

Calgary Transit Funding and Fare Strategy Review

2014 February

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1. Introduction

The purpose of this report is to provide information on Calgary Transit's work to update its fare structure in response to recent Council direction. This report builds upon the June 2011 "Calgary Transit Funding and Fare Strategy" report with an overview of recent changes in ridership, service, and revenues over the last two years. The overall context of this report will focus on future funding issues and challenges faced by Calgary Transit as it moves forward with the implementation of RouteAhead.

The report will provide the overall context in which transit fares are set. By providing information on the things that influence fares the intent is to support a discussion on the various key elements of a funding strategy required to begin implementation of RouteAhead.

2. Background

A New Direction - RouteAhead

In 2013, Council approved RouteAhead, a long term plan that provides strategic direction for transit in Calgary over the next 30 years. RouteAhead is the "blueprint" for the development of Calgary Transit's future network, improving the customer experience and financing transit in Calgary. RouteAhead will guide future Calgary Transit's business plans and budgets. A fundamental goal of RouteAhead is to increase the amount and quality of service. A sustained investment in transit service hours (how the quantity of service is measured) along with other customer related services is required during the next 30 years. To achieve the goals of RouteAhead will require changes to how Calgary Transit operations are funded.

Calgary Transit Ridership Trends

Figure 1 outlines the changes in Calgary Transit ridership between 2003 and 2013. Over this time period, Calgary Transit has seen transit ridership increase at a pace of about 1.5 times the rate of population growth. The graph illustrates the 16 percent ridership growth experienced by Calgary Transit from 2005 to 2008 which mirrored a hot economic period in Alberta. This was followed by a world-wide economic decline that began in late 2008. In response, Calgary Transit saw modest ridership decreases in 2009 followed by strong ridership growth as the economy rebounded in 2011. In 2013, Calgary Transit served 107.5 million customers, a 12 percent growth in the past three years.

Figure 1



Changes in Fares

In 1999 Council approved a fare policy (C99-86 – Calgary Transit Fare Strategy – Phase 1, November 1999). This policy provided guidelines so that the pricing of all fares could be calculated as a percentage of the adult cash fare based on an approved discount scale for all other fares. The rationale behind this strategy was to simplify the setting of fares based on the price set for the adult cash fare with all other fares to be adjusted in accordance with the approved discount scale. This would maintain a consistent relationship between fares and enable Calgary Transit to achieve a 55 percent revenue / cost (R/C) ratio target.

In 2005, Council approved the introduction of an adult monthly pass for low income Calgarians whose individual or household incomes fell below 75 percent of the Low Income Cut-Off (LICO) level. The pass was approved on the basis of providing a 50 percent discount from the adult pass price. In 2013, Calgary Transit increased the eligibility criteria to 87.5 percent of LICO, the list of accepted proof of income documents was expanded and a pass for youth in low income families was introduced. In 2014, the low income transit pass program was expanded to include Calgarians whose incomes fell below 100% of LICO.

In September 2011, Calgary Transit presented report “FCS2011-24, Overview of Calgary Transit Fares and Transit Funding Strategy” to City Council seeking direction on how to fund future transit service. Included with this Finance and Corporate Services (FCS) report was a comprehensive report titled “Calgary Transit Funding and Fare Strategy (June 2011)” which provided background information on the issues and challenges related to the funding side of Calgary Transit’s operating budget to meet Calgary Transportation Plan objectives.

This report highlighted an inconsistent approach to the pricing of fares with many fares offering significant discounts, particularly senior citizen and youth fares. As well, the practice of offering discounts on ticket books was questioned. The report focused on the challenges these discounts presented for the future funding of transit service levels required to meet Calgary Transportation Plan objectives.

After consideration of the FCS report, Council approved recommendations that directed Calgary Transit to create annual operating budgets for the 2012 to 2014 period with the following principles:

- Achieve a +50% Revenue / Cost ratio;
- Reduce approved fare product discount rates;
- Reduce the approved fare discounts offered on adult and youth transit fares in relation to the adult cash fare;
- Revise Senior Citizen transit fares

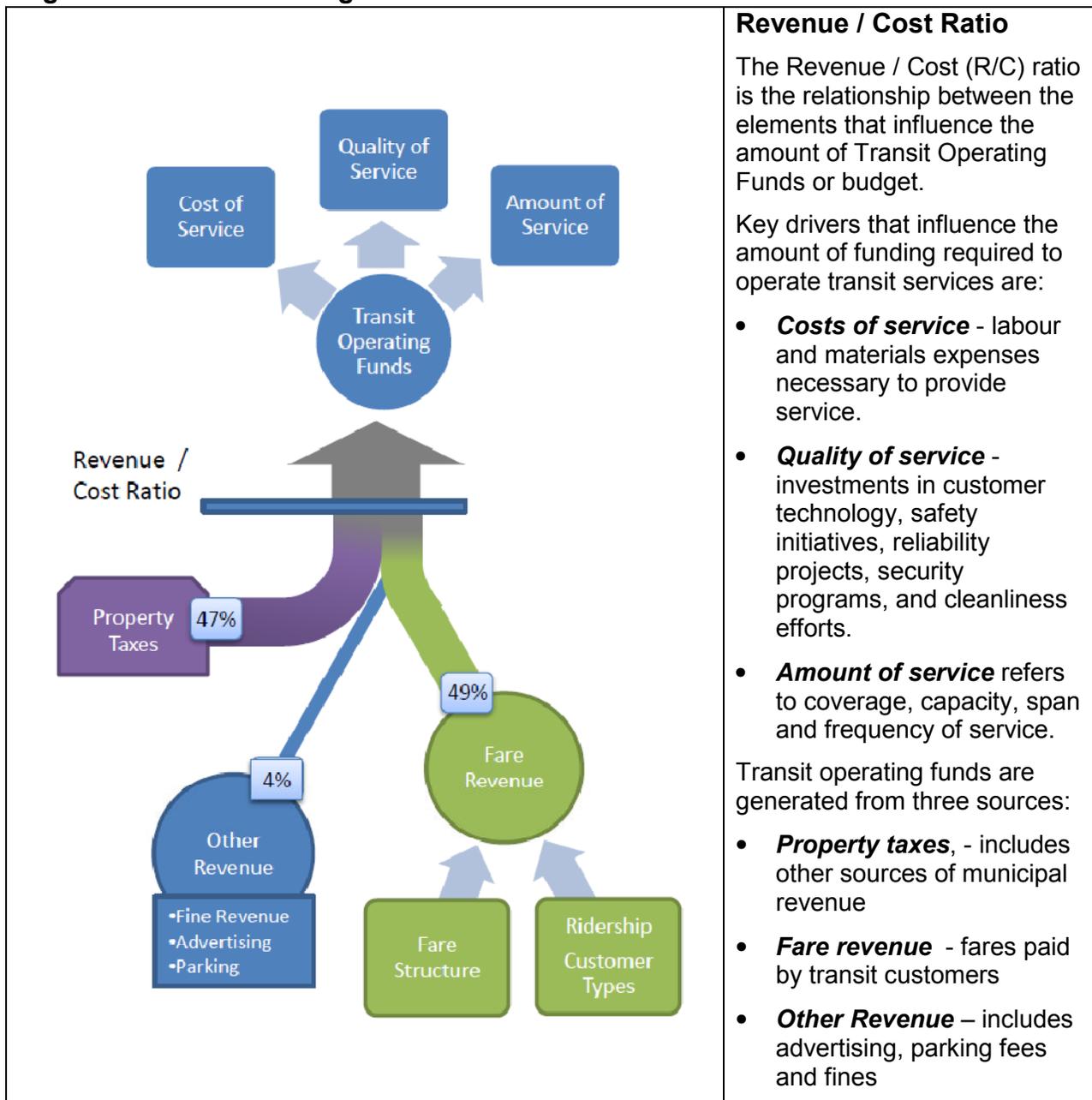
The fare structure approved as part of the 2012 to 2014 business plan was based on these principles. During this period, discounts were removed from adult and youth ticket books and all fares have increased in price except the annual pass for low income seniors. In general, fare prices have increased by an average of three percent per year since 2011.

Council recently asked Calgary Transit to examine providing seniors with other fare discounts similar to youth fares. Other outstanding items for consideration are single fare discounts for low income adults and youth and the concept of a sliding scale for low income discounts. Before making changes to specific fares, a clear direction around funding principles is required. This will set the foundation for a fare strategy and the associated fare pricing.

3. Funding Transit Service

Prior to examining issues related to fares and funding it is important to understand how the different elements of transit expenditures, revenues and funding are linked. Figure 2 provides a simplified model that may help to place some of the possible directions and choices into context when considering the topic of funding. This model illustrates the linkages between the key elements of transit service, operating funds and the sources of funding.

Figure 2 - Transit Funding Model



Transit Funding Strategy

A funding strategy provides the guiding principles to determine the appropriate mix of revenues required to generate sufficient operating funds that will meet the system operating needs. The revenue / cost (R/C) ratio describes the desired split between municipal property taxes and fares plus other funding sources.

Fares make up the largest portion of non-property tax funding of service. The pricing structure of fares - a mix of fare types and prices - offered to different customers and the amount of ridership by each of these customer types generates the fare revenue. Municipal support – mainly property taxes – makes up the difference while other revenues are used to reduce the burden on these other two sources.

This relationship is in constant flux. Fare pricing strategies can influence both customer demand and the funding available to support the amount and quality of service delivered. The overall attractiveness of transit service is driven by the value that customers place on how well the service meets their needs relative to the price they pay and the cost of other travel options.

To increase services, municipal funding support is needed which in turn allows Calgary Transit to attract and serve more customers who, in return, generate a sufficient amount of fare revenue to sustain the added service. Municipal tax based funding support of transit service is a generally accepted principle that reflects the many societal benefits that result. These include economic, social and environmental benefits.

In the following discussion of transit ridership, service costs, fare revenues and fare policy it is important to consider these relationships since any changes to one aspect of the model will have direct impacts on the other elements.

Costs of Service

Calgary has experienced a number of economic peaks and valleys during its recent history. Periods of strong economic growth place upward pressure on the cost of operating a transit service. Key drivers are the cost of labour, materials and fuel. Increasing levels of technology which are now inherent in every aspect of transit service and which add higher levels of convenience are also adding to the complexity and overall costs. Prices of these key components have been rising at a higher rate than normal household inflation levels.

The cost of providing transit service is influenced by a myriad of factors. To support an operation such as Calgary Transit requires a significant level of staffing, equipment, energy, facilities, vehicles and technology. When these resources are distributed and dispatched over a large and growing city of more than one million people, small changes in the level and scope of service can have a significant effect on system costs.

Quality of Service

For many years Calgary Transit was focused on providing a basic service that reflected the travel needs of most customers. To position Calgary Transit more as a travel mode of choice, achieve higher levels of ridership and to address increasing public expectations, significant investments have been made with the expansion of the CTrain network and facilities. There have been modest improvements in BRT services, new higher capacity buses, larger heated shelters and transit priority measures that have combined to improve customer satisfaction and reliability.

Recent investments have also been made to improve the quality of service. Improvements have been made in system safety, security and cleanliness. Advancements have been made in providing higher quality customer information with the use of new technology and social media.

Amount of Service

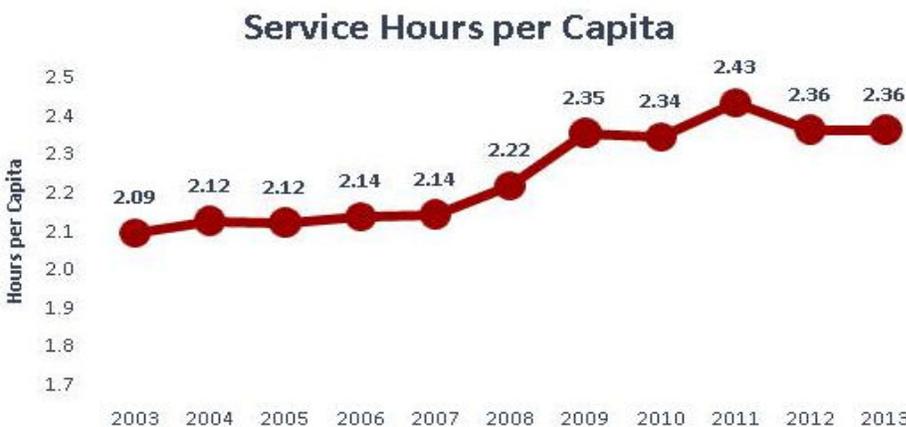
Corresponding to the increases in ridership shown in Figure 1, Calgary Transit has responded with an expanded service network including LRT expansion, new BRT routes plus increased regular and accessible transit services. Figure 3 shows that transit service hours have increased by 42 percent (1.93 to 2.72 million hours) since 2003 in response to ridership growth. This sustained increase in transit use and a responsive expansion of service has fuelled growing public desire for continued investment in transit services and facilities. An increase in transit service has been shown to have the greatest influence on increasing ridership.

Figure 3



Figure 4 provides an overview of service hours per capita which is an indicator of the amount of transit service provided to the community. By measuring service hours on a per capita basis, there is recognition that each service hour has a finite capacity and needs to be increased in response to passenger loads and/or the distance over which the service is operated. The constant growth of Calgary’s footprint further emphasizes the need for sustained service increases to keep pace with population. To improve service attractiveness (e.g. more frequent, longer hours, increased choices), as outlined in RouteAhead, the amount of transit service must increase at a faster pace than population.

Figure 4



Since 2003, there has been a steady improvement in the amount of service per capita. However, the current level of 2.36 hours per capita Calgary Transit is supplying the same level of transit service, on a per capita basis, as was provided in 1981.

4. Future Goals Will Influence Operating Costs

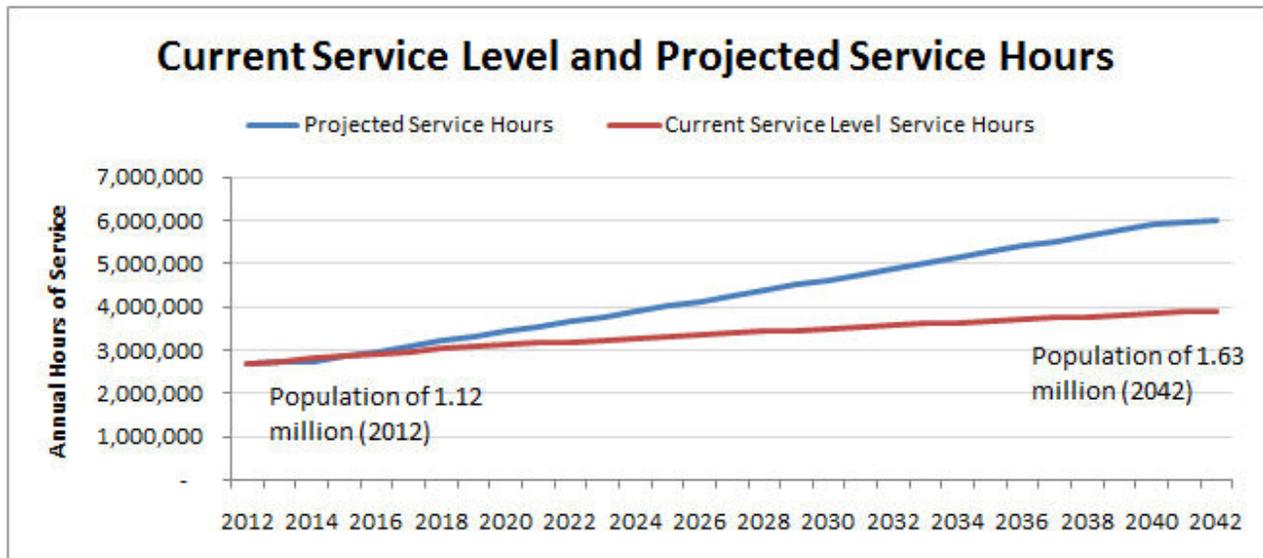
RouteAhead Directions

The RouteAhead plan (2013) contains several key focus areas that require improvement to ensure that Calgary Transit delivers a higher quality of transit service that is more customer-focused. The cornerstone of the plan is a sustained and strategic investment in service hours to increase the coverage, frequency and duration of services. The target of providing 3.7 annual service hours per capita by 2042 is just one means of measuring our progress towards achieving RouteAhead as well as the Municipal Development Plan (2009) and Calgary Transportation Plan (CTP 2009).

Amount of Service

As noted in Figure 4, with recent investments in transit service, Calgary Transit is just keeping pace with growth. Figure 5 shows that a higher level of annual service hour growth (approximately 125,000 annually) is required to achieve 3.7 hours of service per capita based on projected population growth over the next 30 years.

Figure 5 - RouteAhead Projected Growth in Service



As noted previously, Calgary Transit has been responding to service demand by providing more service in key areas to keep pace with demand. These service investments have usually been followed by a corresponding growth in ridership and revenue. However, while a more aggressive investment in service hours to both respond to demand and attract new users (e.g. extended and more frequent off peak services) will result in more ridership, improved customer amenities, fare payment systems and information services may not have an immediate affect on ridership and revenue. Transit improvements are also needed to support land use goals which will ultimately result in a higher percentage of transit travel (i.e. 15 to 20 percent of all daily trips taken by public transit, compared to 7 percent today).

Examples include:

- Increasing the frequency of service on Primary Transit Network routes to attract new customers may be initially less productive than simply adding service to address high demand in peak times.
- Introducing service to new communities earlier than is the current practice will encourage residents in these areas to develop transit use habits at the outset. However, until there is full community build-out, route productivity may be lower.

Quality of Service

RouteAhead also calls for increased investment in transit facilities and an expanded route network accompanied by higher quality, more customer focused services.

Examples include:

- New customer services such as real time information, heated shelters, Connect Card (electronic fare collection), continued expansion of safety, security and cleanliness programs will require operating funds without an immediate ridership and revenue response.
- Operation of new or extended transit facilities (LRT and BRT) will require increases to operating budgets net of increased fares.

Sustained support for all investments in Calgary Transit services will demonstrate commitment to RouteAhead goals. This in turn will signal support for the goals of the CTP and MDP which include fostering a more compact and walkable city. Service expansion still needs to be focused on areas that have either the greatest demand or the highest potential to attract ridership.

Implications - Greater Funding Required

A consistent and sustained pattern of transit investment is required to achieve MDP/CTP and RouteAhead goals. To address all aspects of the RouteAhead plan, Calgary Transit's annual operating budget must grow by an average of \$17.7 million (excluding inflation) annually over the 30-year plan horizon. Although the annual costs will be refined during Action Plan 2015 – 2018, a preliminary estimate of an annual increase of about \$10 million in net (tax supported) costs per year (\$7 million for additional service and \$3 million for quality initiatives) is required to fund the plan. This translates into a value of one percent mill rate support provided the current R/C ratio is maintained. To maintain the current R/C ratio, an increase in fares and other revenues of approximately \$8 million or five percent per year is also required.

5. Funding Transit

The Value Proposition

For 2012, Calgary Transit's operating cost (excluding Access Calgary) was \$321.4 million. The funding sources to cover the costs of operation were \$169 million from the fare box and other sources (sale of advertising space, parking revenues, fines, etc.) and \$152.4 million from mill rate support or property taxes. Figure 6 illustrates the breakdown of Calgary Transit funding sources

that supported the 2012 transit operating budget – approximately 53 percent from revenue sources and 47 percent from property taxes.

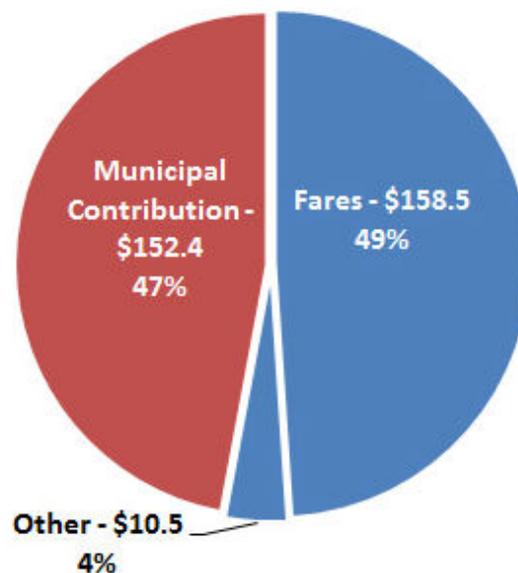
In 1999, City Council established a funding strategy for Calgary Transit based on achieving a R/C ratio of 55 percent. The basis of this strategy was related to the key objectives and societal benefits that are achieved by the transit system. The rationale for subsidizing transit service is to recognize the social, environmental and economic benefits that all members of society realize from this service and to price the service so that it is an attractive alternative for urban travel.

The universal societal benefits realized from transit service include:

- providing mobility for those unable to transport themselves;
- allowing most members of society to participate in economic and social activities;
- reducing the environmental impacts associated with urban travel (land consumption, greenhouse gas emissions, consumption of resources, etc) by attracting people to use transit rather than private automobiles;
- reducing the cost of urban travel for individuals (cheaper means of travel);
- significantly reducing the cost of transportation infrastructure (roads and parking);
- reduced congestion for other transportation users; and
- support for a more compact, walkable and sustainable city.

Figure 6

Calgary Transit Revenue Sources In 2012



Revenue Cost Ratio

It is common practice for transit systems throughout the world to offer a service that is subsidized, in part by society. An R/C ratio is commonly used to measure the split between revenues from transit fares (plus other revenue) versus the total system operating cost, the balance of which is normally offset by taxes.

In June 2011, City Council began the process to relax the cost recovery policy to allow Calgary Transit to operate in the range of a 55/45 to 50/50 R/C ratio. As a result, for the 2012 to 2014 budget and business plan, Calgary Transit's operating budgets were designed with this more balanced cost recovery in mind with a shift towards greater tax payer support and less reliance on fares.

Table 3 provides a summary of Calgary Transit's R/C ratio experience over the last 10 years. Since 2007, annual budgets have relied more equally on municipal support and transit revenue generation.

Table 3 Calgary Transit Revenue / Cost Ratio History

Revenue / Cost Ratio										
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
R/C Ratio	57%	55%	55%	58%	56%	53%	54%	53%	50%	53%

The data in Table 4 provides a comparison of Calgary Transit financial and fare data with other large Canadian transit systems in 2012 (the most recent data for other transit systems).

Table 4 - Revenue / Cost Ratio – Other Canadian Transit Systems

	Calgary, AB	Edmonton, AB	Ottawa, ON	Toronto, ON	Montreal, QC	Winnipeg, MB	Vancouver, BC ⁴	Hamilton, ON	Mississauga, ON
R/C Ratio	53%	43%	51%	75%	54%	59%	54%	48%	49%

Red denotes values higher than Calgary

Based on the discussion provided in Section 3 Funding Transit Service, it is critical that there is commitment to setting and following a R/C target as the basis for the delivery and funding of transit service. As illustrated by Figure 2, the R/C is the measure of financial relationships between all elements of transit service.

Fare Strategy

A fare strategy is required to ensure that the desired level of transit service can be funded in accordance with an established or targeted relationship between revenues and costs. A fare structure is the combination of various fare types (media) and pricing for each type of customer. The fare pricing must reflect how various transit customers use and value the services and ensure that (as noted in Section 3) there is sufficient revenue generated from all fares to help fund the required services. Therefore, the fare structure must reflect the R/C ratio to sustain the operation of the system.

Fare Media, Pricing and Policy

Calgary Transit offers three types of fare payment media, or options – cash, pre-paid printed tickets and passes (annual, monthly and day passes). These fare media are common to most transit systems. Table 5 provides a summary of Calgary Transit fare options broken out by customer type.

Table 5 Fare Media Use

2012 Fare Types	Percent Fare Revenue	Percent Ridership
Adult Fares	79%	59%
Cash Fare	14%	8%
Single Tickets	2%	1%
Ticket Books (10)	22%	12%
Day Pass	<1%	<1%
Monthly Pass @ 42 trips / month	37%	34%
Low Income Pass @ 42 trips / month	3%	4%
Youth Fares	13%	19%
Cash Fare	1%	3%
Single Tickets	<1%	1%
Ticket Books (10)	2%	2%
Day Pass	<1%	<1%
Monthly Pass @ 42 trips / month	9%	13%
Post Secondary - Upass	8%	7%
Regular Senior Annual Pass	<1%	4%
Low Income Senior Annual Pass	<1%	4%
Other (contracts, charters, special events)	<1%	<1%
7th Avenue LRT Free Fare Zone	0%	7%

For the purposes of transit fare pricing, several long-standing transit customer categories are used as shown in Table 5. Similar to the fare media, these customer categories are common among many transit systems. Most Calgary Transit customer fare categories are based on age. Exceptions to this are the adult and youth low income pass and the post secondary Upass. Calgary Transit customer fare categories are outlined below:

- Adult – persons over the age 17 who are not attending school.
- Youth – age 6 to 17 plus students 18 to 21 years with valid high-school identification.
- Child – under age 6.
- Senior Citizen – Calgary residents age 65 or older.
- Low Income – Youth and Adults who meet established low-income qualifications.
- Upass – a transit pass for students at five major post secondary schools

Table 5 shows that the most commonly used fare media option is the monthly pass sold to adult and youth customers. Pre-paid fares (passes and tickets) are used for 81 percent of all transit trips and account for 85 percent of total fare revenues.

Transit Fare Pricing and Discounts

It is common practice in Calgary and most transit systems to price transit fares based on a series of discounts related to both the fare media and customer categories. In addition to reflecting the funding objectives established through the R/C ratio and operating budgets, the pricing of fares is also intended to reflect:

- The level of convenience provided to transit customers;
- The cost of collecting and handling fares (highest cost for cash);
- Discounted pricing that rewards more frequent transit use; and
- Discounts for those who are in need of special subsidies and not able to pay a full fare.

In 1999 Council approved a fare policy that established guidelines for setting fare prices based on a discount scale for each fare and customer type. This direction was necessary to establish a consistent discount strategy in conjunction with a 55 percent R/C ratio. Table 6 shows that current discount levels for most fares are now higher than the approved discount structure.

Table 6 - Policy vs Actual Fare Price Discounts

Fare Type	Policy Discount vs Adult Cash Fare	2013 Discount vs Adult Cash Fare
Adult Cash	0%	0%
Adult Ticket Books (10)*	0%	0%
Adult Monthly Pass (based on 42 trips/month)	20%	24%
Youth Cash	30%	33%
Youth Ticket Books (10)*	30%	33%
Youth Monthly Pass (42 trips/month)	45%	52%

* Discounts on ticket books was removed in 2012

Notes:

- Adult cash fare is not tied to the price of a trip
- Adult and youth low income passes introduced in 2005 to be based on 50 percent of the Adult monthly pass.

Table 7 provides a summary of groupings of fares based on the level of taxpayer subsidy they provide relative to the average cost of each trip. Detail behind this table is provided in Appendix 1. This data shows that discounts of 50 percent or more are given to a large portion of customers. Thirty-nine percent of transit customers receive fare discounts averaging 79 percent compared to the year 2013 trip cost of \$3.31 and contribute only 19 percent of fare revenues. At the other end, 21 percent of customers pay the highest priced fares (adult single ride) and contribute to 38 percent of Calgary Transit's fare revenue.

Table 7 - Comparison of Fare Discounts, Ridership and Revenue

Level of Discount vs Trip Cost*		Percent Ridership	Average Discount	% Fare Revenue
Heavy	Fare Discounts Average Greater than 50%	39%	79%	19%
Moderate	Fare Discounts, Average >12%, <50%	40%	42%	43%
Light	Fare Discounts = 12%	21%	9%	38%
*Average Passenger Trip Cost = \$3.31				

Low Income Transit Pass Program

Calgary Transit has worked with other City of Calgary business units and local social agencies in response to input from Council and Calgarians to establish a low income transit fare program. Some elements of the plan are still being developed (i.e. improved program access and a sliding discount scale). This program which began in 2005 and has been enhanced in 2013 and 2014 recognizes the need to provide discounted fares that are more affordable for Calgarians who are in

need of financial assistance. This program responds to Calgarians who have a clear financial need and inability to pay the full fare. The program assists low income Calgarians to contribute to the local economy and social fabric of the city – i.e. to work, shop, attend medical appointments and take part in social/recreational opportunities.

It is estimated that there are approximately 90,000 adults and 15,000 youth (about 10 percent of Calgary’s population) who could qualify for a low income pass. Since the inception of this program, the number of approved low income applicants has grown to 20,000 individuals and the total number of monthly low income passes sold per year has climbed to over 132,000 (see Table 8).

Table 8 - Annual Sales of Monthly Low Income Transit Passes (LITP)

Year	Adult LITP Sold	Youth LITP	Total
2013	124,936	7,409	132,345
2012	109,051	N/A	109,051
2011	97,089	N/A	97,089
2010	84,640	N/A	84,640
2009	72,954	N/A	72,954
2008	64,608	N/A	64,608
2007	61,935	N/A	61,935
2006	53,912	N/A	53,912
2005	1,686	N/A	1,686

Ridership by low income pass holders currently makes up just over five percent of all transit customers. The current annual value of the subsidy (difference between the full fare price and amount paid) is approximately \$7 million. Enrollment and pass sales in the Low Income Transit Pass program have continued to grow relative to all other fare categories. Calgary’s strong economy may suppress this growth from time to time.

In addition to monthly passes for low income Calgarians, Calgary Transit also provides about 62,000 single ride tickets to a number of social agencies free of charge. This is an annual program and the number of tickets distributed is based on six percent of the Calgary population. The purpose of this donation is to provide clients of these agencies with the ability to travel to appointments and to seek employment. The annual value of the subsidy is \$0.2 million.

The cost of providing these benefits is currently relatively small however, in order to sustain Calgary Transit’s funding needs, the future direction of these discounts and supports must be included within the scope of the funding philosophy.

Senior Citizens Pass Program

Traditionally, discounts have been provided to senior citizens in response to financial needs that were inherent with age and in recognition of a life time on contributing to municipal costs. For many years Calgarians 65 years of age or older could apply to purchase a significantly discounted annual transit pass.

Currently, there are two senior passes. A \$15 annual pass is available for seniors who meet the same low income criteria as adults and youth. Other Calgary seniors may purchase an annual pass for \$95 regardless of income. The Low Income Seniors pass has remained at the \$15 per annum price since 1988. In 2011 the regular Senior Pass price increased from \$35 to \$55 for 2012 and to \$95 for 2013. The regular Senior Pass was intended to increase to \$150 per year in 2014 as stipulated in the 2012 to 2014 Business Plan. However, the \$95 price was retained until a comprehensive fare strategy review is completed in 2014. Calgary Transit has also been asked to investigate the creation of a single fare for seniors potentially giving seniors the ability to pay the equivalent of youth fares.

Table 9 provides information on Senior Transit Pass sales since 2005. The increase to \$95 per year has seen sales of this pass dropped significantly (25 percent) between 2012 and 2013. At \$95 per year, some seniors have made the decision that the larger outlay for the pass may not make economic sense based on the uncertainty and frequency of their travel on Calgary Transit. However, there is no evidence to suggest that transit use by seniors has declined as a result.

A recent survey has found that:

- On average senior citizen transit pass holders make about five one-way trips per week (about half the travel frequency of other transit customers);
- Low income senior transit pass holders are more likely to be dependent on transit for medical, social and recreational travel;
- Regular senior transit pass holders are more likely to use transit to travel to work;
- About 20 percent of seniors travel during peak times; and
- Fifteen percent of seniors use regular adult fare options instead of purchasing the annual senior pass.

Table 9 - Senior Transit Annual Pass Sales

Year	Regular Senior	Low Income	Total
2013	13,160	12,596	25,756
2012	17,465	11,957	29,422
2011	18,662	11,617	30,279
2010	17,908	11,900	29,808
2009	16,742	12,053	28,795
2008	17,522	13,315	30,837
2007	15,780	13,585	29,365
2006	15,189	13,618	28,807
2005	13,920	13,082	27,002
2004	13,085	11,883	24,968
2003	15,113	9,335	24,448

There is considerable evidence that many seniors do not require financial support to use municipal services. In addition, the significant discounts available to seniors are much higher than discounts provided to other transit users, including those with demonstrated financial needs. In light of the

funding objectives related to improving transit service and with the availability of fares for low income Calgarians, questions have been raised about whether these significant discounts can continue to be offered to senior citizens. Information on the impacts of demographic trends on fare revenues is provided in Section 5.

Upass – Post Secondary Student Pass Program

In 2003, Calgary Transit entered into an agreement with five post secondary schools to provide all full time students (and faculty at one institution) a four month (semester) transit pass at a negotiated price. The price for each individual student is based on the revenue that was received from students at those schools who were previously paying a full adult fare to travel to and from school on transit. The current pricing is based on about 30 percent of the students using transit for school trips. In order to qualify under this agreement, schools had to conduct counts and surveys to determine the previous ridership levels and agree that the equivalent revenue generated from those who used transit would be shared among all students.

Essentially, the fare revenue that was previously received from individual students using transit is spread out over the entire student body allowing a lower individual rate. Each school administers the program and makes payments to Calgary Transit based on enrolment. Schools then charge each student a transit fee as part of their registration cost. Some schools further subsidize the cost to the students. Therefore, the program for Calgary Transit is essentially revenue neutral.

The program has allowed students to collectively enjoy lower priced transit travel and for schools to provide less parking as they continue to expand their campuses and enrolment. During the period of these agreements increased student ridership has been observed for both travel to school and for other trips. These agreements are due to expire in 2015 and a new pass price will be determined and negotiated based on current transit use and fares.

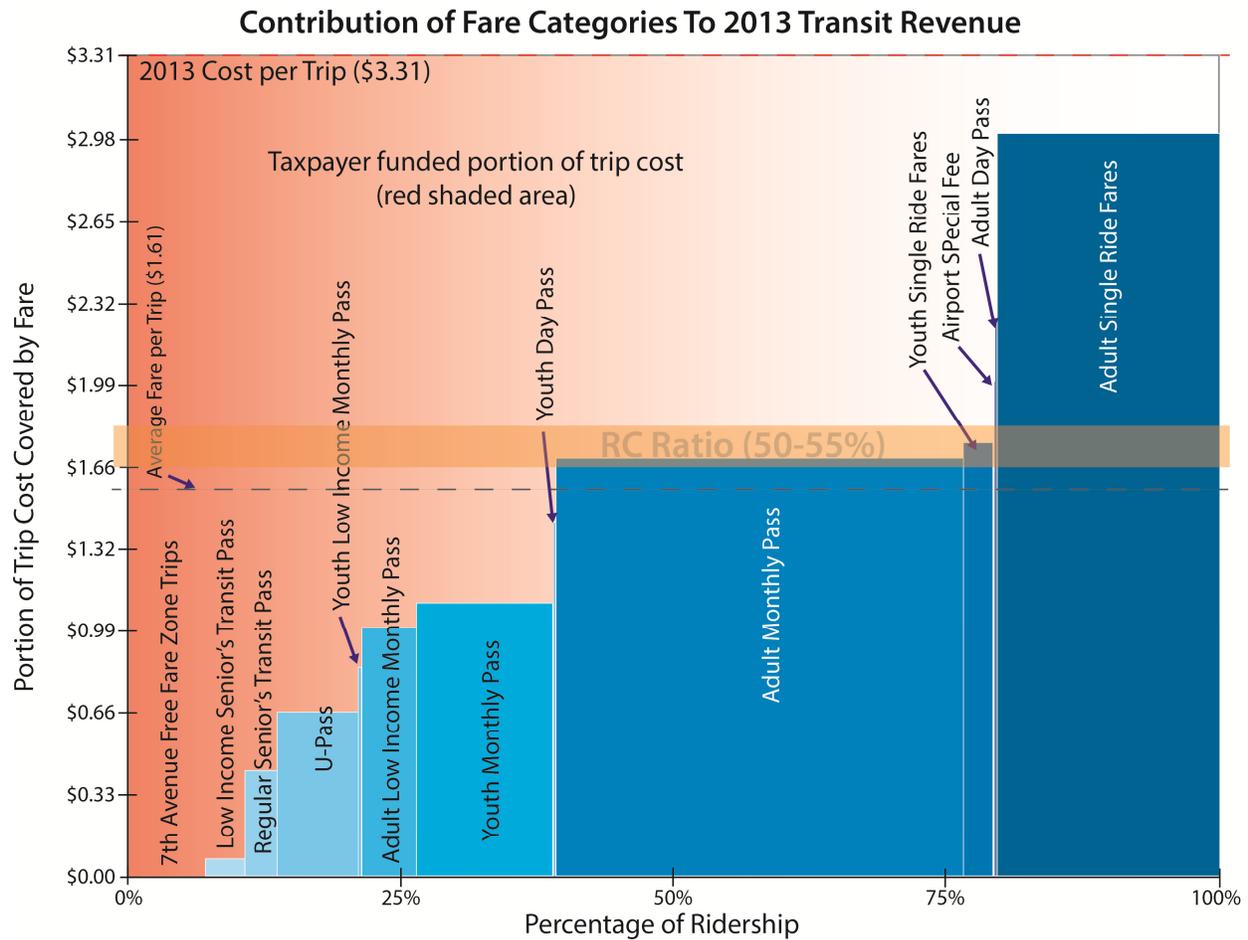
Similar agreements could be made with other large institutions or employers provided they are based on an “all employees participate basis” with at least a revenue neutral objective. Such a strategy could be used to attract ridership in areas where there is service capacity and low ridership.

While these programs can be very successful at attracting new transit customers and increasing ridership, care must be taken to structure them to ensure that transit funding objectives are retained and they are not seen as a fare discount offered to individuals by Calgary Transit.

How Fares Contribute to Overall Revenue

A significant challenge to Calgary Transit is to create an equitable fare structure that will generate enough fare revenue to support the revenue side of the R/C ratio which in turn allows for the delivery of service that meets the needs of customers (Figure 2). This relationship is illustrated in Figure 7. The blue area of the graph reflects the revenues contributed by each of the various fare options while the red area shows the amount of funding provided by taxes and other revenues.

Figure 7



In 2013, an R/C ratio of 53 percent equates to tax based subsidy of \$1.56 per trip. Calgary Transit fare revenues contributed an average of \$1.61 per trip, while the difference (\$0.05) was made up by the revenue collected from other sources (parking, advertising, fines etc).

In recent years, Calgary Transit has offered higher discounts to some fare or customer categories. The horizontal width of each blue bar represents the number of trips made by customers using those fares, while the height of the bar is the average value per trip from each fare. Taken together the size of the 'blue' area of the graph represents the fare revenue from that market segment. As expected no segment generates enough revenue to cover the full cost of the trip. The balance of the cost is offset by property taxes and other revenue.

This graph only reflects the situation for 2013. It does however illustrate the disparity between different fare and customer types. It also shows that if fares remain constant and markets grow or shrink there will be changes to the amount of revenue that can be generated.

How do Calgary Transit Fares Compare?

Table 10 provides a comparison of Calgary Transit fares and those fares charged by other major Canadian transit systems in 2013. In many categories, Calgary Transit fares are similar or lower than most other systems. In 2012 (the most recent year for a full comparison) Calgary Transit's average fare was \$1.53 (average price paid per trip) while the average of the other eight cities was \$1.64. These systems have established these fare prices in accordance with their own fare

strategy. Appendix 2 includes several other comparisons with other Canadian transit organizations.

Table 10 - Comparison of Transit Fares in Major Canadian Cities

2012 & 2013 Data	Calgary, AB	Edmonton, AB	Ottawa, ON	Toronto, ON	Montreal, QC	Winnipeg, MB	Vancouver, BC ⁴	Hamilton, ON	Mississauga, ON
2012 Average Fares >	\$1.53	\$1.31	\$1.67	\$1.98	\$1.36	\$1.46	\$1.84	\$1.62	\$1.98
Fare Categories	2013 Fare Prices								
Adult Cash	\$3.00	\$3.20	\$3.40	\$3.00	\$3.00	\$2.50	\$4.00	\$2.55	\$3.25
Adult Tickets - each	\$3.00	\$2.40	\$3.00	\$2.65	\$2.45	\$2.15	\$3.15	\$2.00	\$2.70
Adult Monthly Pass	\$94.00	\$89.00	\$98.75	\$128.50	\$77.00	\$82.80	\$124.00	\$87.00	\$120.00
Low Income Monthly Pass	\$44.00	\$35.00	\$35.00	N/A	N/A	N/A	N/A	\$43.50	N/A
Adult Day Pass	\$9.00	\$9.00	\$7.95	\$10.75	\$9.00	N/A	\$9.75	N/A	N/A
Youth Cash	\$1.75	\$3.20	\$1.80	\$2.00	\$2.00	\$2.00	\$2.75	\$2.55	\$3.25
Youth Tickets - each	\$1.75	\$2.10	\$1.50	\$1.80	\$1.50	\$1.50	N/A	\$1.65	\$2.25
Youth Monthly Pass	\$57.50	\$69.00	N/A	\$106.00	\$45.00	\$51.00	\$52.00	\$71.00	\$101.00
Youth Day Pass	\$5.75	\$9.00	\$7.95	\$10.75	\$9.00	N/A	\$7.50	N/A	N/A
Seniors Annual Pass	\$15 / \$95	\$54 / \$125	N/A	N/A	N/A	N/A	N/A	\$205.00	\$504.00
Seniors Monthly Pass	NA	\$14.00	\$40.00	\$99.00	\$45.00	\$41.40	\$52.00	\$20.50	\$50.00
Red text denotes values higher than Calgary									

6. Impact of Market and Demographic Changes

Evaluating revenue generation from fares requires an analysis of both fares and markets. To assess the performance of the fare system one must understand current markets and how these markets will change over time.

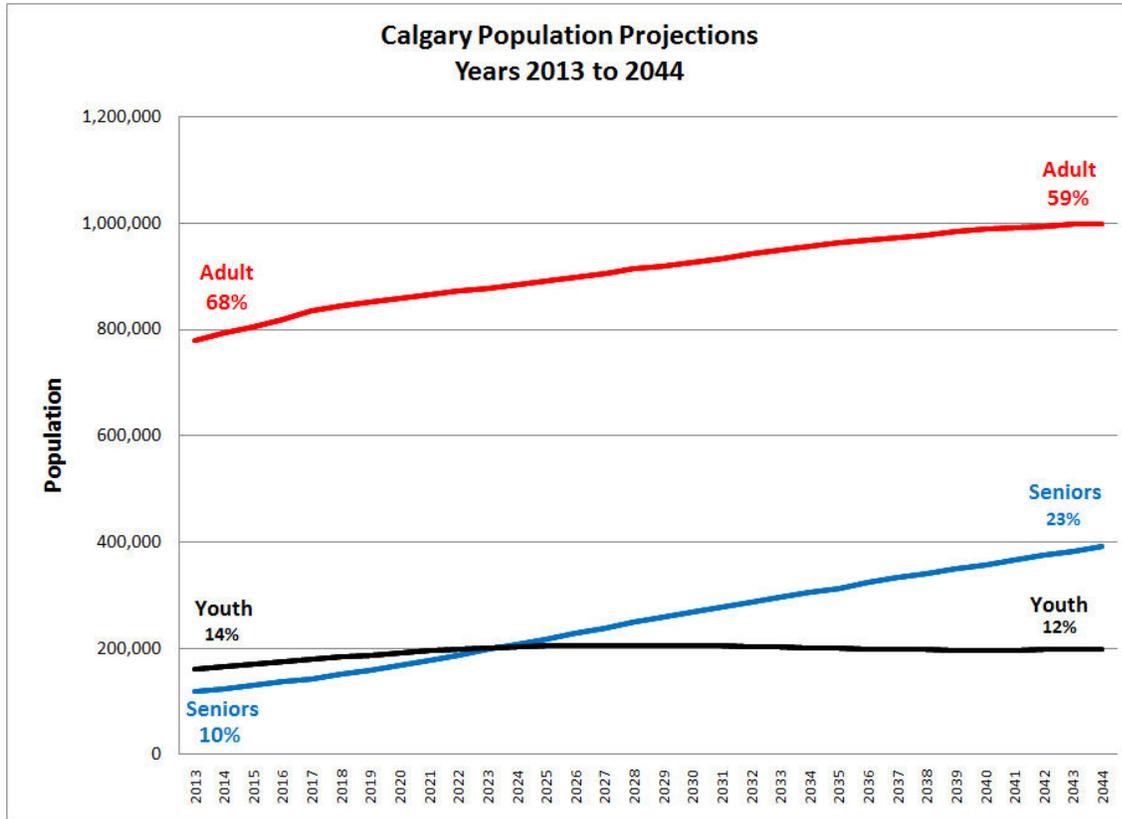
Ridership and Markets

Adult transit customers (age 18 to 64) make up 68 percent of riders and are highly focused on travel to and from work or school during peak times. Those committed to a transit lifestyle use transit more frequently than just ten trips per week and are more likely to purchase a monthly transit pass. This is the segment of the population that is highly affected by economic swings, employment and unemployment trends. The value they place on transit service is related to the quality of service offered plus the price and availability of using other travel options especially parking. About 70 percent of transit customers have a vehicle available to them when they choose to travel by transit.

Other customer market segments (fare categories) include youth (ages 6 to 17) and seniors (+65 years). Youth customers are 17 percent of total riders and generally use transit to travel to and from school while seniors on average, are eight percent of the market and make about half as many trips per week (about five) and are less likely to travel to work. However, more seniors are using transit for work travel and they do not confine their travel to off-peak times. In general youth customers are mainly captive to transit use while the travel needs of seniors varies greatly with age, income, activities and health. In recent years, seniors are generally healthier and have higher levels of income compared to previous generations of seniors.

In the next 30 years, Calgary's population is expected to grow from 1.15 million to 1.75 million. Figure 8 shows the projected Calgary population growth in these three demographic categories over the next 30 years. Factors related to the aging "baby boom" generation, lower fertility rates, increasing life expectancy of seniors, and the economic attraction of living in Calgary is contributing to this pattern. The graph shows that while the adult population will increase by about 220,000 during this time, they will make up a lower percentage of the population (59 vs. today's 68 percent). The youth population is projected to increase only slightly (by 39,000) and decrease in proportion. However, over the next 30 years the senior population is projected to grow dramatically both in number (an additional 273,000 seniors) and as a percent of Calgary's population (from 10 to 23 percent). The senior population will expand in greater number than other adults. With the senior demographic growing and staying in the workforce longer, the use of transit will likely increase in the same proportion.

Figure 8



These demographic forecasts do not provide additional insights on what will happen with sub-groups such as low income adults or low income seniors since these levels will be mainly influenced by the strength of Calgary's economy. Post secondary students are likely to increase as a segment of the adult population and Calgary Transit ridership since nearly all of Calgary's educational institutions are undergoing significant expansions.

Providing a higher quality of service and expanding service levels (such as more frequent service over longer periods of the day along the Primary Transit Network routes), will influence the number and type of fares that are purchased. It is difficult to forecast the full impact of these changes on ridership other than to say that there will be more customers and they will use transit more often than they do now. Careful attention to ridership by fare option and the pricing of those fares will be critical to ensuring that revenues are generated to support the target R/C ratio.

Pricing and Policy

The preceding information illustrates that, currently, there are significant differences between each of Calgary Transit's fare option prices and the amount of revenue that each fare and customer type contributes to towards the cost of operating the transit system. Achieving a fare structure that meets system funding goals requires close attention to each of the transit market segments to ensure that fare pricing reflects how often they use the system, customer's ability to pay and fairness. Since these factors change overtime, it will be important to review these relationships and make small but regular adjustments when business plans and budgets are created. This approach is preferred to having to make large, infrequent corrections.

7. Other Transit Revenues

As shown in Figure 6, on Page 9, "Other" transit revenue account for approximately four percent of the Calgary Transit annual operating budget. In 2013 these sources contributed \$10.5 million.

Parking

Calgary Transit operates and maintains 30 parking lots with approximately 16,000 parking spaces for Calgary Transit customers at CTrain stations and along major bus routes. About 13,000 parking spaces are provided at CTrain stations. In total, park and ride users make up about 10 percent of weekday transit customers. Park and Ride serves a unique segment of the transit market. These customers are attracted by the convenience and travel time savings available when one can drive to a station or a major bus terminal without taking a feeder bus. Parking also serves those living in new communities with no or limited service or those living outside of Calgary who have no other means of accessing transit.

Park and ride lots require a significant investment to construct (\$5,000 to \$8,000 per stall for surface lots and \$35,000 to \$50,000 for structured parking, plus land costs). Funds are required to operate and maintain these lots (e.g., enforcement, security, snow clearing, cleaning, sweeping, line painting, electricity, garbage collection and repairs).

In 2002 at the request of customers, a reserved parking program was established at the Fish Creek Lacombe LRT station for up to 20 percent of the lot. In 2009 March, a daily \$3 parking fee was introduced at all Calgary Transit park and ride lots. The charge for parking at non-LRT lots was discontinued in 2009 December and the \$3 daily charge in LRT station parking lots was eliminated at the end of 2011 March. A reserved parking program was implemented with up to 50% of the spaces in each lot available for \$70 per month. Since the implementation of the reserved parking program, reservation demand has increased steadily.

Costs associated with the operation of park and ride lots are part of Calgary Transit's operating budget. Overall costs that can be attributed to the support of park and ride operation and maintenance exceeded \$4 million in 2012. Revenues were \$1.9 million in 2012, up substantially

from the \$793,600 collected in 2011. Park and ride revenue for 2013 was about \$3.1 million. Parking costs that are not covered by parking revenue are subsidized by tax support.

Reserved parking provides a higher level of convenience for customers who purchase a reserve space in order to complete their trip with certainty. Given the limited parking available and the current demand for reserved parking (a waiting list of over 5,000 customers), there are opportunities to better utilize available parking in some lots with the potential to both address customer demand and increase revenues. At a minimum, reserved parking fees should be increased to keep pace with operating costs.

Advertising

Calgary Transit has contracts with three companies who sell advertising space and provide Calgary Transit with a specified share of their revenue. These three contracts are focused on 1) the sale of advertising on buses, CTrains and within CTrain stations, 2) the provision and maintenance of all on-street transit shelters and the sale of advertising on high visibility shelters, and 3) the provision and maintenance of benches with advertising. The contracts specify an increasing annual guaranteed minimum payment to Calgary Transit with bonuses paid when minimum sales are exceeded. Collectively these contracts contributed approximately \$7.2 million in 2012. The shelter and bench contracts provide valuable customer amenities plus cleaning and maintenance services. In some years, these contractors have experienced challenges in exceeding minimum payments.

Other Revenues

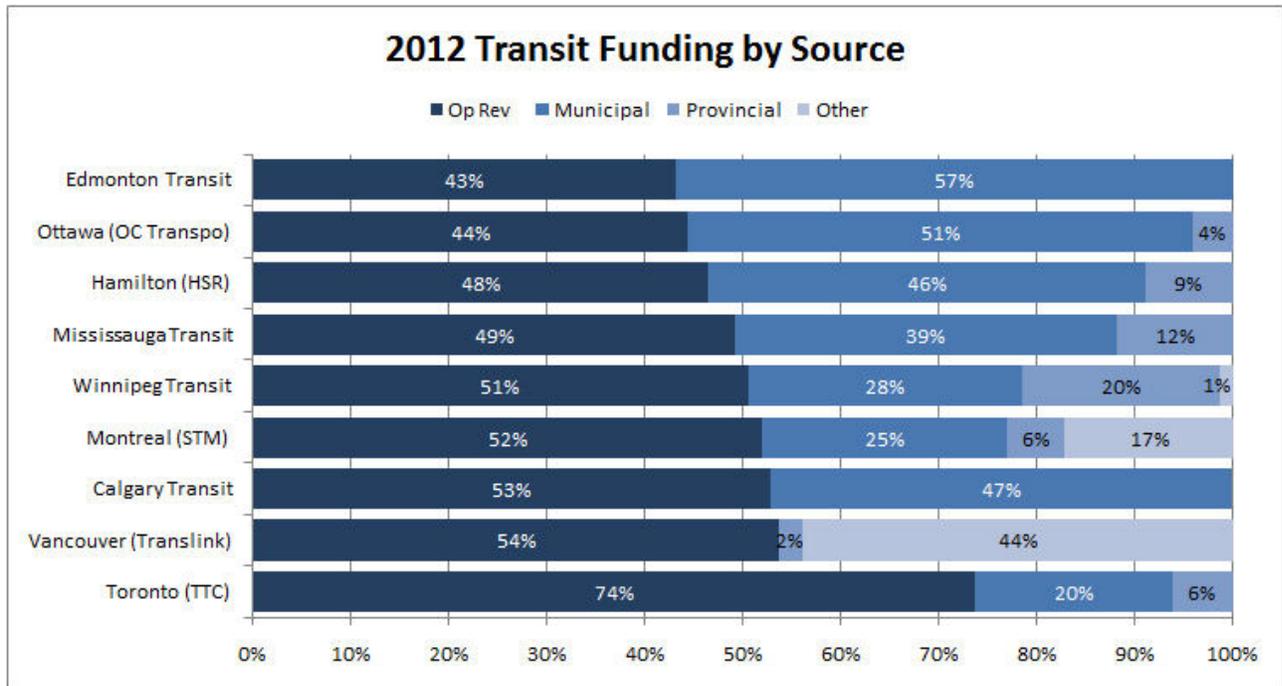
Additional revenues are generated from several sources including fines for fare evasion, provision of charter bus services (mainly for local school boards) and passes for conferences. These revenues totaled \$1.4 million in 2012.

Future - Long Term Funding Opportunities.

Following the introduction of the Connect Card, Calgary's electronic fare collection system later in 2014, there are future opportunities to develop additional revenue opportunities. New fares such as weekly, annual, or distance based fares, loyalty discounts (such as single ride fares that reduce in price the more one travels), and special customer categories such as single fare discounts for seniors or low income customers can be implemented with the goal of providing greater customer convenience. There may be opportunities to realize increased revenues from new fare options and care should be taken to ensure that discounts are not offered that will threaten overall revenues. Partnerships with other City business units or private sector enterprises are possible and can also increase revenues or help off-set the cost of operating this new payment system.

There are a number of alternate means to help finance transit operations that bear consideration. These examples are evident in other major cities throughout North America and include the concept of additional municipal taxes and fees. There is also the possibility of attracting funding support from other levels of government in recognition of the value that transit provides to society and the provincial and national economies. Alberta is the only province that does not provide funding to support local transit operations. Provincial funding to off-set low income and senior citizen fare subsidies (valued at about \$35 million) would recognize the Provincial responsibility for this type of program. Figure 9 shows how other major transit systems in Canada are funded. Most notable is the high percentage of transit operating costs covered by 'other' sources (gas tax) in Vancouver.

Figure 9 – Funding Sources Canadian Transit Systems (2012)



Calgary Transit recommends that in the longer term some or all of these opportunities be studied in order to reduce the future funding burden on transit customers or taxes.

8. Fare Structure Discussion

Despite strong ridership levels, an approved methodology for fare pricing, regular adjustments to most fare prices, growth in advertising sales and reserved parking, Calgary Transit revenues are not keeping pace with the cost of providing service as seen in Figure 10.

Figure 10



This is due to a combination of escalating labour and materials costs (parts, fuels, etc) and providing service to a larger service area with low population density. There have also been investments in capital infrastructure (NE LRT, West LRT, new buses, etc) that contribute to higher operating costs.

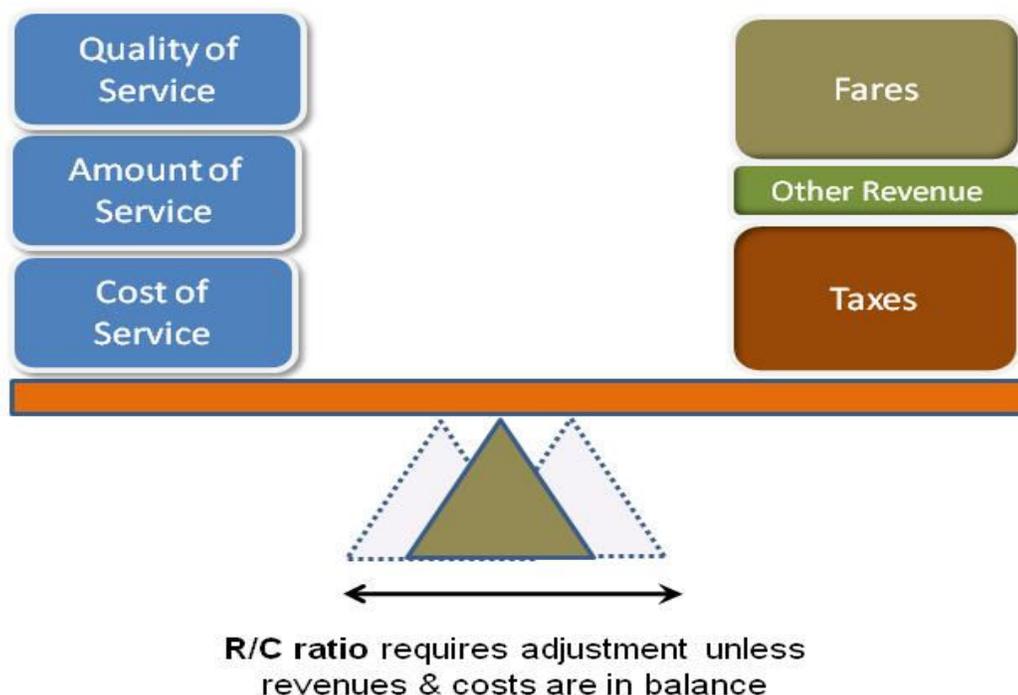
Calgary Transit is also providing a more customer-centric approach to service delivery including improved customer communications and engagement plus making improvements in safety and security, cleaning and maintenance practices. These initiatives are important for retaining existing customers and making service more attractive but may not have a direct impact on increasing ridership in the same way that increasing service hours will.

Calgary Transit is currently operating in accordance with Council’s direction to achieve a 50 to 55 percent cost recovery from fares and other revenues. In recent years, there has been a more equal reliance on property taxes and other municipal support to cover the costs of Calgary Transit’s operation, moving the R/C ratio closer to 50 percent.

Fare increases must continue to be made to offset the increasing cost associated with all aspects of service. During recent years, fares have generally been increased at or slightly above the rate of household inflation (CPI). The information in Appendix 3 shows that fares have been adjusted on a category by category basis and not all fares have been increased at the same time. In some cases this has resulted in confusion for customers as they switch fare options to obtain the best price based on how often they travel. The practice can also lead to less than expected fare revenue as customers switch to cheaper fare options.

Figure 11 illustrates how the R/C ratio target can only be achieved if there is a balance of fare revenues, other revenues and taxes to fund the costs of providing service. As service levels and costs increase there is a need to provide revenue support with a combination of increasing fares, other revenue and taxes.

Figure 11 – Maintaining the Revenue / Cost Ratio Balance



RouteAhead objectives require higher levels of investment. Approximately 125,000 annual service hours plus improved customer care initiatives will require a net funding increase of about \$10 million annually over the next 30 years (not including inflation). To maintain the current R/C ratio and minimize impacts on City taxes, fares must contribute equally. Ideally, this can be accomplished by making modest, incremental and sustained changes in Calgary Transit fares. As well, opportunities should be sought to increase the contribution of other revenues.

Information presented in Section 5 suggests that discounts offered to some customers and fare types are not priced in accordance with the discount policy that was approved in 1999. Monthly pass prices for both adult and youth customers offer significant discounts (based on average use rates) with unlimited travel relative to the cost of providing a single trip. As well the discount offered to seniors is far more extensive than the discounts provided to low income Calgarians. Most of Calgary Transit fares are priced below what is charged in other Canadian Cities.

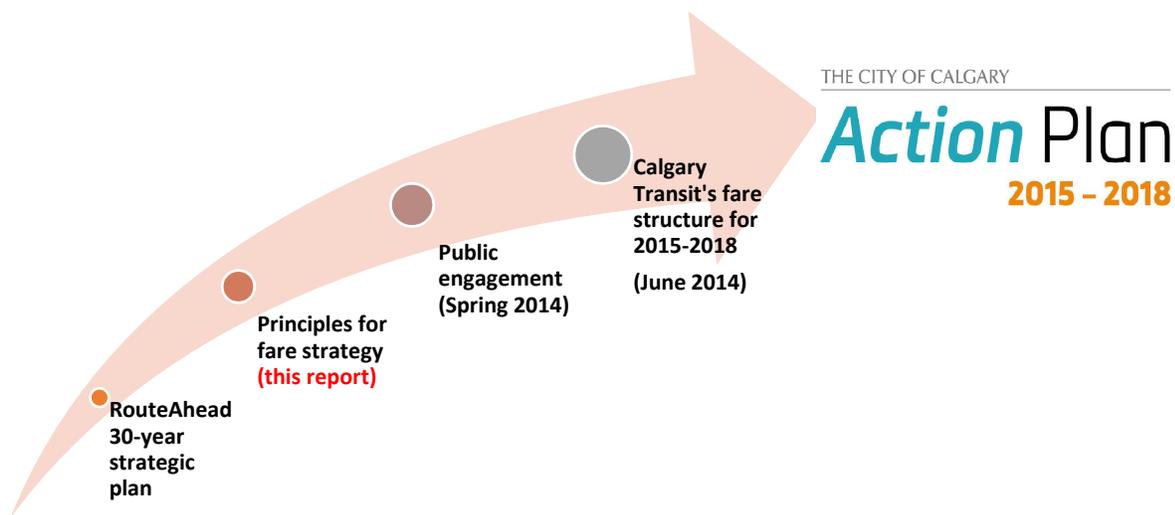
To stay within the current R/C ratio target, the collective revenues from fares and other revenues must increase by approximately five percent annually or about \$8 million each year in the first few years. There are a number of ways to achieve this increased revenue from fares. A strategy of spreading the financial contribution towards improved services among all customers would be more preferable than increasing burden on the regular adult customers. As a general strategy, the current low income pass discount policy (50 percent of adult pass price) should also be maintained.

It is recognized that operating costs are also a critical part of balancing the R/C ratio. In Appendix 2 there are a number of graphs that show how Calgary Transit's operating metrics compare favourably to those in other major Canadian cities. These comparisons generally point to an efficient and effective operation. While this report does not address the cost side of the equation and many costs faced by Calgary Transit are generally beyond its control, it is recognized that opportunities for operational efficiencies need to be sought. A zero based review of Calgary Transit operations is scheduled for 2015 and will delve in much greater detail into the cost side of the equilibrium.

9. Funding Philosophy Considerations for Action Plan 2015-2018

For the next business plan and budget – Action Plan 2015 to 2018 - Calgary Transit must continue implementing RouteAhead in order to move towards the goal of becoming the preferred mobility choice for Calgarians. Changes to the Calgary Transit fare strategy and structure are required to support the plan. Before recommending a new fare strategy and pricing structure, Calgary Transit is seeking Council input on a “fare philosophy” in order to define the principles upon which a long term fare strategy can be developed. It is further recommended that public and transit customer input is collected prior to recommending the exact nature of these changes. The recommended next steps are illustrated in Figure 12.

Figure 12 - RouteAhead and The City of Calgary Action Plan 2015-2018



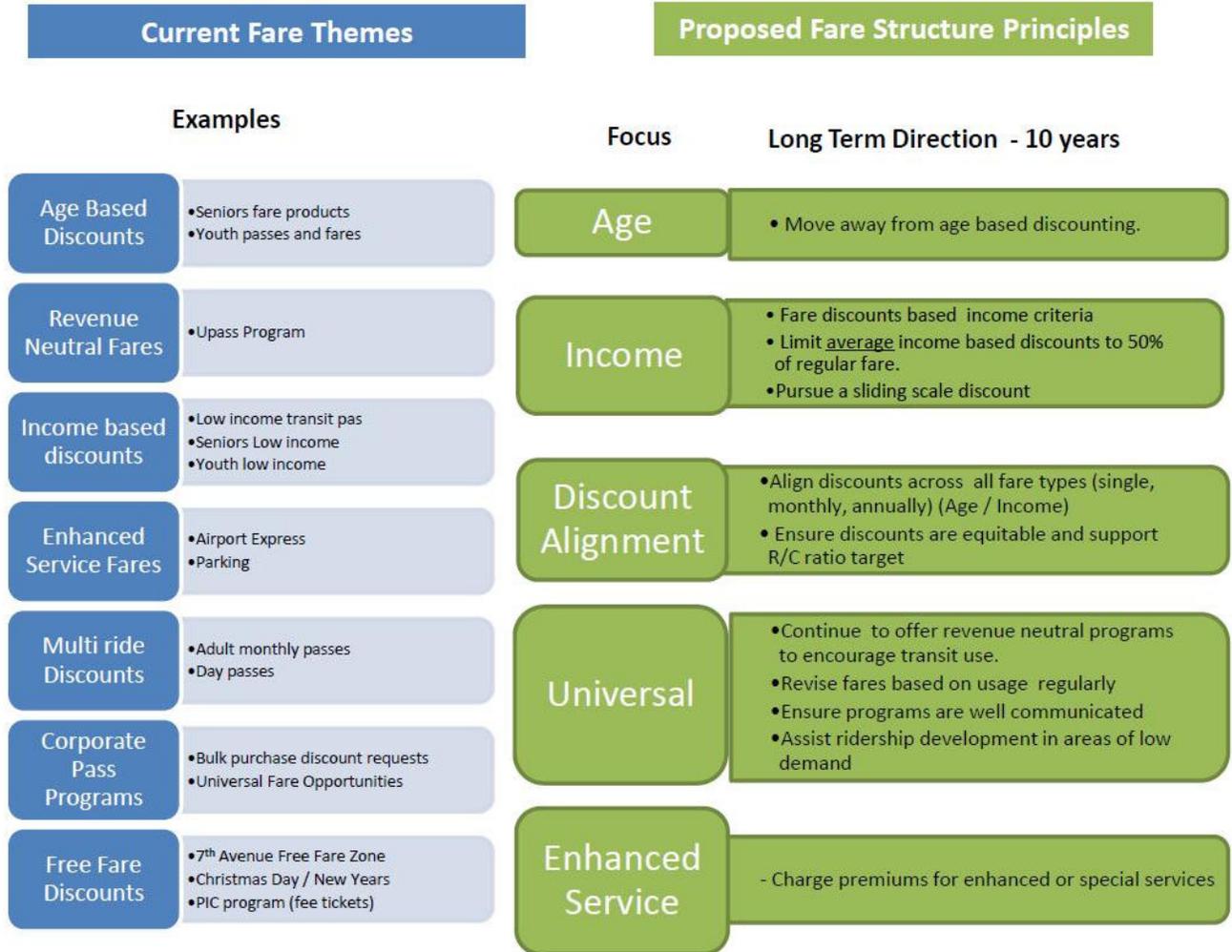
Calgary Transit is recommending the funding philosophy be based on a combination of the following principles (further illustrated in Figure 13):

1. Increase the potential for transit revenue to support the approved R/C ratio of 50 to 55 percent through:
 - a. Moving towards an income-based criteria for setting fare discounts;
 - b. Increasing revenues from other existing sources of revenue such as advertising, parking, and special services (e.g. airport, charters); and
 - c. Maintaining a consistent fare discounting and pricing structure that reflects customer needs and supports the R/C ratio target.
 - d. Moving towards increasing the price of selected fares to better align fare discounts;

The recommended approach is to make modest, incremental changes. It is believed that the required changes to fares and funding outlined in this report can be achieved using this approach which will be more acceptable to most Calgarians.

2. Pursue longer term opportunities to
 - a. Use the Connect Card to offer new fares options that will increase the convenience of paying fares, more closely meet customer travel needs, attract new customers and generate higher levels of revenue plus offer additional business opportunities.
 - b. Pursue additional operational funding for transit service from other sources including other levels of government.

Figure 13 – Fare Structure Principles



During a 30-year period, the factors that influence transit ridership and funding of transit service will change. The full nature and timing of these changes cannot be accurately predicted. However, based on the experience of the past 20 years, it is certain that there will be 'ups' and 'downs' in Calgary's economy and transit ridership will respond to the influences of the economy and transit service improvements. There will also be changes in technology that will influence personal habits. The practice of planning services and budgets in four year increments provides regular opportunities to make any required adjustments to the way Calgary Transit service is funded. It is recommended that once adopted later in 2014, the funding strategy and fare structure be revisited as a precursor to every four year business plan to ensure that the RouteAhead plan is adequately supported.

10. Conclusions

Transit service is provided based on a funding model that relies on budgeted operating funds. The size of the operating budget is driven by costs associated with 'demand' inputs – i.e. the amount, quality and pricing of service. These cost elements then require support from three sources of revenue - fares, other revenue, and taxes. The balance between tax support and system derived revenues is referred to as the Revenue / Cost (R/C) ratio. The R/C ratio is an important tool to

determine the balance between the amount of tax support and fare / other revenue support required to meet the operating demands of the system.

To achieve RouteAhead goals will require an increased level of investment in both capital and operating funds. In the long term, Calgary Transit's current fare structure may not be capable of providing sufficient revenues to sustain the approved R/C ratio target of between 50 to 55 percent. Changes to Calgary Transit fares, specifically discounts offered to some customers are required in order to reduce the impact of unfairly burdening customers who pay the most expensive fares and to minimize the need for additional local tax support. Increased revenue from other non-fare sources and longer term funding opportunities may be possible. Alternately, a lower R/C ratio or increased funding from municipal taxes will be required.

Appendix 1

Calgary Transit Fares, Revenue, Discounts and Ridership - 2013

Fare Option	2013 Fare	Fare Per Ride	Discount From Trip Cost*	Percentage of 2013 Ridership	Percentage of 2013 Fare Revenues
7th Avenue Free Fare	\$ -	\$ -	100%	7%	0%
Seniors - Low Income	\$ 15.00	\$ 0.07	98%	4%	0.1%
Seniors - Regular Income	\$ 95.00	\$ 0.42	87%	3%	1%
U-Pass / 4 months	\$ 117.00	\$ 0.66	80%	8%	7%
Low Income Monthly Pass @50 rides	\$ 44.00	\$ 0.88	73%	5%	3%
Youth Low Income Monthly Pass @50 Rides	\$ 44.00	\$ 0.88	73%	0.3%	0.2%
Youth Monthly Pass @50 rides	\$ 57.50	\$ 1.15	65%	13%	8%
Youth Day Pass	\$ 5.75	\$ 1.44	56%	0.01%	0.01%

Fare Discounts Average >50%

Avg =

79%

39%

19%

Youth Ticket Book (10)	\$ 17.50	\$ 1.75	47%	2%	2%
Youth Cash Fares	\$ 1.75	\$ 1.75	47%	1%	1%
Youth Single Ticket Ride	\$ 1.75	\$ 1.75	47%	0.2%	0.2%
Adult Monthly Pass @ 50 Rides	\$ 94.00	\$ 1.88	43%	38%	39%
Airport Special Fare @ 4 Rides	\$ 8.50	\$ 2.15	35%	0.1%	0.1%
Adult Day Pass	\$ 9.00	\$ 2.25	32%	0.2%	0.2%

Fare Discounts, Average >12%, <50%

Avg =

42%

40%

43%

Adult Ticket Book (10)	\$ 30.00	\$ 3.00	9%	10%	19%
Adult Cash Fares	\$ 3.00	\$ 3.00	9%	8%	15%
Adult Single Ticket Ride	\$ 3.00	\$ 3.00	9%	2%	4%
City / Special	\$ 3.00	\$ 3.00	9%	0.2%	0.2%

Fare Discounts = 9%

Avg =

9%

21%

38%

Appendix 2

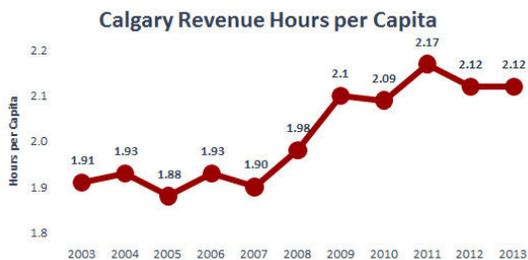
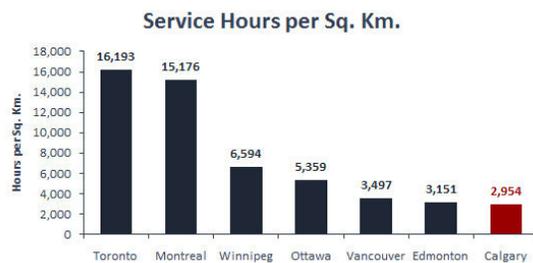
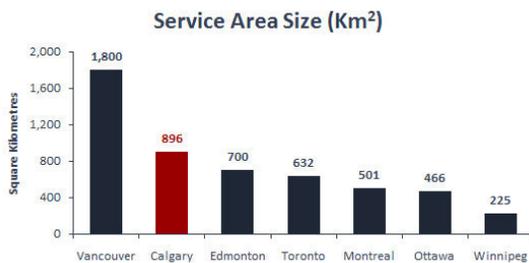
Calgary Transit Metrics With Benchmarking to Comparable Canadian Transit Systems

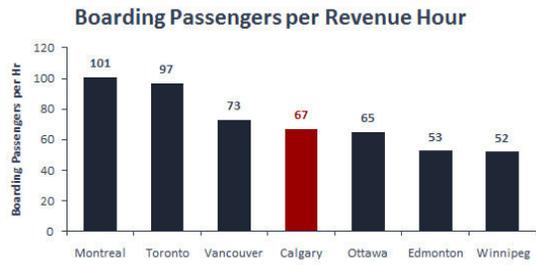
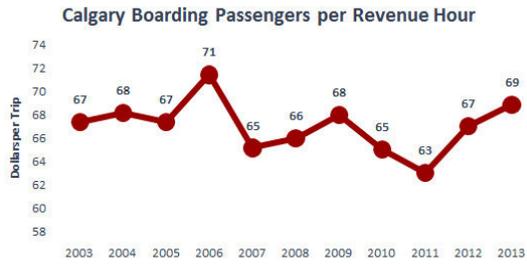
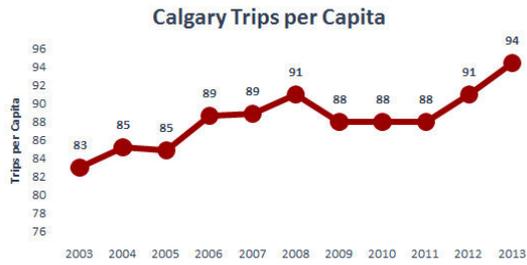
The data in these graphs compares productivity and financial data for Calgary Transit in comparison with 6 transit systems in Canadian cities as compiled by the Canadian Urban Transit Association – CUTA. Data is for 2012.

These data show that in comparison Calgary Transit provides an effective and efficient service. Calgary Transit's large geographical service area, second only to Vancouver's, contributes significantly to the operating cost per passenger. More compact cities such as Toronto, Montreal and Winnipeg achieve greater levels of service effectiveness and efficiency on a per capita basis.

The productivity of Calgary Transit services (passengers per hour) is reasonably good in comparison to some Canadian cities but not as good as others. The more efficient systems are generally those with much smaller, higher density service areas. From a service perspective, Calgary ranks low in terms of the provision of service – service hours per capita and vehicle hours per square kilometre.

On the revenue side, Calgary Transit's current fare structure with significant discounts for some fare types and categories results in lower revenues on a per customer basis than some of the other major Canadian transit systems.





Appendix 3

Calgary Transit Fare History

Adult										
Fare Option	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Cash / Single Ticket	\$2.00	\$2.00	\$2.25 ¹	\$2.25	\$2.50	\$2.50	\$2.75	\$2.75	\$2.75	\$3.00
Ticket Book (10)	\$17.50	\$17.50	\$19.50	\$19.50	\$21.00	\$23.00	\$24.00	\$24.00	\$27.50	\$30.00
Day Pass	\$5.60	\$5.60	\$5.60	\$6.75	\$6.75	\$7.50	\$8.25	\$8.25	\$8.25	\$9.00
Monthly Pass	\$65.00	\$70.00	\$70.00	\$75.00	\$75.00	\$83.00	\$85.25	\$90.00	\$94.00	\$94.00
Low Income Monthly Pass	N/A	\$35.00	\$35.00	\$37.50	\$37.50	\$41.50	\$41.50	\$40.00	\$40.00	\$44.00
Youth (6-17, 18 and 19 with valid High School ID)										
Fare Option	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Cash / Single Ticket	\$1.25	\$1.40	\$1.40	\$1.50	\$1.50	\$1.75	\$1.75	\$1.75	\$1.75	\$1.75
Ticket Book (10)	\$10.00	\$12.00	\$12.00	\$13.00	\$13.00	\$15.00	\$15.00	\$15.00	\$17.50	\$17.50
Day Pass	\$3.60	\$3.60	\$3.60	\$4.50	\$4.50	\$5.25	\$5.25	\$5.25	\$5.25	\$5.75
Monthly Pass	\$40.00	\$47.00	\$47.00	\$50.50	\$50.50	\$52.50	\$54.25	\$54.25	\$57.50	\$57.50
Seniors (Aged 65+)										
Fare Option	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Regular Annual Pass	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00	\$55.00	\$95.00
Supplemented Annual Pass ²	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00

1. **Red Text** denotes price change
2. Senior's supplemented annual pass (low income) price last adjusted in 1995