 years older than in 2012, and state of good repair and asset management programs are crucial to maintaining the transit system. Updates details on fleet and facility maintenance requirements and costs of addressing reliability. Underscores that maintaining state of good repair improves customer accessibility and perceptions of cleanliness and safety.	It is important to maintain what we currently have, recognizing some parts of the system (facilities and vehicles) are over 40 years old, while still working to build out the transit system. Public engagement indicated respondents value reliability second overall and safety third overall.

#### 4.0 Financing Transit Section Changes

Item No.	Item Name	Previous 2012 Plan Version	Proposed 2022 Updated Plan Version	Rationale for Proposed Change
4.1	Cost of the Vision	Includes high level cost estimates for rapid transit projects, customer experience improvements, and transit service level improvements based on service hours per capita targets.	Updates high level cost estimates for rapid transit projects and improvements to the customer experience to reflect current state and costs in 2022. Transit service level improvement costs updated based on Primary Transit Network target modeling and projections, rather than service hours per capita.	Cost updates required to reflect costs in 2022 and current state of transit in Calgary. Service improvement costs based on the Primary Transit Network to reflect the plan's focus on building the Primary Transit Network, as indicated by the Advisory Group and public feedback.
4.2	Regional Transit	References the Calgary Regional Partnership and Airdrie Transit.	Updates to reference collaborating with the Calgary Metropolitan Region Board, other regional transit partners, and the federal and provincial governments.	The Calgary Regional Partnership no longer exists, and Calgary Transit collaborates with many partners in the region, as well as other orders of government.

4.3	Fare Innovations	Provides details of the current fare structure and approved fare policy, which is based on discounts from the regular adult cash fare.	Updates to capture policy, technology, equity-based fares, and current state in 2022.	Update required to reflect 2022 Fare and Revenue Strategy Report. Public engagement indicated respondents value affordable transit fares fourth overall.
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### 5.0 General Plan Changes

Item No.	Item Name	Previous 2012 Plan Version	Proposed 2022 Updated Plan Version	Rationale for Proposed Change
5.1	Guiding Documents and Policy Alignment	References imagineCalgary, Municipal Development Plan, Calgary Transportation Plan, and 2020 Sustainability Direction.	Removes reference to imagineCalgary and 2020 Sustainability Direction. Adds reference to Calgary Metropolitan Region Board Growth Plan, Calgary's Climate Strategy, and the Climate Emergency Declaration. Adds a plan hierarchy to show which documents RouteAhead takes guidance from and which documents RouteAhead will influence.	RouteAhead must reflect the current state of City guiding documents in 2022. New documents added, and older documents considered less connected to plan content are removed. The addition of a plan hierarchy provides clear reference to where RouteAhead fits in the structure of plans and policies.
5.2	Directions and Strategies Formatting	Each direction has multiple strategies below it in table format. The table also includes the benefit and estimated cost for each strategy.	Ensures each strategy begins with a verb. Removes benefit and combines it with the strategy wording for conciseness. Adds an implementation timeframe and progress indicator. Maintains cost estimate. Removes and internally archives strategies considered complete or irrelevant in 2022.	Beginning each strategy with a verb frames the strategies as implementable actions. The benefit was removed, and benefit phrasing combined with each strategy statement where possible to make the benefit inherent in each strategy statement. Maintaining the cost estimate and adding a timeframe and progress indicator adds clarity and accountability for plan implementation.
5.3	History of RouteAhead and	Not included in 2012 RouteAhead plan.	Adds plan section on the history of RouteAhead, reason for updating the plan, and progress and successes since first adoption.	Since this project is a refresh of the original RouteAhead plan, it is important for the reader to understand the history of the plan, and to build on the original

	Successes Since 2012			plan by celebrating accomplishments it helped achieve since approval.
5.4	Key Performance Indicators for Transit Service	Refers to the Municipal Development Plan targets for service hours per capita and access to transit.	Adjusts to include a broad collection of metrics which tell the story of transit service and reflect the benefits transit provides to the community including climate resilience, equity, access to the transit network, customer experience, and financial efficiency. Some metrics, where appropriate, have short/medium/long-term targets, others are for benchmarking and comparison purposes.	Advisory Group suggested including broader list of indicators. No single indicator tells the full story of the success or effectiveness of transit service. Expanding on the Municipal Development Plan targets helps tell the full story of transit service and better aligns to the plan's core principles.
5.5	Document Length	238 pages, posted in two parts on the Calgary Transit website.	Aims for a more concise document under 200 pages with less white space while still keeping images and readability.	A shorter document is more accessible for members of the public and easier for the City to use as a guiding document for decisions.
5.6	Climate and Emerging Trends	Mentions new vehicle technologies like low-floor light rail, electronic fare collection, alternative fuels like compressed natural gas, and using technology to improve operations and maintenance.	Adds Calgary's Climate Strategy as a guiding document. New and revised directions and strategies in the updated plan added throughout to align with Climate Strategy initiatives and the ways transit contributes to climate goals. Updated directions and strategies throughout the plan reflect research on remote work, climate resilience, fleet technology, integrated mobility, and other emerging trends.	RouteAhead Advisory Group members suggested emerging trends should be a key theme emphasized throughout the entire document.