RouteAhead Update

A summary of the initiatives and progress

		Initiative	Focus	Progress
Customer Experience	Understanding	C1 Make it easier for customers to get the information they need	◐	●
		C2 Make it easier for customers, including new users, occasional users, and visitors to understand and use the system	●	○
		C3 Make it easier for customers and citizens to contact Calgary Transit, share concerns and find out about all aspects of service, including future plans	◐	●
		C4 Ensure the eligibility process for Access Calgary is easy and transparent	○	●
	Accessing	C5 Make it easier to get to the stop/station	●	●
		C6 Integrate Access Calgary and Calgary Transit services	◐	◐
		C7 Strategically manage parking at LRT stations	○	○
		C8 Advertise, market and expand the primary transit network	◐	○
	Waiting	C9 Ensure Calgary Transit continues to be safe and secure	◐	◐
		C10 Ensure Calgary Transit stops and station are clean and comfortable	●	●
		C11 Increase access to clear and accurate real-time information	◐	●
		C12 Monitor, report and improve on-time performance	◐	●
		C13 Make stops and stations attractive public spaces	○	●
	Paying	C14 Make it more convenient to pay to ride Calgary Transit	●	○
		C15 Ensure the payment structure in Calgary is transparent and fair	◐	●
	Riding	C16 Improve the experience of riding in Calgary Transit vehicles	●	●
		C17 Improve reliability of service through technology	◐	●
		C18 Create a fully accessible transit fleet to address the needs of people with disabilities	◐	◐
		C19 Continuously improve customer service	◐	◐
	Connecting	C20 Make it easier for customers to find the next bus or train they are connecting with	○	●
		C21 Make connections more convenient and ensure transfer locations are hospitable and welcoming	●	●

Legend

	○	◐	●
Focus (# of initiatives):	<3	3-5	>5
Progress (# of initiatives underway/complete):	<35%	35-69%	>69%

	Initiative	Focus	Progress
Network	N1 Complete capital projects that are critical to the existing network	●	●
	N2 Initiate design and construction of the highest priority capital projects on the rapid transit network	●	◐
	N3 Establish service standards for the evolution of introductory, base and primary transit network service	◐	○
	N4 Implement 'yield to the bus' legislation and ensure HOV/transit-only lanes are enforced	◐	◐
	N5 Expand frequent service on the primary transit network	◐	○
	N6 Ensure supporting facilities and resources are scaled to match future projects and service investments	●	●
	N7 Support the introduction of regional transit service to/from Calgary	●	●
	N8 Review long-range planning to ensure alignment with City and regional land use plans	◐	●
Finances	F1 Protect and maintain existing funding sources	◐	●
	F2 Increase the efficiency of service delivery	●	●
	F3 Aggressively market services to increase ridership	◐	◐
	F4 Achieve flexible financing arrangements for improvements with mutual benefits	◐	○
	F5 Pursue flexible, sustained future funding sources considering both operating and capital objectives	◐	●
	F6 Establish the right governance and organizational structure to make financial decisions	◐	●

Legend

	○	◐	●
Focus (# of initiatives):	<3	3-5	>5
Progress (# of initiatives underway/complete):	<35%	35-69%	>69%

RECOMMENDATION	COMMENTS (END OF 2013)	BUDGET IMPACT	TIMELINE
CUSTOMER EXPERIENCE - UNDERSTANDING **C1 Make it easier for customers to get the information they need**			
1. Continually improve the availability, timeliness and usefulness of customer information in person, on mobile devices, at major stops and stations, over the phone, on the web and through new technologies as they evolve.	In progress. A request for proposals (RFP) was issued in 2013 to develop a new website. The new website will be enabled for use on mobile devices. Internal communication processes are being reviewed to ensure reliable messages are delivered to customers.	Costs associated with the development and maintenance of the new website and its content are part of the 2014 budget adjustments and are offset by increasing revenues. Approximately $200,000 has been invested to date.	2014
2. Develop processes and technologies to keep customers informed about delays in a consistent and reliable fashion using real-time information (e.g. real-time information displays at all rapid transit network stops).	In progress. Calgary Transit is reviewing the flow of information internally and to customers. Real-time bus tracking equipment has been procured and is being installed in buses. The system will be operational in 2014.	Budget adjustments offset by increasing revenues for improvements are part of the 2014 budget adjustments.	2014
3. Improve signage for temporary closure of bus stops due to construction - identify alternative stops using maps and text. Ensure information is available through web/teletext/Teleride/mobile devices.	In progress. Temporary bus zone signs are now more prominent and weatherproof material is being used. The real-time bus information system will enable dissemination of closure information in the future.	Improved signage was implemented in 2013. Real-time bus stop closure information will be included in the 2015-2018 business plan.	Estimated completion in 2015
4. Monitor and address gaps in visual and audible communication of station closures and other planned/unplanned disruptions on the LRT system.	In progress. Calgary Transit is reviewing the flow of information internally and to customers with the goal of improving the customer experience.	Gaps will be addressed within existing budgets.	Estimated completion in 2014

RECOMMENDATION	COMMENTS (END OF 2013)	BUDGET IMPACT	TIMELINE
C2 Make it easier for customers, including new users, occasional users, and visitors to understand and use the system			
1.Continuously improve trip planning (e.g. incorporate multi-modal trip planning) and online tools to ensure customers receive accurate real-time information.	In progress. A request for proposals (RFP) was issued in 2013 to develop a new website. The website will include an improved trip planning interface.	No budgetary impact. Cost of this initiative is approximately $500,000.	2014
2. Develop a new design for a rapid transit and frequent service map, and communicate it to customers.	Future initiative. A review of Calgary Transit's branding and visual identity has been initiated and this is one of the components that will be reviewed.	No budgetary impact. Approximately $50,000 allocated from existing marketing budget.	2014
3. Investigate the benefits and costs of headway-based scheduling (i.e. every 10 minutes) on the primary transit network.	Future initiative. Headway based scheduling is being used on Route 301 in the peak periods to address overloads due to crowding. Customer feedback is being monitored.	No budgetary impact.	2014
4. Review bus route design and make recommendations that will improve understanding of routes and destinations.	Future initiative.	No budgetary impact.	2015-2018
5. Provide different customer segments with different information (e.g. maps, tactile maps, customer information, station area wayfinding) about different types of transit service, including accessible service, base transit service, primary transit service (frequent and rapid transit).	Future initiative.	Costs associated with the development of new marketing materials are part of the 2014 budget adjustments and are offset by increasing revenues. Approximately $100,000 allocated from existing marketing budget.	2014

RECOMMENDATION	COMMENTS (END OF 2013)	BUDGET IMPACT	TIMELINE
C3 Make it easier for customers and citizens to contact Calgary Transit, share concerns and find out about all aspects of service, including future plans			
1. Provide Calgary Transit customers, employees and the Calgary Transit Customer Advisory Group with one point of contact (e.g. a community liaison) for listening, acting, and coordinating continuous customer service improvements.	Customer Experience Lead position was established in 2013 and customer service improvements are in progress.	No budgetary impact as this position was part of the 2013 budget adjustments.	✔
2. Simplify the process for customers, employees and citizens to submit comments, concerns and commendations.	In progress. A request for proposals (RFP) was issued in 2013 to develop a new website. The website will include an improved comment/commendation submission tool. Calgary Transit is a stakeholder on the '311 Guiding Coalition' update.	No budgetary impact.	2014
3. Improve Calgary Transit's website content regarding future plans, and enable broad engagement on these plans. Promote future plans through transit advertisement media (e.g. in vehicles, online, etc.)	In progress. Transit plans have been reorganized on the Calgary Transit website to align better with service (e.g. BRT, LRT). The RouteAhead blog and Twitter account have been used to promote plans, engagement and projects. A request for proposals (RFP) was issued in 2013 to develop a new website and the planning content will be managed more effectively in the new website.	Costs associated with the maintenance of website content is part of the 2014 budget adjustments and are offset by increasing revenues.	2014

C4 Ensure the eligibility process for Access Calgary is easy and transparent			
1. Continue to revise existing Access Calgary application forms to make the application process clearer and easier	In progress. Revised application forms are nearing completion and will be released in 2014 January	No budgetary impact.	2014
2. Adopt a common eligibility criteria - and point of contact - for Access Calgary.	Access Calgary now receives all applications.	No budgetary impact.	✔

RECOMMENDATION	COMMENTS (END OF 2013)	BUDGET IMPACT	TIMELINE
CUSTOMER EXPERIENCE - ACCESSING **C5 Make it easier to get to the stop/station**			
1. Identify bus stops with a combination of high ridership and barriers to access (i.e. no sidewalks) to plan and implement future pedestrian and cycling improvements.	In progress. Capital projects to address deficiencies in pedestrian and cycling networks have been identified near transit hubs in major activity centres. Future initiatives will include targeted improvements near bus stops through Roads' sidewalk retrofit program.	Budget impacts, if any, will be included in the 2015-2018 business plan	2014
2. Ensure future development plans in LRT and transitway station areas have improved pedestrian and cycling access.	Coordinating with Transportation Planning for planning review inputs.	No budgetary impact.	Ongoing
3. Engage customers who access stations/stops by bike to identify and implement preferred improvements for bike parking and storage.	Future initiative. Customer opinions on covered parking on West LRT and additional bike racks provided at refurbished stations will be the focus of future engagement.	No budgetary impact.	2014
4. Incorporate mobility improvements when renewing existing infrastructure.	Improvements to 61 Avenue S were incorporated into the four-car platform extension project at Chinook Station. Rundle Station refurbishment will include an accessible pedestrian bridge.	No budgetary impact.	Ongoing
5. Educate/inform staff and consultants on The City's Access Design Standards prior to their designing Calgary Transit facilities.	Communicated in 2013 but standards are continually evolving/improving.	No budgetary impact.	Ongoing
6. Increase travel training opportunities for Access Calgary customers who have the ability to use other Calgary Transit services for some of their trips.	Travel training opportunities have been increased, including a summer school program. Travel training increases personal mobility and travel options for Access Calgary and Calgary Transit customers.	No budgetary impact.	✔

RECOMMENDATION	COMMENTS (END OF 2013)	BUDGET IMPACT	TIMELINE
C6 Integrate Access Calgary and Calgary Transit services			
1. Improve brand recognition of Access Calgary (a service of Calgary Transit) through vehicle identity, operator apparel, identification and customer information.	In progress. A review of Calgary Transit's branding and visual identity has been initiated and Access Calgary branding is part of the review.	No budgetary impact.	2014
2. Promote all Calgary Transit services, including Access Calgary, so people with disabilities understand their options.	Future initiative.	Costs associated with the development of new marketing materials are part of the 2014 budget adjustments and are offset by increasing revenues.	2014
3. Continue to improve the accessibility of older LRT stations to remove barriers to use by people with disabilities and market the progress and importance of accessibility of Calgary Transit services.	Improvements have been made to stations as part of the four-car platform extensions.	No budgetary impact. Costs of upgrading to current accessibility standards are part of the station refurbishment budget.	Ongoing

C7 Strategically manage parking at LRT stations			
1. Review and implement changes to the current park and ride stall provision goal of 15 to 20 per cent of corridor demand. Analyze the costs as well as the benefits to transit users and the overall mobility network (e.g. reduced traffic volumes into the core and encouraging transit oriented development).	Future initiative. A report will be prepared for Council's review in advance of the 2015-2018 business plan and budget.	Cost savings, if any, will be realized in the 2015-2018 business plan.	2014
2. Manage park and ride provision to match the context of surrounding land use.	Future initiative. A revised approach to the provision of park and ride in future rapid transit projects will be incorporated in the pre-design work for the Green Line.	Cost savings, if any, will be realized in the 2015-2018 business plan.	2015-2018

RECOMMENDATION	COMMENTS (END OF 2013)	BUDGET IMPACT	TIMELINE
C8 Advertise, market and expand the primary transit network			
1. Advertise and promote the frequent service on the current primary transit network.	Future initiative.	Included in the 2014 budget adjustments.	2014
2. Expand the primary transit network.	The entire CTrain network and Route 3 corridor (Northpoint Terminal to Fish Creek Terminal) operates at primary transit network frequency.	Budget impacts of expansion beyond these primary transit network corridors will be included in the 2015-2018 business plan.	Ongoing
3. Market the primary transit network through "frequent service" identification on maps, bus zone signage and other customer information.	Future initiative. Marketing materials will be prepared after the branding and visual identity review is complete.	Included in the 2014 budget adjustments.	2014
CUSTOMER EXPERIENCE: WAITING **C9 Ensure Calgary Transit continues to be safe and secure**			
1. Through an education campaign, highlight the role of peace officers and how they help customers.	The Peace Officer education/marketing campaign was released to the public in late 2013.	No budgetary impact.	
2. Increase the number of peace officers each year to meet Public Safety and Enforcement targets.	Additional peace officers targeting specific bus routes will be introduced in 2014.	Costs associated with additional peace officers are included in the 2014 budget adjustments and are offset by increased revenues.	Ongoing
3. Open a Public Safety and Enforcement office on each line or in quadrants and the Centre City, that will either operate while the system is open, or 24 hours/day.	Future initiative.	Budget impacts will be included in the 2015-2018 business plan.	2015-2018

RECOMMENDATION	COMMENTS (END OF 2013)	BUDGET IMPACT	TIMELINE
C10 Ensure Calgary Transit stops and stations are clean and comfortable			
1. Conduct education to highlight the shared role of Calgary Transit, its customers and citizens in ensuring bus stops remain clean.	This initiative is part of Calgary Transit's etiquette promotion campaign.	No additional budgetary impact.	
2. Increase the availability and quality of shelters on the primary transit network.	New heated bus shelters have been installed (Chinook Station, Brentwood Station, North Pointe and Sandstone terminals) and further installations will be part of 10-year rapid transit projects.	No additional budgetary impact.	
3. Develop design/condition standards for bus stops/stations, conduct condition assessments and implement necessary improvements.	Future initiative.	No additional budgetary impact.	2014
4. Work collaboratively with other City business units on a city-wide coordinated street furniture program (including shelters, benches and garbage/recycling receptacles).	In progress. Report was presented to SPC on Transportation and Transit in September 2013. Further work to be done in 2014.	No budgetary impact (subject to the outcome of the investigation).	2014
5. Expand station cleaning programs to meet future demand on CTrain and transitway platforms.	Future initiative. Back-of-house services (station cleaning, vehicle maintenance and storage, etc) must be scaled to respond to expansions of the bus and train network.	No additional budgetary impact. Cleaning services for the future Tuscany LRT Station are incorporated into the 2012-2014 business plan and budget.	Ongoing
6. Ensure sufficient lighting and security cameras are in place at CTrain and transitway stops/stations. Ensure sufficient streetlighting is provided at bus stops.	Calgary Transit partnered with Corporate Services to improve lighting using light emitting diode (LED) lighting at Brentwood Station as a retrofit project.	No additional budgetary impact. $200,000 cost was funded through Infrastructure and Information Services' (IIS) Sustainable Buildings Partnership Program.	

RECOMMENDATION	COMMENTS (END OF 2013)	BUDGET IMPACT	TIMELINE
C11 Increase access to clear and accurate real-time information			
1. Explore the introduction of wi-fi in CTrain stations.	In progress. Wi-fi will be introduced at some LRT stations in 2014 as a pilot project.	No budgetary impact.	2014
2. Implement real-time arrival information for buses.	In progress. Installations on buses have begun. System will be tested and introduced in 2014.	No budgetary impact. $15 million cost is included in capital budget.	2014
3. Improve the functionality of the Calgary Transit website and third-party mobile applications, and provide recommendations for developing a more accessible, customer-focused design, layout and navigation system.	In progress. A request for proposals (RFP) was issued in 2013 to develop a new website. The website will include an improved interface and support for mobile devices.	Included as part of the 2014 budget adjustments.	2014

RECOMMENDATION	COMMENTS (END OF 2013)	BUDGET IMPACT	TIMELINE
C12 Monitor, report and improve on-time performance			
1. Ensure standards for on-time performance are communicated to employees and the public. Develop annual reports and targeted media (e.g. text messaging).	In progress. Calgary Transit will be developing a Customer Commitment including on-time performance targets and data sharing.	Costs associated with the development of performance targets and data sharing are part of the 2014 budget adjustments.	2014
2. Develop an action plan to address on-time performance issues. The action plan should include service hours, fleet, maintenance strategies and facilities.	The action plan has led to purchases of new fleet ($200 million for 60 new light rail vehicles and $60 million for 150 new buses) that will, in part, address fleet reliability issues. Service hours to address reliability issues are included in 2014 budget adjustments. Maintenance strategies (for fleet and facilities) and capital investments ($2.7 million) are improving reliability in areas such as track & way, signalling, and traction power.	Costs associated with these strategies were approved as part of the 2014 budget adjustments and are offset by increasing revenues.	Ongoing
3. Reduce risks of service disruptions through proactive repairs and life cycle maintenance.	Bus and LRT vehicle refurbishments, LRT station refurbishments, replacement of track/traction power/signalling equipment are all leading to reduced risk of disruption due to breakdowns.	No budgetary impact. Refurbishments are included in the annual capital budgets.	Ongoing
4. Conduct repairs and life cycle maintenance of CTrain facilities and systems using scheduled maintenance windows.	Weekend shutdowns were scheduled throughout 2013 for construction activities. Repairs and maintenance were conducted during these previously scheduled windows.	No budgetary impact. Repairs/maintenance are included in the annual capital budgets.	Ongoing

RECOMMENDATION	COMMENTS (END OF 2013)	BUDGET IMPACT	TIMELINE
C13 Make stops and stations attractive public spaces			
1. Concentrate public art in CTrain and transitway station areas where people gather.	New installations were opened in 2013 on the LRT network.	No budgetary impact.	✓
2. Expand community partnership programs that result in the use of station areas for community-based activities.	Several community-led art initiatives were completed in 2013. Calgary Transit is working with the Public Art Program on future temporary art installations. Transportation Infrastructure, Calgary Transit and the Public Art Program continue to liaise with the community on the proposed art for Tuscany LRT Station.	No budgetary impact.	Ongoing

CUSTOMER EXPERIENCE: PAYING			
C14 Make it more convenient to pay to ride Calgary Transit			
1. Enable ticket vending machines to process multiple ticket sales at one time.	Complete. Additional refinements to payment processes are being investigated to further improve convenience.	No budgetary impact.	✓
2. Improve the accessibility of future ticket vending machines.	Future initiative.	Budget impacts will be included in the 2015-2018 business plan.	2015-2018
3. Investigate the benefits and costs of rear-door boarding and off-board fare payment on future transitways/bus rapid transit.	Future initiative.	Budget impacts will be included in the 2015-2018 business plan as part of future rapid transit projects.	2015-2018
4. Implement electronic fare payment on buses and CTrains.	In progress.	Costs associated with the project are identified in the 2014 budget adjustments.	2014
5. Expand electronic fare collection to Access Calgary and other civic services.	Future initiative. Implementation will depend on completion of the introduction of electronic fare collection on buses and CTrains.	Budget impacts will be included in the 2015-2018 business plan as part of future rapid transit projects.	2015-2018

RECOMMENDATION	COMMENTS (END OF 2013)	BUDGET IMPACT	TIMELINE
6. Explore partnerships with sports and entertainment venues whereby transit fares could be included in an event ticket.	Future initiative.	No budgetary impact.	2015-2018
C15 Ensure the payment structure in Calgary is transparent and fair			
1. Increase peace officer presence and awareness of bylaws to reduce fare evasion.	Ongoing public awareness campaigns will be required, such as the 'Back to School Safety Blitz' program held in September of each year.	No budgetary impact.	
2. Work with the Calgary Regional Partnership and Airdrie Transit to develop a regional fare strategy.	Calgary Regional Partnership established a project team in 2013 and initial meetings have been held.	No budgetary impact.	Ongoing
3. Communicate the value for money (i.e. cost-benefit) of public transit through promotion and community activities.	Future initiative. Partnerships will be explored to maximize the impact of promotion/marketing.	Costs associated with these strategies are part of the 2014 budget adjustments.	2014
4. Adopt a common eligibility criteria - and point of customer contact - for fare discounts which align with all City of Calgary services.	In progress. Community Services and Protective Services is presenting an update to Council in December 2013.	Budgetary impacts to be determined.	2014

RECOMMENDATION	COMMENTS (END OF 2013)	BUDGET IMPACT	TIMELINE
CUSTOMER EXPERIENCE: RIDING **C16 Improve the experience of riding in Calgary Transit vehicles**			
1. Ensure sufficient capacity is available to meet customer demand.	Calgary Transit ordered 60 new light rail vehicles and 150 new buses in fall 2013, to address crowding on the system, introduce four-car trains and improve frequency.	Budget impacts will be included in the 2015-2018 business plan as part of future fleet purchases.	Ongoing
2. When buying new vehicles, consider seating arrangements, seat types, accessibility, air conditioning and windows (i.e. sizes and tints that provide visibility while helping keep vehicles cooler in the summer).	Calgary Transit's recent vehicle orders take into account all of these attributes. Existing light rail vehicles with molded plastic bucket seats will be retrofitted in 2014 with flat bench seating to address customer comfort.	No budgetary impact.	Ongoing
3. Evaluate the benefits, costs and potential customer use of bike racks/hooks inside CTrains and transitway vehicles.	Future initiative.	No budgetary impact.	2015-2018
4. Increase the number of bus routes with bike racks on buses. Focus future bike racks on buses and bikes on trains on long-haul trips (not community shuttle runs where trips are close in length to cycling distances).	In progress. Current order of 150 buses will include bike racks. Additional bike racks on existing buses will be procured as budget allows.	Budget impacts will be included in the 2015-2018 business plan as part of future fleet purchases.	2015-2018
5. Review the benefits and costs of additional amenities on vehicles for a more social transit trip, such as music/audio information, TV, active maps and wi-fi.	Future initiative.	Budget impacts will be included in the 2015-2018 business plan as part of future fleet purchases.	2015-2018

RECOMMENDATION	COMMENTS (END OF 2013)	BUDGET IMPACT	TIMELINE
C17 Improve reliability of service through technology			
1. Analyse vehicle performance statistics to anticipate reliability issues including maintenance reports from vehicles, operational factors, external factors (e.g. congestion due to traffic collisions, freight rail traffic). Develop actions and processes to address events that impact reliability.	In progress. Reports identifying reliability impacts are being compiled for individual routes. Systemwide reports are anticipated to be publicly available in 2014.	Costs associated with these strategies are part of the 2014 budget adjustments.	2014
2. Develop priorities for service improvements throughout the base transit network through analysis of travel times, delays, operational data and customer feedback.	Calgary Transit is using employee feedback, customer feedback and data to determine priorities for Transportation Optimisation improvements.	No budgetary impact	Ongoing
3. Improve response to disruptions and delays through real-time information, current technology and communication among staff.	In progress. A future operations control centre will enable improved response to disruptions and delays. Real-time bus information through computer-aided dispatch and automated vehicle location will be complete in 2014.	No budgetary impact	2014-2015

RECOMMENDATION	COMMENTS (END OF 2013)	BUDGET IMPACT	TIMELINE
C18 Create a fully accessible transit fleet to address the needs of people with disabilities			
1. Replace the remaining older-high floor buses wth low flooor buses.	In progress. When 150 new buses are delivered in 2014, the bus fleet will be completely low-floor and accessible.	Included in 2014 capital budget.	2014
2. Implement real-time audible and visible stop announcements on buses.	In progress. Real-time bus tracking equipment has been procured and is being installed in buses. The system will be operational in 2014.	Included in 2014 capital budget.	2014
3. Investigate requiring operators to assist customers with wheelchair tie-downs in Calgary Transit buses in the future.	Future initiative.	No budgetary impact.	2015-2018
C19 Continuously improve customer service			
1. Enhance customer service training of contracted service operators.	Training manuals were developed and training was delivered throughout 2013. Performance will be monitored and further training will be delivered.	No budgetary impact.	✓
2. Improve customer service thrugh Calgary Transit employee engagement and customer service training, aligned with The City's Cultural Transformation program.	Over 1,000 operators have now completed customer service engagement sessions. Customer service training for controllers is under development. The Customer Commitment will include a means of measuring future progress.	Costs associated with these strategies are part of the 2014 budget adjustments and are offset by increasing revenues.	Ongoing
3. Address the system-wide decline in supervisor to operator ratios and set standards for the future.	Future initiative.	Budget impacts will be included in the 2015-2018 business plan as part of future fleet purchases.	2015-2018
4. Evaluate the potential for additional technology and tools to better enable operators to assist customers and report problems with vehicles and facilities.	Future initiative.	Costs associated with these strategies are part of the 2014 budget adjustments and are offset by increasing revenues.	2014

RECOMMENDATION	COMMENTS (END OF 2013)	BUDGET IMPACT	TIMELINE
CUSTOMER EXPERIENCE: CONNECTING			
C20 Make it easier for customers to find the next bus or train they are connecting with			
1.Provide real-time information to customers regarding connections/schedules for CTrain-to-bus and bus-to-bus connections.	In progress. The new website and real-time tracking of buses will enable this initiative. Real-time bus tracking equipment has been procured and is being installed in buses. The system will be operational in 2014. Cost for the real-time information on buses is $15 million.	Included in 2013-2014 capital budget.	2014
2. Enable customer connections between Access Calgary and other Calgary Transit services through barrier-free design and improvements to customer communication.	In progress. The Advisory Committee on Accessibility (ACA) has provided feedback on a number of improvements to customer communication associated with the LRT system. Tactile maps will be distributed to assist people with vision loss as a pilot project in 2014.	Approximately $30,000 of existing marketing budget allocated to this program.	2014

RECOMMENDATION	COMMENTS (END OF 2013)	BUDGET IMPACT	TIMELINE
C21 Make connections more convenient and ensure transfer locations are hospitable and welcoming			
1. Increase the frequency of service to reduce wait times between connections on routes that are part of the primary transit network.	Additional service hours are included in the 2014 adjustments to allow for improved frequency at feeder bus connections to LRT stations in the evening.	Costs associated with these strategies are part of the approved 2014 budget adjustments and are offset by increasing revenues.	✔
2. Use real-time information to fine-tune schedules to improve connections.	Future initiative.	No budgetary impact.	2014
3. Review feedback, passenger counts and other data to identify key locations where customers have concerns regarding connections, and identify improvements to address concerns.	Calgary Transit is using employee feedback, customer feedback and data to determine priorities for Transportation Optimisation improvements.	No budgetary impact.	Ongoing
4. Improve feeder bus frequency in evenings at connection points to the CTrain, in accordance with demand.	In progress. Additional service hours are included in the 2014 adjustments to allow for improved frequency at feeder bus connections to LRT stations in the evening.	Costs associated with these strategies are part of the approved 2014 budget adjustments and are offset by increasing revenues.	2014
5. Evaluate software solutions to optimise travel connections for people with disabilities who are using a combination of Access Calgary and other Calgary Transit services.	In progress. A new software provider has been selected and the new system will be implemented in 2014.	The cost of this program is approximately $3.5 million and is included in the 2014 capital budget.	2014

RECOMMENDATION	COMMENTS (END OF 2013)	BUDGET IMPACT	TIMELINE
NETWORK STRATEGIES **N1 Complete capital projects that are critical to the existing network**			
1. Procure new CTrain vehicles to enable the operation of four-car trains by 2015.	The new order of 60 light rail vehicles will enable four-car train operations.	The cost of this program is $200 million and is included in future capital budgets.	
2. Continue the four-car platform extension program and refurbishment of older stations to enable the operation of four-car trains by 2015.	In progress.	Program funding included in 2012-2014 capital budgets.	2014
3. Procure more buses to address growth in ridership, improve reliability, and increase accessibility.	In progress. Calgary Transit will have a 100% low-floor accessible bus fleet by the end of 2014. Additional purchases will be required to keep up with growth.	Program funding included in 2012-2014 capital budgets.	2014
4. Leverage public-private partnership funding to build new facilities to store and maintain the transit fleet.	In progress. The City applied for P3 Canada funding to support the construction of the Stoney Maintenance Facility.	Budget impacts will be included in the 2015-2018 business plan.	2015-2018
5. Continue investments in fleet and facilities for service on the existing network.	In progress. The highest unfunded priorities on The City's 10-year Investing In Mobility plan are light rail vehicles for the existing network.	Budget impacts will be included in the 2015-onward business plan and 10-year capital plans.	2015-onward

RECOMMENDATION	COMMENTS (END OF 2013)	BUDGET IMPACT	TIMELINE
N2 Initiate design and construction of the highest-priority capital projects on the rapid transit network			
1. Design and construct the highest-priority projects in the rapid transit network based on the city's investing in mobility 10-year infrastructure plan.	Future initiative. Funding decisions are required before design/construction can be initiated. Functional planning studies and predesign studies are underway for several rapid transit projects. Timeline for planning and design will be identified in Strategic Planning Meeting of Council in Q1 2014.	Budget impacts will be included in the 2015-2018 busines plan.	2015-2018
2. Rank future transit capital projects using transparent evaluation criteria, starting with The City's 10-year Investing in Mobility plan.	In progress. Reports were presented to Council in 2013. Timeline for planning and design will be identified in Strategic Planning Meeting of Council in Q1 2014.	No budgetary impacts.	2014
3. Initiate preliminary design (pre-design) of projects on the funded and unfunded list in the city's 10-year investing in mobility plan.	In progress. Predesign of the Southeast Transitway has been initiated at the direction of Council. A request for proposal for consulting services is anticipated to be released in late 2013/early 2014.	Budget impacts will be included in the 2015-2018 busines plan.	2014-2018
4. Conduct functional planning studies, including public engagement, for all rapid transit projects for which studies have not yet been completed.	Functional planning studies are underway for the NW-HUB (West Campus Mobility), North Central LRT (Green Line) and segments of other corridors.	Budget impacts will be included in the 2015-2018 busines plan.	Ongoing
5. Develop guidelines/standards for design of transitway facilities. Use modern urban design principles and apply enviromental best practices.	Future initiative. Timeline for planning and design will be identified in Strategic Planning Meeting of Council in Q1 2014.	Costs to be determined.	2014
6. Confirm philosophy of future LRT lines through pubic engagement. Review tradeoffs of building at-grade (i.e. surface LRT) and having a more extensive system vs. grade-separated (i.e. subway or elevated LRT) with a limited network.	In progress. Public engagement is being conducted as part of a North Central LRT (Green Line) study.	No budgetary impacts.	2014

RECOMMENDATION	COMMENTS (END OF 2013)	BUDGET IMPACT	TIMELINE
N3 Establish service standards for the evolution of introductory, base and primary transit network service.			
1. Establish and communicate service standards for introductory transit service in new communities.	Future initiative. This will be part of the development of Calgary Transit's 2015-2018 business plan.	No budgetary impact associated with the initiative itself.	2014
2. Communicate principles for the progression/evolution of transit service in frequency, span of service, days of week served, stop spacing, and other service attributes. Establish separate standards and explicity budget for the introductory, base and primary transit network.	Future initiative. This will be part of the development of Calgary Transit's 2015-2018 business plan.	No budgetary impact associated with the initiative itself.	2014
3. Conduct a pilot project to investigate the benefits and costs of late-night transit service on key primary transit routes.	Future initiative. Calgary Transit is investigating the location, conditions, and performance monitoring for a pilot project to be conducted in 2014.	Costs associated with this initiative are part of the approved 2014 budget adjustments and are offset by increasing revenues.	2014
4. In the long term, establish a frequency of 30 minutes on the base transit network.	Future initiative. Additional service hours for 2014 include improvements to service to meet this standard on several new routes.	No budgetary impact.	Beyond 2018

RECOMMENDATION	COMMENTS (END OF 2013)	BUDGET IMPACT	TIMELINE
N4. Implement 'yield to the bus' legislation and ensure HOV/transit-only lanes are enforced			
1. Implement "Yield to the bus" legislation.	Calgary Transit is collaborating with other Alberta transit agencies in discussions with the Province.	No budgetary impact.	Ongoing
2. Educate citizens on the benefits of yielding to the bus and transit-only lanes.	Future initiative.	No budgetary impact.	2014
3. Educate citizens on the need to reserve the use of HOV/transit-only lanes for legal users, and improve enforcement	Future initiative. Enforcement of existing lanes has been conducted. Education will be initiated once "yield to the bus" legislation has been introduced for efficiency of marketing/promotion.	No budgetary impact.	2014
4. Evaluate every capital project for opportunities to implement transit priority improvements. Promote the effectiveness of transit-only lanes, queue jumps, transit signal priority, and other transit priority measures.	Transportation Planning, Calgary Transit and Roads are collaborating on identification of transportation optimisation projects.	No budgetary impact.	

RECOMMENDATION	COMMENTS (END OF 2013)	BUDGET IMPACT	TIMELINE
N5 Expand frequent service on the primary transit network			
1. Expand the frequent service on the primary transit network (bus and LRT) beyond the existing corridors: Red line (South-NW LRT), Blue line (NE-west LRT) and Route 3.	Additional service hours in 2014 include additions to several primary transit network routes (e.g. Route 1, increase weekday midday peak frequency from 15 minutes to 10 minutes).	Costs associated with some route improvements are part of the approved 2014 budget adjustments and are offset by increasing revenues. Other improvements will be proposed as part of the 2015-2018 business plan.	Ongoing
2. Review the current design standard for 15-minute single-tracking on the CTrain network to improve service during disruptions and to ensure frequent service can be delivered reliably on the CTrain network.	Future initiative.	Budget impacts will be included in the 2015-2018 business plan and budget.	2015-2018
3. Review the benefits and costs of upgrading the signal system to improve frequency and reliability on existing and future CTrain lines.	Future initiative. Current efforts are directed at recovery of the existing system from the impacts of the June 2013 Flood.	No budgetary impact.	Beyond 2018

RECOMMENDATION	COMMENTS (END OF 2013)	BUDGET IMPACT	TIMELINE
N6. Ensure supporting facilities and resources are scaled to match future projects and service investments			
1. Address the deficit of the Calgary Transportation Plan targets and current annual investment levels by implementing a minimum annual addition of service.	More information included in the 'CTP/MDP update' going to Council in 2013 December. Future initiative. This strategy will be applied to the 2015-2018 business plan and budget.	Budget impacts will be included in the 2015-2018 business plan and budget.	2014
2. Increase behind-the-scenes support to enable service delivery. Add service support (planners, schedulers, dispatch, controllers, supervisors) and maintenance support (mechanics, building maintainers, station and vehicle cleaners, foremen/supervisors). Develop a standard package of vehicle/staff/training/tools and equipment required for every added kilometre of CTrain track, transitway and bus service.	2014 adjustments include support for service hours, safety improvements, service reliability, and improved customer service and relations.	Costs associated with this initiative are part of the approved 2014 budget adjustments and are offset by increasing revenues.	
3. Implement a new operator recruitment model to address growth of the system and demographic changes (increasing rate of retirement).	Recruiting process was redesigned in 2013 and will continue to be improved.	No budgetary impact.	
4. Identify high-ridership transit corridors that are not part of the primary transit network but require investment in capital infrastructure to improve service reliability and travel speed for consideration in future capital programs.	In progress. New capital projects will be considered within existing budgets for Transportation Optimisation or will be incorporated into the next Investing in Mobility 10-year transportation investment plan.	No budgetary impact.	2014

RECOMMENDATION	COMMENTS (END OF 2013)	BUDGET IMPACT	TIMELINE
5. Review approaches used by other agencies regarding maintenance facility efficiency (e.g. centralized body shop, size of facilities) and implement best practices.	Results of reviews are being incorporated into the specifications for new facilities, including the Stoney Maintenance Facility.	No budgetary impact.	Ongoing
6. Test and adopt new CTrain track, traction power and vehicle technology through pilot projects and in-field testing using scheduled maintenance windows.	Future initiative.	No budgetary impact.	2015-2018
7. Review operator training practices and introduce greater use of technology (e.g. e-learning and vehicle simulators).	An LRT simulator was introduced in 2013 to improve training and create efficiencies.	No budgetary impact.	✔
8. Identify cost-effective means of introducing alternative fuels for buses.	Calgary Transit is evaluating the use of compressed natural gas as a fuel source. A pilot project using four buses will be completed after the 2013-2014 winter. The pilot project was jointly undertaken with Edmonton Transit.	Costs of the pilot are included in the 2012-2014 budget.	✔

RECOMMENDATION	COMMENTS (END OF 2013)	BUDGET IMPACT	TIMELINE
N7 Support the introduction of regional transit service to/from Calgary			
1. Integrate with regional transit services by working with the Calgary Regional Partnership, Airdrie Transit, the Government of Alberta and the Calgary International Airport on connections to the rapid transit network.	Airdrie Transit service is operating in the Centre Street corridor. Route 300 continues to serve the Calgary International Airport, and improvements to wayfinding are being introduced with the cooperation of the airport authority.	No budgetary impact.	
2. Provide transit planning and service design support to the Calgary Regional Partnership and municipalities in the Calgary region.	Support to adjacent municipalities is provided on a cost-recovery basis, unless coordinated through the Calgary Regional Partnership. 2013 efforts were focused on fare integration, regional transit governance, and public engagement in regional municipalities.	No budgetary impact.	
3. Work with the Calgary Regional Partnership to identify right-of-way requirements for future regional transit services, including commuter rail facilities.	Calgary Regional Partnership has identified long-term commuter rail plans. Calgary Transit will continue to work with our partners on these planning initiatives.	No budgetary impact.	Ongoing
4. Work with Calgary Regional Partnership on an accessible transportation strategy for people with disabilities in the region.	Future initiative.	No budgetary impact.	2015
5. Review opportunities, benefits and costs of connections using portions of the Provincial transportation utility corridor (TUC) for crosstown and regional transit service.	Reports to Council in 2013 will identify the use of the Southwest Ring Road for transit service to support potential future land development.	No budgetary impact.	2015

RECOMMENDATION	COMMENTS (END OF 2013)	BUDGET IMPACT	TIMELINE
N8 Review long-range planning to ensure alignment with City and regional land use plans			
1. Continue planning for additional rapid transit facilities. Align network growth with The City of Calgary's growth management direction, the Framework for Growth and Change.	Calgary Transit continues to conduct transit planning for corridors outside the RouteAhead 30-year timeframe (e.g. 17 Avenue SE east of Stoney Trail)	No budgetary impact.	✓
2. Conduct further study to review the benefits and costs of urban renewal through other additional transitway/streetcar/tram projects not shown in the rapid transit network. Work with Planning, Development, and Assessment to ensure alignment with strategic land use planning.	In progress. In 2013, an urban transit loop study was initiated at the direction of Council. A report on the initial findings will be presented in 2014.	No budgetary impact.	2014
3. Review the primary transit network for alignment with future Municipal Development Plan and any changes to the Calgary Metropolitan Plan (the Calgary Regional Partnership's land use plan) and adjacent municipalities' land use plans.	Future initiative.	No budgetary impact.	2015-2018
4. Continue to work with Land Use Planning and Policy and Transportation Planning to ensure that new community development and design is transit-supportive.	Calgary Transit continues to work with partners across the corporation. Comments incorporated in new plans by Transportation Planning.	No budgetary impact.	✓

RECOMMENDATION	COMMENTS (END OF 2013)	BUDGET IMPACT	TIMELINE
FINANCE STRATEGIES **F1 Protect and maintain existing funding sources**			
1. Review the use of fare discounts that reduce revenues.	Calgary Transit will evaluate the impacts of proposed fare discounts in a report to Council in February 2014.	Budgetary impact unknown at this time.	2014
2. Retain the current revenue/cost ratio range of 50/50 to 55/45 for the next business plan and budget cycle.	Calgary Transit's current and projected revenues and costs are aligned with this range. The 2015-2018 business plan and budget will be developed using this range. The current revenue/cost ratio projection for 2013 year end is 53%.	No budgetary impact associated with the intiative itself.	
3. Develop a long-range and funding strategy, in consultation with stakeholders, customers and citizens, including potential options for cost-sharing between users and non-users, to address the cost of different service improvements. The strategy will include revenue/cost ratio target ranges.	In progress. Calgary Transit will present a report to Council in 2014.	No budgetary impact associated with the intiative itself.	2014
4. If revenues from ridership increase unexpectedly, that revenue should fund additional transit service.	Future intiative. This approach will be proposed as part of the 2015-2018 business plan and budget.	No budgetary impact associated with the intiative itself.	2015-2018

RECOMMENDATION	COMMENTS (END OF 2013)	BUDGET IMPACT	TIMELINE
F2 Increase the efficiency of service delivery			
1. Consider operating costs in the process of approving capital projects, ensuring the capacity to operate new services.	Operating costs are included in the prioritization of projects in the Investing in Mobility plan and reported as part of the capital budget requests.	No budgetary impact associated with the intiative itself.	✓
2. Optimize service by matching frequency to demand on routes.	Resources will be realigned to match changing demand, except where identified as strategic priorities (e.g. late night service).	No budgetary impact associated with the intiative itself.	✓
3. Continue to allocate community shuttles to lower demand routes, while considering the impact of heavy use on vehicle lifespan and efficient allocation of staff and vehicles.	Additional community shuttle vehicles have been procured and are in use throughout the network.	Included in Calgary Transit Fleet capital budget.	✓
4. Review the benefits and costs of using smaller (e.g. 12-seat) vehicles on routes with lower ridership balanced with efficient allocation of staff and vehicles.	Future initiative.	Budget impacts will be included in the 2015-2018 business plan and budget.	2015-2018
5. Manage demand for peak period travel through travel demand management (i.e. marketing and incentives for travel outside peaks).	Park and ride implementation currently encourages riders to travel in off-peak periods (reserved parking is made available to everyone after 10:00am)	No budgetary impact.	Ongoing
6. Review the current challenges, cost and demand for Access Calgary service, and identity future growth and budget requirements.	In progress. This review will be conducted as part of the development of the 2015-2018 business plan.	Budget impacts will be included in the 2015-2018 business plan and budget.	2014

RECOMMENDATION	COMMENTS (END OF 2013)	BUDGET IMPACT	TIMELINE
F3 Aggressively market services to increase ridership			
1. Aggressively promote new projects, services and customer experience improvements on the introductory, base and primary transit networks.	Future initiative tied to the implementation of improvements.	Budget impacts will be included in the 2015-2018 business plan and budget.	2015-2018
2. Continue support for transportation demand management programs to increase ridership, reduce traffic congestion, optimise use of the existing transportation network and improve Calgary's environment.	Transportation Planning continues to lead transportation demand management efforts.	No budgetary impacts.	✓
3. Work cooperatively with other City business units to increase transit supportive land use, and increase ridership.	Calgary Transit continues work with the Office of Land Servicing and Housing on transit-oriented development lands held by The City. Calgary Transit also coordinates development review comments with other affected business units. TOD area plans underway at several stations.	No budgetary impacts.	2014

RECOMMENDATION	COMMENTS (END OF 2013)	BUDGET IMPACT	TIMELINE
F4 Achieve flexible financing arragements for improvements with mutual benefits			
1. Strengthen the role of comprehensive land use as part of CTrain and transitway projects to capture the return of investment from station area lands.	Future initiative. Predesign work on the Southeast Transitway and other corridors will include consideration of this new emphasis. Land use opportunities are an evaluation criteria in determining the North Central LRT alignment.	Budget impacts will be identified as part of the approval requests for the capital projects.	2014
2. Partner with organizations that benefit directly from service improvements above and beyond a basic level of service.	Future initiative. Partners will be identified through stakeholder engagement on the future funding strategy in 2014.	Budget impacts will be included in the 2015-2018 business plan and budget. It is anticipated that service levels will be offset through agreements for net-zero impact.	2015-2018
3. In conjunction with electronic fare collection, investigate the potential for different fares based on frequency of use, distance, zones or other criteria.	Future initiative, tied to implementation of electronic fare collection.	Budget impacts will be included in the 2015-2018 business plan and budget.	2015-2018

RECOMMENDATION	COMMENTS (END OF 2013)	BUDGET IMPACT	TIMELINE
F5 Pursue flexible, sustained future funding sources considering both operating and capital objectives			
1. Explore alternative sources of funding for operating and capital (e.g. graduated vehicle licensing fees, portion of gas tax). Continue to lobby the Province for cities to be able to use sources other than property and business tax.	In progress. A report to Council in early 2014 will outline the findings of a capital funding/financing workshop. A separate report will outline the trends in fares and tax support in the future (fare strategy report). Results will be incorporated into the 2015-2018 business plan.	Budget impacts will be included in the 2015-2018 business plan and budget.	2014-2018
2. Identify the impact of implementing primary transit network service on operating funding, and identify possibilities for addressing any gap.	A report to Council will outline the trends in fares and tax support in the future (fare strategy report). Results will be incorporated into the 2015-2018 business plan.	Budget impacts will be included in the 2015-2018 business plan and budget.	2015-2018
3. Identify sufficient funding for maintenance and life cycle replacement of facilities, vehicles and customer experience improvements (e.g. maintenance of technology/software.)	In progress. These will be highlighted in the 2015-2018 business plan and budget.	Budget impacts will be included in the 2015-2018 business plan and budget.	2015-2018
4. Convey the benefits of transit to inform customers and other citizens of the value of their investment.	In progress. The RouteAhead website has been maintained as a means of conveying information that is not tied to day-to-day operations. The RouteAhead blog and twitter feed will be incorporated into the new Calgary Transit website.	No budgetary impacts.	2014

RECOMMENDATION	COMMENTS (END OF 2013)	BUDGET IMPACT	TIMELINE
F6 Establish the right governance and organizational structure to make financial decisions			
1.Continue to work with Calgary Regional Partnership on its review of regional transit governance.	In progress.	No budgetary impacts.	2015
2. Retain the reporting structure of Calgary Transit through the Standing Policy Committee on Transportation and Transit.	RouteAhead reaffirmed the current reporting structure of Calgary Transit through the Standing Policy Committee on Transportation and Transit.	No budgetary impacts.	
4. Review the organizational structure of Calgary Transit to ensure alignment with 30-year strategies.	Several teams were re-aligned in 2013 to more effectively deliver short-term strategies. Several changes are recommended as part of 2014 adjustments, and further reviews will be considered as part of the 2015-2018 business plan and budget.	No budgetary impacts.	