



# RouteAhead Annual Status Update 2023



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## Executive Summary

This report provides an annual update on the status of Calgary's public transit service and the implementation of RouteAhead, The City's 30-year strategic plan for transit. It provides updates on operating investments, short-term capital projects, non-seasonal route changes, and other initiatives essential to advancing the state of public transit in Calgary. It also includes a high-level overview of all 159 strategies in RouteAhead, their current status, and highlights notable case studies which demonstrate how these strategies were progressed.

2023 marked a significant transition for public transit in Calgary. Strong ridership recovery ([Section 4.2](#)) throughout the year was supported by a focus on reinvesting in service levels. Ridership increased to 90 million annual trips (85 per cent of 2019 levels), while 2.6 million service hours were provided (90 per cent of 2019 levels). In 2024, ridership growth trends continue with monthly ridership now exceeding pre-pandemic levels.

Both fare and non-fare revenue ([Section 4.3](#)) sources also increased in 2023, with the revenue cost ratio increasing from 32 to 38 per cent. This contributes to a lower amount of tax support required to provide public transit in Calgary. Despite this, Calgary Transit remains an affordable transportation option for Calgarians, with the average trip costing customers \$1.42 in 2023. This is largely due to the continued trend towards subsidized fares and passes as increasing numbers of customers have benefitted from expanded eligibility in the [Low-Income Transit Pass](#) and the introduction of new products such as the [Weekend Group Day Pass](#). These subsidized fare products contribute to reducing cost as a barrier for more Calgarians and enabling them to live, work, and play in the city by transit.

With pandemic recovery largely complete the focus in public transit now shifts towards growth. Making public transit a more convenient and attractive transportation option for Calgarians will be key in supporting The City's economic, social, and environmental goals. Over the course of 2023, Calgary Transit and other Business Units undertook initiatives which progressed 93 of RouteAhead's 159 strategies (58 per cent) ([Appendix 3](#)). Customer experience improvements included considerable investment in public safety ([Section 2.2](#)), improving integration between transit and cycling by [installing bike racks](#) on all standard (12m) buses and [allowing bikes on CTrain](#) at all times, and preparing to install [100 additional transit shelters](#) across the network.

Council approval of the RouteAhead update in Fall 2023 calls for prioritizing investment into the Primary Transit Network to deliver fast, frequent, and reliable service across the city. Doing so will require sustained operational investments ([Section 3.4](#)), including an additional 1 million service hours over the next 10 years into frequent service. Further investments will be required to support reliable Base Service in established areas, promote ridership growth in the Green Line corridor, and extend transit into new and developing communities. Calgary Transit currently achieves 62 per cent of the service levels necessary to achieve these goals. [Six major non-seasonal route changes](#) were implemented in 2023 to optimize the network, resulting in improvements to frequency, service span, connectivity, and coverage in 10 wards.

Major transit capital projects also marked important milestones in 2023. Green Line ([Section 3.2](#)) selected Bow Transit Connectors (BTC) as the Development Partner to deliver Phase 1 of the Green Line LRT Project and have progressed through a Development Phase to refine the project design, cost, schedule, and risk allocation. Progress has also continued on several early works projects, including extensive utility

relocations in Beltline and Downtown. These are essential steps in preparation for the main construction of Green Line to begin in 2024.

Work has progressed on other rapid transit projects ([Section 3.1](#)). Six projects were selected to advance design and state of readiness to make the next generation of rapid transit ready when funding opportunities arise. One project, the North Central Bus Rapid Transit project, is partly funded with construction on improvements expected to begin in Spring 2024.

Calgary Transit also advanced work on several projects to maintain, upgrade, or replace existing assets. More than 400 vehicles are in active procurement ([Section 3.3](#)) to replace existing fleet, including 180 community shuttles, up to 259 zero-emission electric buses, and 40 CTrain vehicles to allow the original U2 fleet to be fully retired. Renovations are also underway at the [Haysboro Storage Facility](#) to support reliable four-car CTrain service on Red Line into the future.

Looking forward to 2024, priorities will include maintaining momentum on ridership growth, improving safety and reliability of service, continued operational investments in new and existing areas, and advancing the next generation of major transit capital projects for Calgarians.

## 1.0 – Introduction

2023 was an important transitional year for Calgary Transit. With COVID-19 restrictions lifted in mid-2022 ridership began to rebound, necessitating increased service to support Calgarians returning to the workplace and other in-person activities. Calgary Transit responded by hiring and training over 730 new operators over the course of 2023, allowing the amount of service provided to approach 85 per cent of pre-pandemic service hours. This support ridership recovery as customers returned to the system. Annual ridership reached 85 per cent of 2019 levels, while CTrain ridership exceeded 100 per cent. The ridership recovery trend has extended in 2024, with overall ridership now exceeding pre-pandemic levels and CTrain ridership at 110 per cent. Specialized Transit trips delivered through Calgary Transit Access (CTA) and its partners has also recovered to 81 per cent of its pre-pandemic level, with similar positive trends heading into 2024.

However, some challenges remain. Staffing shortages in key support areas impact the ability to deploy and sustain service during peak hours. New vehicle procurement for both replacement and growth, delayed through the pandemic and subsequent challenges (including but not limited to supply chain delays), have also affected fleet availability during busy periods and the addition of new service.

Safety and security continue to be top-of-mind with customers, while addressing issues of fare-based equity put pressure on Calgary Transit's ability to recover costs through fare revenue and manage tax-based funding support. Capital project funding and organizational capacity will also require sustained attention and advocacy to deliver on both direct and indirect service improvements to Calgarians.

Addressing and resolving these challenges remain top priorities for Calgary Transit in 2024 and beyond.

In 2023 Calgary Transit's key strategic plan, RouteAhead, underwent a 10-year update; this culminated in its approval by Council in September 2023. The updated plan calls for a bold direction in transforming and improving the transit network for Calgarians. It calls for a significant investment into the Primary Transit Network (PTN) – a network of corridors envisioned to have high frequency transit service – as expanding the backbone of our service enabling faster and more reliable service across the city.



## 1.1 – How to Read This Report

RouteAhead builds on the three core principles (Figure 1) for public transit in Calgary by establishing 159 strategies to guide workplans within Calgary Transit and across The City of Calgary. This report highlights key accomplishments from 2023 in advancing these strategies, with one section devoted to each of the core principles.

**FIGURE 1: Core Principles for Public Transit**

<b>Customer Experience</b> 	<b>Network Planning</b> 	<b>Financing Transit</b> 
<ul style="list-style-type: none"> <li>• Make it easy to use public transit by supporting a variety of options for customers as they plan trips; access and pay for service; wait for and ride transit; and connect to their destination.</li> <li>• Be responsive to attributes of safety, accessibility, cleanliness, convenience, comfort and reliability.</li> <li>• Proactively adapt to changing customer needs and emerging technologies to support current and future customers.</li> </ul>	<ul style="list-style-type: none"> <li>• Match transit with land use by supporting activity centres and main streets, enhancing Primary Transit Network connectivity, and supporting intensification of population and employment along these corridors and in surrounding communities.</li> <li>• Focus investment on frequency to increase ridership by continuing to build the Primary Transit Network.</li> <li>• Design the network for a connective grid, by evolving from a radial network focused on the downtown, to a connective grid that facilitates travel between activity centres in all areas of the city.</li> </ul>	<ul style="list-style-type: none"> <li>• Measure the success of transit service using a suite of key performance indicators.</li> <li>• Align coordinated capital investment portfolios and One Calgary business planning with RouteAhead, to build projects that expand the Primary Transit Network, and ensure operating investments meet RouteAhead goals.</li> <li>• Optimize service performance through safety and reliability focused asset management to maintain a state of good repair.</li> </ul>

Many sections also include case studies which highlight specific initiatives that were advanced in 2023. This will provide context for the actions that Calgary Transit and others in the public transit service line are taking to improve those particular aspects of service. Each case study will also highlight specific RouteAhead strategies which are aligned to that initiative, reinforcing how the actions being taken contribute to progressing those strategies and achieving the overall RouteAhead vision. A full list of all 159 strategies and their current status is also provided in [Appendix 3](#).

The report concludes by highlighting some of the key actions or initiatives that are underway in 2024 to support continued momentum in delivering better transit service to all Calgarians.

## 2.0 – Customer Experience

Delivering a transit service that meets the diverse needs and abilities of customers requires a skilled workforce to ensure service is safe, clean, reliable, informative, and easy to use. The public transit service line currently comprises more than 3,000 people, including front-line transit operators, peace officers, and customer service representatives, support staff in cleaning, maintenance, and security, and administrative staff. All are engaged in delivering on roles and responsibilities that contribute directly to how customers experience and perceive their journey on Calgary Transit.

### 2.1 – Customer Commitment Update

Calgary Transit’s Customer Commitment is a promise to deliver on six qualities of service that customers and employees identify as the most important. These qualities will guide us in the projects and initiatives that we advance to enhance the customer experience.

**Figure 2: Calgary Transit’s Customer Commitment**



Calgary Transit conducts regular customer research to understand customer perceptions, identify and monitor trends, and provide actionable insights that contribute to decision making. This includes regular surveys of both regular and infrequent users of transit, and a combination of high level and in-depth comprehensive surveys.

**Figure 3: Customer Commitment Scores (%) – 2023**

	2023	2024	2025	2026	2027	Change (2023-27)
<b>Safe</b>	72.7					n/a
<b>Reliable</b>	85.3					n/a
<b>Helpful</b>	79.9					n/a
<b>Informative</b>	78.4					n/a
<b>Easy to Use</b>	74.0					n/a
<b>Clean</b>	70.4					n/a

Customer Commitment scores will be added on an annual basis until a five-year running tally is established. Data is available for past years but is heavily influenced by pandemic-related trends, and therefore limited as a baseline for comparison.

Trends in 2023 demonstrate some of the continued impacts of trends from the COVID-19 pandemic. Scores are also influenced by customers who are returning to the system over the last year.

**Safety:** Customer perceptions about safety in using the system continue to factor highly into decisions about whether to take transit. The presence of transit employees – whether operators, security personnel, or other employees – were reported to be major factors in contributing to a feeling of safety. Feelings of safety are also generally more favourable during daylight hours or when the system is busier, and lower at night or when the system is less busy.

**Reliability:** Reliability has been influenced by busier activity both on the transit system and on Calgary's streets. Returning higher ridership in September 2023 challenged on-time performance. Transit schedulers responded to areas with reliability concerns by adjusting route schedules and adding bus trips where necessary.

**Easy to Use:** Two notable trends have influenced the Easy to Use score in opposing directions. Customers have reported a significant increase in satisfaction with the convenience of purchasing fares, supporting the continued success of implementing electronic fare payment through the myFare app. Conversely, there are increasing concerns about both planned and unplanned disruptions to transit service. Notable disruptions in 2023 impacting key areas of the network include accommodating utility relocations and other early works in advance of Green Line as well as a 10-day closure of Red Line South to accommodate the reconstruction of Victoria Park/Stampede Station.

### 2.11 – Transit Ambassador Program

RouteAhead Strategies Aligned To: C1.2, C2.3, C13.4, C13.7, C18.4

At the start of 2023 Calgary Transit launched the Ambassador program. Nearly two dozen ambassadors work in multiple shifts throughout the day across the system, providing visibility, building rapport, and supporting Transit customers with wayfinding or questions on trains and station platforms. They have also been instrumental in reporting medical issues or safety concerns to get the appropriate help.

## 2.2 – Transit Public Safety

One of Calgary Transit's customer commitments is to ensure customers feel secure and safe while using the system. A secure and safe public transit system provides a vital lifeline for fostering community interaction and cohesion. It can cultivate a transportation network that brings people from different backgrounds together, nurturing social connections and a sense of belonging.

In October 2023 Council approved the Public Transit Safety Strategy to expand peace officer visibility on the transit system through hiring additional transit peace officers, enhanced station cleaning, infrastructure improvements, and more frequent partner patrols. Approval of this strategy is essential in meeting our commitment to keeping Calgarians safe while riding transit.

In 2023, Transit Public Safety hired an additional 43 transit peace officers, representing a 60 per cent increase. The full hiring and training to achieve 185 officers is project to be complete by Q3 2024 and will allow 45 officers to be deployed at any given time across the system using the new district model (see case study below).

The Public Transit Safety Strategy team was established in Q1 of 2024 and is committed to the implementation of key objectives and deliverables outlined in the Strategy's roadmap. Implementation

will require cross-corporate collaboration to identify and address public safety concerns. Partnerships are also key to the success of the strategy and will be a focus to develop over the next 24 months. These include working closely with Calgary Police Service, Calgary Transit, Corporate Security, Calgary Alpha House, and the Downtown Safety Leadership table, among others. Quarterly reporting will be used to track and measure success and results.

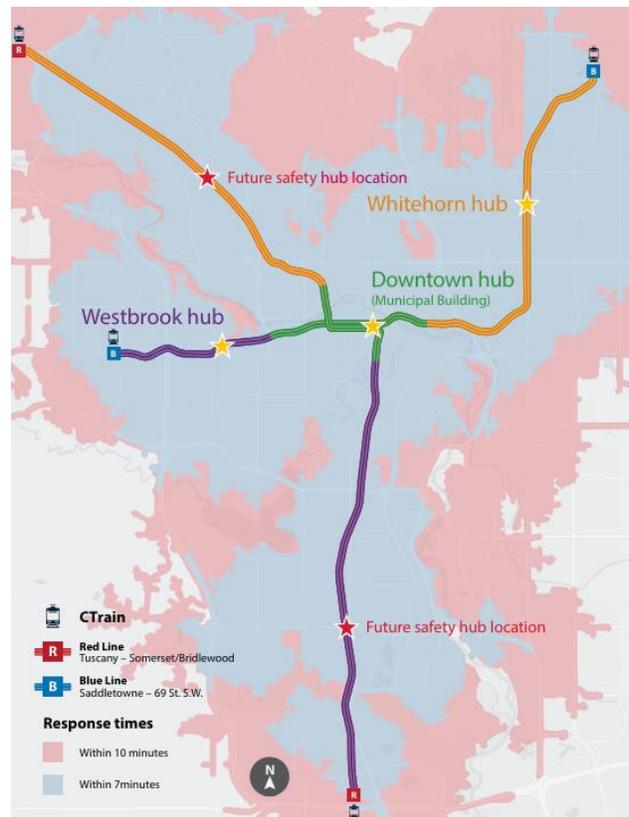
The Strategy is already showing early signs of success through Calgary Transit Rider Surveys. Positive trends are noted with the number of customers indicating they feel the transit system is safe, particularly at LRT stations more than three-quarters of respondents note improvements in perception of safety, a 10 per cent increase from Q1 2023. Further, customers also perceived a 30 per cent increase in Transit Peace Officer interactions over the same period.

### 2.21 – Public Transit Safety District Model

RouteAhead Strategies Aligned To: C13.4, C13.6, C13.7, C13.8

Transit Public Safety transitioned to a district deployment model in 2023. This involved the creation of three offices throughout the city, and allows transit peace officers, security guards, and outreach teams to be located at strategic locations. This contributes to improving response times and increasing the number of response personnel available when incidents occur. The deployment model helps direct resources quickly to locations where they are most needed and is a key step to reach the target response time of seven-to-10 minutes as outlined in the Public Transit Safety Strategy. Initial outcomes since the model was deployed include a 64 per cent reduction in individuals remaining on buses after they have left service, while allowing officers to increase safety and fare evasion patrols.

The current district offices are shown in the map at right, along with two future safety hubs to help achieve the target seven-to-10-minute response time.



### 2.3 – The Customer’s Journey

Every customer’s travel needs will be unique and is informed by the quality of an integrated system which considers and adapts to these needs. This experience also begins well before customers board a transit vehicle. Through RouteAhead’s strategies Calgary Transit will continue to make improvements which address all aspects of this experience.

Figure 4: Components of a Customer’s Journey



Four selected 2023 projects highlight ways it is possible for customers to understand, access, and use transit. Additional discussion about improvements in riding transit are discussed in [Section 3.0 – Network Planning](#), while fare payment improvements are discussed in [Section 4.3 – Fares and Revenue](#).



### 2.31 – Shawville LRT Crossing Pedestrian Improvements

RouteAhead Strategies Aligned To: C6.11

Calgary Transit’s LRT Crossing Working Committee regularly reviews pedestrian crossings across the CTrain network. Part of this work includes ongoing engagement with interested parties and users of all abilities. This engagement identified concerns with the existing bedstead design, particularly for those pedestrians with vision loss who rely on tactile information for their wayfinding. The current designs lack a cane detectable horizontal bars and high contrast visual indicators, while the top of the railing is non-contiguous from one bedstead to the next and may cause confusion in navigating through the crossings.

The Crossing Committee worked together with other Calgary Transit staff to redesign the bedsteads to address these accessibility concerns. The new design was installed near Somerset-Bridlewood Station in October 2023. Initial feedback has been very positive, with users stating a desire to see the design expanded systemwide. This new design will be installed going forward as lifecycling or other maintenance activities are required at crossings.

#### Typical Bedstead Installation:



#### New Bedstead Design (Shawville Ga SW):



### 2.32 – Bikes on CTrain

RouteAhead Strategies Aligned To: C6.3

In March 2022 Council adopted a Notice of Motion (EC2022-0363) in support of removing time-based travel restrictions of bicycles on the CTrain. A pilot project was initiated through to Fall 2023, and customer feedback was gathered in an online survey. The challenges identified by customers who both use and do not use bikes on trains were generally consistent with their experience prior to the pilot and therefore not specific to allowing use at all times.

Based on the survey, 70 per cent of respondents agreed that allowing bikes on CTrains is a good option for improving mobility in Calgary. 31 per cent strongly agreed that allowing bikes was not disruptive during rush hour, while 29 per cent stated they were disruptive. Nearly two-thirds of respondents agreed that the pilot should be made permanent, while only one in five disagreed.

In December 2023 Administration presented a briefing report (IP2023-1346) that informed Council and the public that time-based restrictions will be removed. This direction will support Calgary's public transit system being more inclusive of how customers access the system while also supporting the Always Available for All Ages and Abilities (5A) Network Guidelines, Cycling Strategy, and enhancing micromobility options through Mobility as a Service (MaaS).

### 2.33 – Bike Racks on Buses

RouteAhead Strategies Aligned To: C6.3

As part of the 2022 Calgary Transit Recovery Strategy (CD2022-0675) Council directed Administration to invest in the customer experience and access to transit by all modes to expand the number of buses that are equipped with bike racks. Funded through previous savings in operating funding, this would enable the remaining 47 per cent of Standard (12 m) and Articulated (18 m) buses to be equipped with bike racks.

As of the end of 2023 all Articulated Buses and 90 per cent of non-equipped Standard Buses have had bike racks installed. The remaining Standard Buses are slated to be replaced through life-cycling and the replacement buses will arrive with racks installed. Calgary Transit is also resolving design challenges to allow racks to be installed on Community Shuttle vehicles. It is expected that the [current shuttle procurement](#) order will resolve these and allow the new fleet to arrive with bike racks as well.



### 2.34 – Shelter Improvement Program

RouteAhead Strategies Aligned To: C11.1

As part of the 2023-2026 Service Plan and Budget deliberations (C2022-1051), Council provided an additional \$5 million over four years “for additional transit bus shelters and benches.” This funding allows Calgary Transit to increase the number of stops with improved accessibility and customer amenities beyond what is normally provided under annual stop improvement programs.

\$3.2 million of this funding has been allocated for the purchase of 100 additional shelters as well as their ongoing costs of cleaning, maintenance and glass replacement. The balance of \$1.8 million will be used to prepare the selected sites, including: constructing new accessible concrete pads, sidewalk connections to bus stops, utility connections (where required), and the purchase of additional benches. Procurement, planning, and design was undertaken through 2023 to support the construction and installation of these amenities in 2024-2026.

### 2.35 – Brentwood Station Renovation

RouteAhead Strategies Aligned To: C2.4, C5.2, C11.1, C11.3, N5.2

Opened in 1990, Brentwood LRT Station is one of the busiest stations on Red Line Northwest serving more than 10,000 daily customers. The immediate station area has also seen private investment in the emerging Transit-Oriented Development at both University Research Park and along the revitalizing commercial lands nearby.

Under the Annual Investment Plan, Calgary Transit undertook a multi-year renovation program. Phase 1 involved the rehabilitation of the pedestrian bridge, which was completed in 2021. Phase 2, currently underway, will see the refurbishment of the exterior platform to increase the amount of sheltered platform area for customers while installing new lighting, security cameras, and skylights that will increase natural light exposure. Construction for this phase is expected to be substantially complete in Q1 2024.



## 2.4 – Systems and Technology

The customer’s journey is also influenced by systems and processes that they may not directly use or experience on a day-to-day basis. Calgary’s public transit service depends on a comprehensive support system of facilities, technologies, processes, and staff which keep our system running smoothly. Improvements in these areas therefore have a direct influence on meeting the Customer Commitment.

### 2.41 – Haysboro Storage Facility Expansion

RouteAhead Strategies Aligned To: C17.2, C17.3, N5.3

As Calgary Transit’s Light Rail fleet has grown the existing storage and maintenance facilities require expansion. Haysboro Storage Facility was built in the 1980s and currently stores more Light Rail Vehicles (LRVs) than its original design capacity. Only part of the fleet can be stored indoors which affects service reliability and efficiency.

Expanding this facility was deemed essential to the safe and reliable operation of the CTrain network and for providing four-car train service to Calgarians. The project will increase total LRV capacity from 60 to 76. More importantly it will almost double indoor storage capacity, allowing for 14 four-car trains to be stored indoors. Other upgrades will include power system reliability improvements, as well as funding from the Centralized Climate Fund to install roof-top solar panels.

Design and engagement with interested parties was undertaken throughout 2023, with construction beginning early in 2024 and completion slated for Spring 2025. With four-car storage unavailable during construction, Calgary Transit will be limited to operating three-car train service on Red Line, with service frequency improvements meaning Calgarians will see a similar level of customer capacity.



### 2.42 – South Central Garage Project

RouteAhead Strategies Aligned To: C17.2, C17.3, N5.2, N8.3, F2.3, F3.7

The South Central Bus Maintenance and Storage Facility master plan will look to accommodate 250 buses in the short-term and be expandable up to 500 buses over the long-term. The study is evaluating two potential sites and will be coordinated with the 50 Avenue S.E. Functional Planning Study to ensure convenient access to the facility. The study will also provide a decommissioning strategy for the existing Victoria Park Transit Facility in Beltline. The study has \$2 million in funding via The City’s Advance Design Shovel Ready Fund.

## 3.0 – Network Planning

Public transit in Calgary comprises a comprehensive and integrated network of services that connect Calgarians across their community, city, and the broader region. These can range from infrastructure-intensive rapid transit service that cross large distances to locally oriented shuttles and specialized services that ensure Calgarians can access the system at all levels of physical ability. Calgary Transit proactively plans for all these types of services to ensure the mobility needs of all customers can be met and that we keep pace with our growing city. This includes planning for, advocating, and deploying both capital and operating funds to where they are needed most.

### 3.1 – Capital Project Update

RouteAhead’s first 10 years saw considerable progress made in planning, designing, building, and opening major rapid transit lines, highlighted by the planning and development of the Green Line LRT, introduction of four new MAX Bus Rapid Transit lines in 2018-19 and the 2019 opening of the Stoney Transit Facility to support Compressed Natural Gas (CNG) buses being introduced to the fleet.

The updated RouteAhead plan calls for even greater activity as Calgary Transit continues to modernize and expands to meet the travel needs of a growing city. Several additional rapid transit projects are under active development towards a shovel ready state, while construction is expected to begin in 2024 on both the Green Line LRT line and North Central Bus Rapid Transit improvements on Centre Street North.

Between 2018-2020 Administration engaged in a comprehensive review of remaining capital projects, with an updated prioritization project list presented to Council in December 2020. This has enabled funding to be sought for advancing their design and preparing the next generation of transit capital improvements.

#### 3.11 – Rapid Transit Projects Under Development

The following projects are currently under development in 2023. They have been identified as priorities to be advanced in state of readiness. The table below describes the current state of planning and design, land assembly, capital funding, and overall state of readiness. A description of what each status indicator means is available in [Appendix 2](#).

**Figure 5: Transit Major Capital Projects Advanced in 2023**

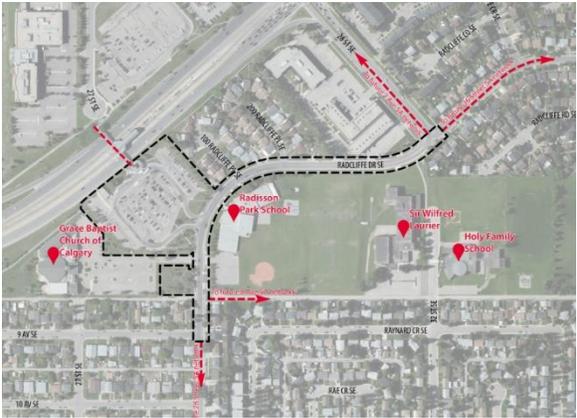
Project	Planning and Design	Land Assembly	Funding	Current Status	Project Readiness
<b>144 Avenue North Bus Rapid Transit</b>	Conceptual	Partial	Planning	Request for Proposals (RFP) for Functional Planning prepared in 2023, to be issued in Q2 2024.	
<b>Airport Transit Connector (Green Line to Blue Line)</b>	Functional	None	None	Functional Planning Study completed in 2020. Partial future work dependent on Calgary Airport Rail Connection Study.  Approved \$10 million (2025-2026) to contribute to East Leg (between Airport and Blue Line)	
<b>Blue Line Northeast LRT Extension</b>	Preliminary Design	Yes	Partial	Request for Proposals (RFP) for Detailed Design from Saddletowne to Country Hills Blvd issued in Q4 2023. Government of Alberta Grant for \$2 million received Q2 2023. Received \$5.6 million in Q3 2023 from Advance to Shovel Ready Fund. City of Calgary capital budget adjustment in Q4 2023 allocated \$9 million to the project.	
<b>Calgary Airport Rail Connection Study</b>	Conceptual	None	Planning	Functional Planning work commenced in Q4 2023 and expected to be finished in Summer 2024.	
<b>Green Line (Future Stages)</b>	Functional	Partial	Partial	Council direction to continue land acquisition. In Fall 2023 Council approved \$8.0 million in annual funding for operational readiness for Stage 1 – a portion of these funds will be used to acquire land before the current Green Line project is completed.	
<b>North Central Bus Rapid Transit</b>	Detailed Design	Partial	Partial	Corridor improvements to begin in April 2024. Estimated completion in Q3 2025. Project has received \$50 million in funding through Green Line, and a further \$60 million from Council in Fall 2023. Detailed design for Phase 2 to be completed in Q2 2024.	
<b>Red Line South Extension</b>	Conceptual	Yes	Planning	Request for Proposals (RFP) for Functional Planning to be prepared and issued in 2024.  Total Funding: \$1.089 million from Advanced Design Shovel Ready fund and Provincial Municipal Sustainability Initiative (MSI) Funding	

### 3.12 – Transit-Oriented Development Program

RouteAhead Strategies Aligned To: C6.1, C6.5, N1.4

As of 2023 Calgary Transit provides rapid transit service to more than 100 stations around the city. A key part of leveraging these investments and encourage more sustainable transportation choices will be in allowing more Calgarians to live, work, and play with easy access to the rapid transit network. Facilitating Transit-Oriented Development (TOD) is a core part of Calgary’s strategic growth policy. The 2023 RouteAhead update moves closer to this goal by calling for a more comprehensive Station Access policy. While the local bus network and park-and-ride remain an important ways to access the rapid transit network there are many opportunities to improve how Calgarians can walk or wheel there as well.

The updated Station Area Access principles have allowed many sites to be re-evaluated for their development potential to better balance how Calgarians get onto the system. Preliminary Station Area Evaluations were completed in 2022, with more detailed analysis and prioritization ongoing. Two sites have emerged as early-win opportunities: Franklin LRT Station (Blue Line) and Ramsay-Inglewood Station (Green Line).

<b>Franklin Station</b>	
<p>The proposed project at Franklin LRT Station envisions redeveloping the south parking lot into between 200-300 multi-residential units with concurrent utility and streetscape improvements along Radcliffe Drive S.E. The project is currently in the concept design phase, with public engagement expected by late Spring 2024.</p>	
<b>Ramsay-Inglewood Station</b>	
<p>The Ramsay-Inglewood station area improvements will support the future Green Line by undertaking necessary public space investments. Construction on these improvements is expected to begin in 2024, and will feature wider sidewalks, protected cycling lanes, and additional trees and street furnishings. The construction of a new greenway connecting the station to the river pathway network is also anticipated in 2027 and will include public small-scale flexible park spaces.</p>	

### 3.2– Green Line Update

RouteAhead Strategies Aligned To: C2.2, C6.6, C6.7, C8.4, C10.2, C11.1, C11.3, C12.1, C13.5, C14.2, C17.3, C18.6, N1.1, N1.2, N1.4, N1.5, N2.7, F4.1, F4.3, F4.4, F6.4

Phase 1 of the Green Line LRT Project is a \$5.5B capital project funded jointly between The City of Calgary, Government of Alberta, and the Government of Canada. Phase 1 will see a new light-rail rapid transit line constructed between central and south-east Calgary. The project achieved several key milestones throughout 2023 in preparation for main construction to begin in 2024.

In April 2023, the Green Line Board approved the Development Phase Agreement, selecting Bow Transit Connectors (BTC) as Green Line’s Development Partner to deliver Phase 1 of the Green Line LRT Project. Green Line and BTC have since worked through much of the established 16-month Development Phase, to advance the Phase 1 design and to negotiate the cost, schedule, and risk allocation. The Development Phase is well-underway with the 30% design milestone completed in January 2024, and 60% design expected in June 2024.

Main construction of Phase 1 is on track to begin in late 2024. The schedule will be determined through the Development Phase work. Based on other projects of similar size and scale, it should take approximately six years to complete

The Light Rail Vehicle (LRV) supplier Construcciones y Auxiliar de Ferrocarriles (CAF) finalized the procurement for the remaining major component subcontractors. Green Line’s LRV work also met a significant milestone on September 28, 2023, with CAF achieving Final Design Review. Green Line has confirmed the LRV Delivery Commencement Date for the first LRVs as Q4 2027.

Several demolitions are underway including the former Lilydale Poultry Plant, several in the Beltline, and in the Eau Claire area. Demolition work and site preparation will continue through 2024 in advance of main construction. Numerous environmental assessments and surveys were completed in 2023, including fish habitat assessments in the Bow and Elbow Rivers, as well as baseline noise and vibration monitoring surveys.

Public support for the Green Line remains high and has continued to grow since 2021. The City of Calgary Spring Pulse Survey indicated 92 per cent of Calgarians believe the Green Line LRT project to be important, an increase over both 2022 (91 per cent) and 2021 (89 per cent). Ongoing regular and proactive communications to Calgarians and businesses through Green Line newsletters, website, and social media channels and via direct outreach is a high priority for the Green Line team. Green Line’s social media accounts – X (Twitter), Instagram and LinkedIn - saw a 39 per cent overall growth in followers in 2023.

Green Line’s Community & Business Relations team continues to liaise with businesses and communities along the alignment. This includes monthly construction outlook sessions in Downtown and Beltline to help set expectations and inform residents and businesses about the impacts of upcoming work. A business registry along the full length of the alignment is underway to build relationships in advance of construction and plan the work with them in mind.

### 3.21 – Beltline Downtown Utility Relocation Project (BDURP)

Project Website: [Link](#)

Shallow utility relocation work (third-party telecom, electricity, and gas utilities) and deep utility relocations (City sanitary, water and stormwater utilities) continued in the Beltline and Downtown. By doing this work now, it will reduce the time required for main construction and reduce risk to the project. It also allows utility providers to lifecycle old infrastructure, and upgrade capacity to accommodate future growth in the area. The Beltline Downtown Utility Relocation Project began in the spring of 2022 and is expected to be completed in 2024.

Highlights from 2023 include:

- Beltline West transmission line relocation work was completed between March-June.
- Deep utility relocation in the vicinity of 11 Avenue S.E. and Olympic Way was completed between March-December.
- Construction scheduling was carefully managed to ensure all work in Beltline was completed or temporarily paused during the annual Calgary Stampede.
- Transmission line relocation and civil work began in Beltline East in October and is expected to be complete in early 2024.

### 3.22 – 78 Avenue Project

Project Website: [Link](#)

The 78 Avenue Project will build vehicle underpass and pedestrian tunnels under the Canadian Pacific Kansas City Railway (CPKC) railway corridor in Ogden to enhance mobility and pedestrian safety around the future Green Line LRT Ogden Station. The contract for this work was awarded to Graham Construction in June 2023 with construction commencing a month later. Temporary diversion embankments and supporting pile walls to allow for the temporary relocation of the CPKC tracks at 78 Avenue and at the future station area are progressing and work on the vehicle underpass and pedestrian tunnel began in early 2024. Completing this work in advance of main construction will support the timely and efficient construction of the Green Line station and track.

### 3.3 – Service Vehicles and Facilities

Calgary Transit operates over 1,300 vehicles out of seven maintenance and storage facilities. This fleet comprises a mix of vehicle types, sizes, and propulsion technology. Through effective maintenance and asset management much of this infrastructure has served Calgarians reliably, albeit many vehicles have begun approaching the end of their useful life. To ensure continued safe and reliable operation and meet The City’s commitment to environmentally sustainable fleet practices, Calgary Transit has been actively investing in a comprehensive modernization and procurement program across all vehicle types. Most significantly, active procurement is underway to return electric-motor transit buses to Calgary’s streets for the first time since 1975.

#### 3.31 – Community Shuttle Procurement

RouteAhead Strategies Aligned To: C14.2, N5.1, N5.2, F2.3

Calgary Transit’s shuttle fleet is rapidly approaching the end of their useful lifecycle. The disruption of both the COVID-19 pandemic and subsequent supply chain challenges has delayed the procurement of replacement vehicles. 2023 saw Calgary Transit focus on prioritizing an initial order of 20 shuttles to ensure vehicle availability for service. The first of these units will arrive in Q1 2024 and continue over the next two months. A more comprehensive shuttle replacement contract is also being offered with an intent to eventually purchase 160 replacement vehicles.

#### 3.32 – Zero Emission Bus Procurement

RouteAhead Strategies Aligned To: C14.2, N5.1, N5.2, N8.4

Calgary Transit is moving to a fleet of zero-emission buses to support The City’s corporate-emission reduction goals in the Calgary Climate Strategy - Pathways to 2050. We’re using a phased approach to acquire zero-emission buses, transform operations, prepare our workforce, and build needed infrastructure, such as charging stations. Our fleet transition includes a bus electrification project to deploy several 40-foot battery electric buses (BEBs). Our bus electrification project is a good first step in our transition journey, as it will shift a good portion of our fleet to zero-emission buses.

The project was approved to access up to \$510 million for the purchase of up to 259 buses and is funded in partnership through grant funding from Infrastructure Canada’s Zero Emission Transit Fund, financing through the Canada Infrastructure Bank, and contributions in The City’s 2023-2026 Service Plans and Budgets. The specific amount of funding accessed and number of buses purchased will be determined through detailed operational requirements and competitive bids under a Request for Proposal (RFP) process.

The procurement of battery electric bus is expected to be released in Q2 2024. The procurement for associated infrastructure and charging equipment is anticipated to be released in Q3 2025.

### 3.33 – Light Rail Vehicle Procurement

RouteAhead Strategies Aligned To: C13.5, C14.2, N5.2

The CTrain system is the backbone of Calgary’s transit system, and the Light Rail Vehicles (LRVs) that operate on it move hundreds of thousands of customers daily to their destinations. Some of the fleet has now approached the end of their design life, and maintaining a steady stream of replacement vehicles is necessary to continue to provide safe and reliable service.

Calgary Transit has partnered with Siemens to deliver 31 new S200 model LRVs (the “mask” trains) over the next several years, with negotiations underway for a further nine units. Funding was secured through the Government of Alberta’s Municipal Sustainability Initiative (MSI) and Government of Canada’s Federal Gas Tax Fund.

The first order of 15 LRVs is currently in production with the first units to begin arriving in 2024, with the second order to begin arriving in 2026. The delivery and commissioning of these 40 train cars will allow Calgary Transit to fully retire the original U2 models which have served the city since the 1980s and to provide reliable four-car train service into the future.



### 3.4 – Network Investment Update

Public transit in Calgary consists of a comprehensive integrated network of services to get customers where they need to go. The annual investment into operating this network is the most important means to facilitating convenient, reliable, equitable, and affordable transportation options for Calgarians. This will continue to be especially important over the coming years. Calgary continues to grow as existing areas redevelop and new communities are built, while shifting travel behaviours are an important part in achieving City-wide goals around sustainability, resiliency, and responding to the Climate Emergency.

2023 was an important year in transitioning out of the COVID-19 pandemic. As public health orders were lifted in 2022 and Calgarians returned to increased travel and in-person activity, Calgary Transit began reinvesting in the network to increase service levels. By the end of 2023 the amount of service being provided every month approached 95 per cent of 2019 service levels.

**Figure 6: Systemwide Fixed Route Annual Service Hours**

	Systemwide Fixed Route Annual Service Hours (000s)					
	2019	2020	2021	2022	2023	Change (2019-2023)
Service Hours	2,845	2,365	2,336	2,328	2,600	(245)
Year over Year Change (%)	n/a	-17%	-1%	0%	8%	-8%

In November 2023, Council approved an additional \$4 million in base operating budget in Public Transit as part of the 2024-2026 Budget Adjustments, to improve service on high ridership routes and corridors, base service and local routes, and to provide On Demand service in additional communities. Further service investments will be delayed to 2025 and later once new vehicles have arrived and are in service.

Sustained long-term investment is required to achieve the planned service levels defined in RouteAhead. This includes continuing to build out frequent transit corridors, providing base service to all communities, supporting the development of new and developing communities, and specialized services. Currently 62 per cent of these planned service hours are provided.

**Figure 7: Current Service Hour Allocation by Service Level Type**

	Annual Service Hours (000s)		
	2023	Required	% of Required
Primary Transit Network	1,135	2,135	53%
Base Transit Network	1,380	1,885	73%
New Community Service	83	188	44%
<b>Subtotal</b>	<b>2,600</b>	<b>4,208</b>	<b>62%</b>
Supplemental Services	146	151*	-
Specialized Services (CTA)	260	260*	-
<b>Total</b>	<b>3,005</b>	<b>4,620</b>	<b>-</b>

\* - Special and specialized services are provided based on specific demand and circumstance, largely resulting from how well certain customer groups are served by the regular transit network. This means that although future additional service investments is required, the number is difficult to estimate on a long-range projection.

These required service hours in the table above are estimates based on current routes and service provided. These totals will evolve over time as the city continues to grow and service changes are implemented to better serve Calgarians. Service hours, existing or required, may also be reallocated between these programs based on how communities or routes change (e.g., once a new community is completed the service for routes serving that area, including any remaining investment required to meet full service, will be transitioned to one of the other categories).

### 3.41 – Primary Transit Network

The core of Calgary’s transit service is the Primary Transit Network, a series of corridors connecting communities and activity centres throughout the city. Service on these corridors is expected to eventually run every 10 minutes or better, 15 hours a day, seven days a week. It provides customers with the greatest amount of freedom by being able to show up and go without needing to consult a schedule, or by allowing seamless connections from other services by keeping wait times short. Developing these corridors to their planned service levels will be a key driver in influencing travel behaviour and making transit a more attractive and convenient option for Calgarians.

**Figure 8: Service Hours Allocated to Primary Transit Network (By Year)**

	Annual Service Hours (000s)					Change (2023-27)
	2023	2024*	2025*	2026*	2027*	
Allocated	1,135					n/a
Required	2,135					n/a
Difference	1,000					n/a

\* - service allocations in future years to be added until a five-year running tally is established.

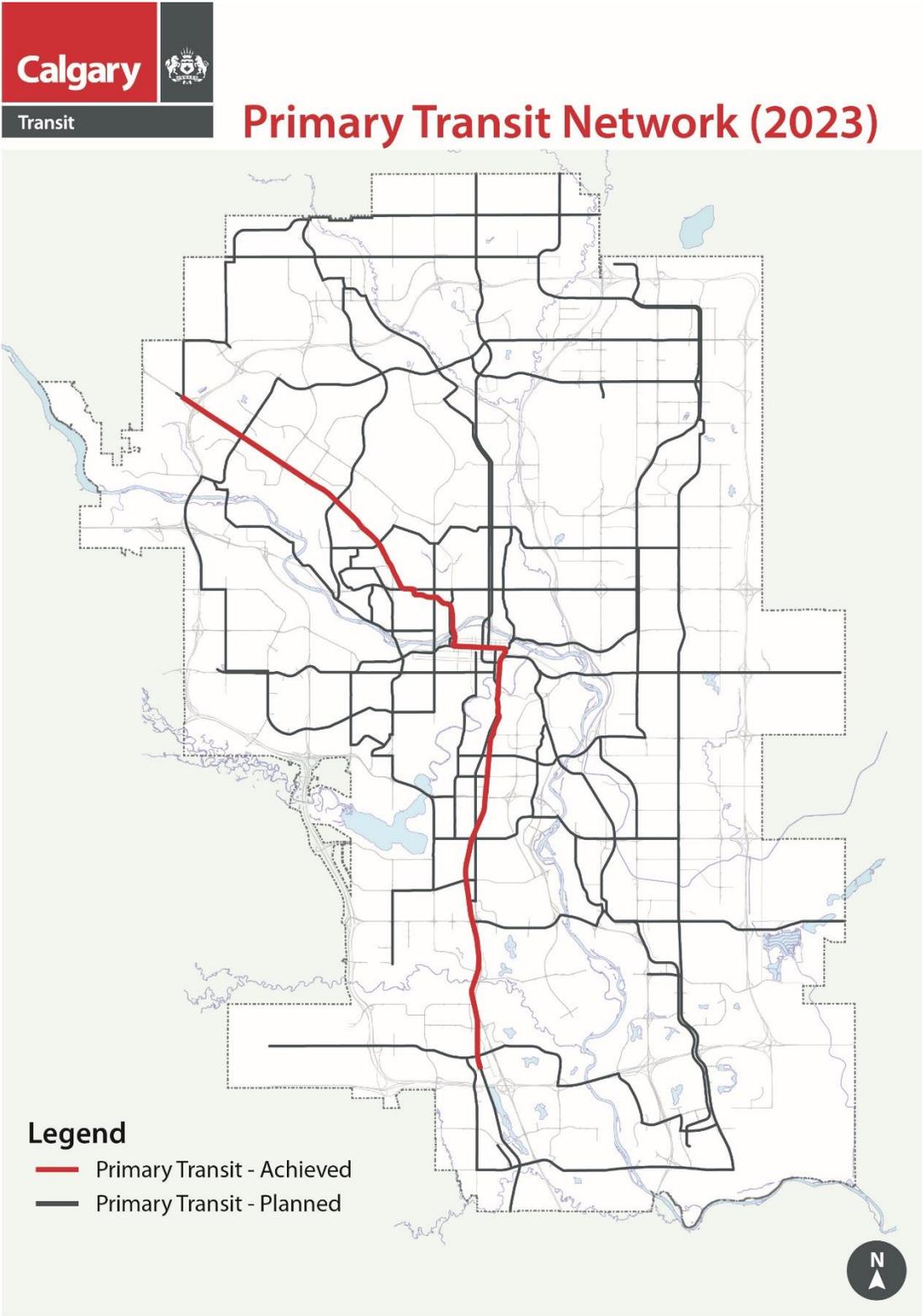
Historical data for allocations by service type are not available prior to 2023.

Realizing these benefits will require a sustained commitment to investment. In September 2023 a briefing was shared with Council (IP2023-0977) which recommended a 10-year investment plan to build out this network in alignment with Calgarian’s priorities as expressed through Council and RouteAhead engagement. Completing the network will require an estimated \$120 million increase in tax support to Public Transit’s base operating budget, with a portion of these investments already made under service recovery in late 2023. These investments are expected to attract approximately 42.5 million additional annual trips by 2034.

#### Updates in 2023:

- More than 350,000 residents and jobs are within 600 metres of the currently achieved Primary Transit Network. This is approximately one-quarter of ultimate service coverage.
- Post-pandemic service investment allowed Red Line to become the first corridor to return to Primary Transit Network levels of service.
- Calgary Transit is currently achieving 7 per cent of the Primary Transit Network as measured by total corridor distance.
- RouteAhead Implementation Plan completed in Fall 2023 (IP2023-0977) defines level of investment necessary to complete Primary Transit network, currently estimated at an additional \$120 million per year in tax supported funding.

Figure 9: The Primary Transit Network in 2023



### 3.42 – Base Transit Network

The Base Transit Network provides comfortable and convenient access throughout the city, while facilitating easy access and connections to the Primary Transit Network. It serves the majority of Calgarians in established and developed areas with a target minimum level of service every 30 minutes and additional frequency where warranted, and allows most Calgarians to be within 400 metres (or five-minute walk) of transit service.

**Figure 10: Service Hours Allocated to Base Transit Network (By Year)**

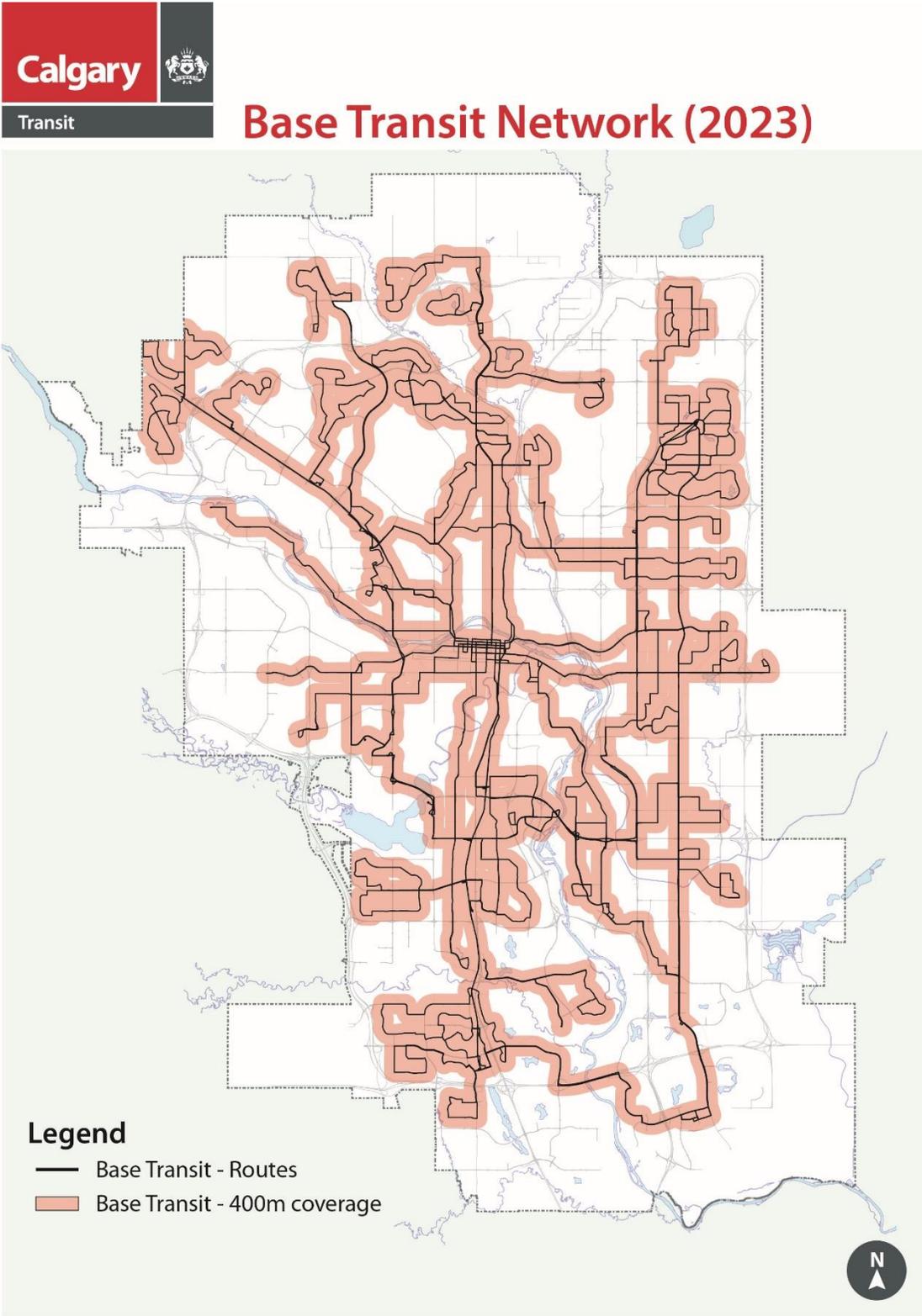
	Annual Service Hours (000s)					
	2023	2024*	2025*	2026*	2027*	Change (2023-27)
Allocated	1,380					n/a
Required	1,885					n/a
Difference	505					n/a

\* - service allocations in future years to be added until a five-year running tally is established.  
Historical data for allocations by service type are not available prior to 2023.

#### Updates in 2023:

- Significant recovery investments were made in Fall 2023 into non-rush hour periods to return as much of the citywide network to base service standard.
- Two-thirds of all Calgarians live within 400 metres (five-minute walk) of Base Transit Service.
- More than 70 per cent of jobs in Calgary are located within 400 metres (five-minute walk) of Base Transit Service.
- Several route changes were implemented in 2023 to improve connectivity to frequent transit service and major destinations ([Appendix 1](#)).

Figure 11: The Base Transit Network in 2023



3.43 – New Community Service

Introducing service to new communities early is an important part of developing sustainable travel behaviors. Services are typically introduced once community development and transportation connectivity has sufficiently advanced to support transit service, subject to available budget. These areas are differentiated from the Primary Transit or Base Transit categories for several reasons:

- Service will often evolve and change with development progression, comprising a mix of services that will eventually become Primary Transit or Base Transit service;
- New communities are also more likely to make use of special services such as On Demand as introductory measures before this transition; and,
- As different sections of a community are built out and service is improved it is likely that some areas may achieve full service while others are yet under- or unserved.

Once a route’s service area has been sufficiently built out with most planned residents or jobs the route will be reallocated to the appropriate network category.

Figure 12: Example of New Community Development and Service Progression



Figure 13: Service Hours Allocated to New Community Service (By Year)

	Annual Service Hours (000s)					Change (2023-27)
	2023	2024*	2025*	2026*	2027*	
Allocated	83					n/a
Required	188**					n/a
Difference	105					n/a

\* - service allocations in future years to be added until a five-year running tally is established.

Historical data for allocations by service type are not available prior to 2023.

\*\* - Service hour requirements for currently developing areas without transit service are not included.

**Updates in 2023:**

- Service was introduced or expanded in 10 developing communities, including seven where a full level of service has been achieved in currently built-out areas.
- Additional capacity was added to alleviate capacity concerns during rush hour periods in several communities, including Cornerstone, Legacy, Redstone, Savanna, and Walden.

**Figure 14: Service Expansions in New Communities in 2023**

Community	Weekday			Weekends	Notes
	Rush Hour	Mid-Day	Eve		
Belmont					South Macleod TSR ( <a href="#">A1.1</a> )
Chaparral Valley					South Macleod TSR ( <a href="#">A1.1</a> )
Cornerstone (East)					Northeast TSR ( <a href="#">A1.6</a> )
Cornerstone (West)					Northeast TSR ( <a href="#">A1.6</a> )
Legacy					South Macleod TSR ( <a href="#">A1.1</a> )
Nolan Hill					Service investments in Fall 2023
Redstone (East)					Northeast TSR ( <a href="#">A1.6</a> )
Walden					South Macleod TSR ( <a href="#">A1.1</a> )
Wolf Willow					South Macleod TSR ( <a href="#">A1.1</a> )
Yorkville					South Macleod TSR ( <a href="#">A1.1</a> )
	Service already existed prior to 2023				
	Service added/improved in 2023				

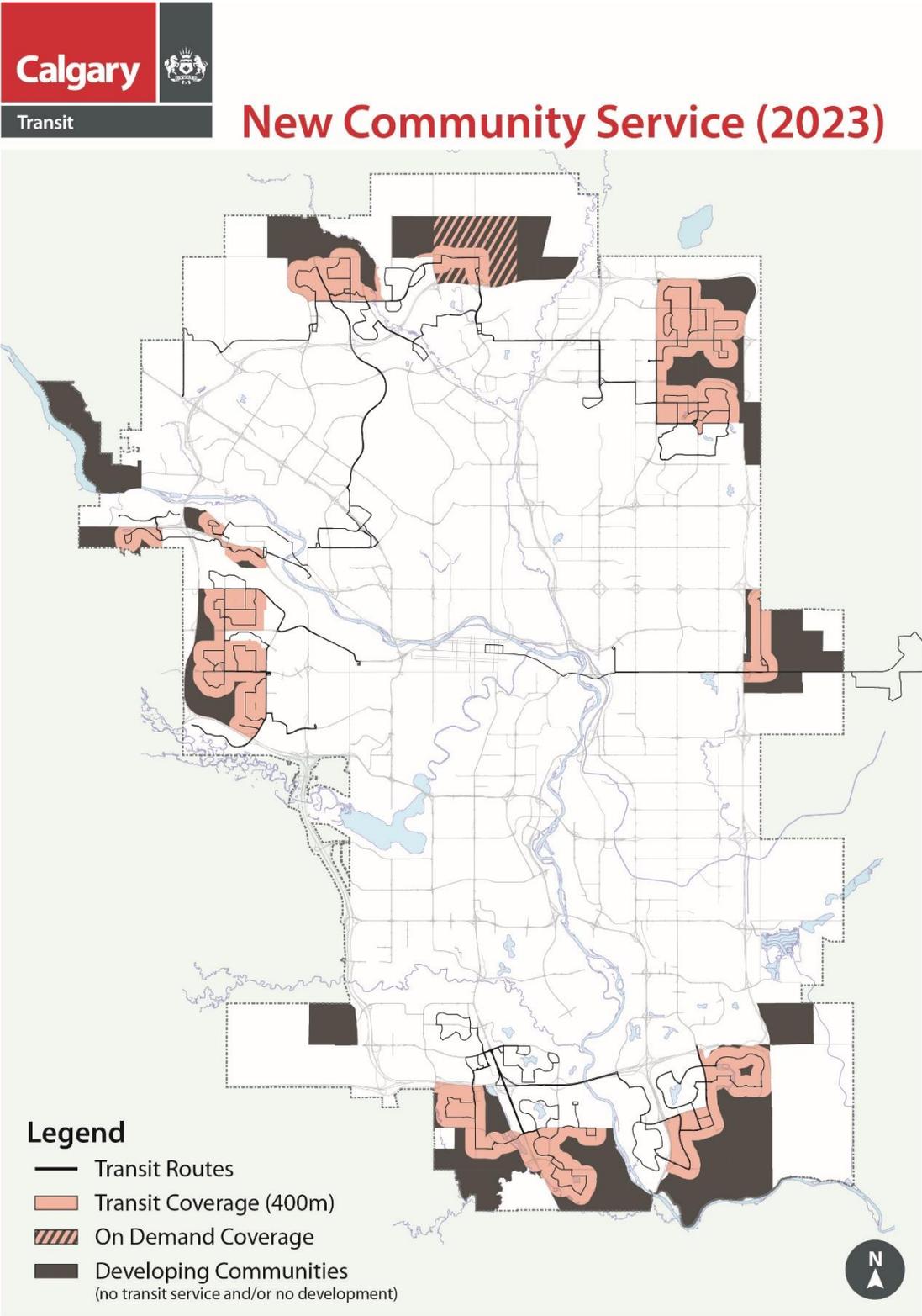
**Figure 15: Current Routes Contributing to New Community Service**

Route	Providing Service To Communities:
59 – Savanna	Savanna
82 – Nolan Hill	Nolan Hill, Sage Hill
79 – Cranston / Mahogany	Auburn Bay, Cranston (South), Mahogany, Seton
136 – Corner Meadows	Cornerstone (East)
152 – New Brighton	New Brighton
167 – Walden / Legacy	Legacy, Walden
194 – Chaparral Valley / Wolf Willow	Chaparral Valley, Walden, Wolf Willow
440 – Chateau Estates	Belvedere, Chateau Estates

Additional introductory service is provided to employment-oriented areas, including the following:

- 119 – Freeport
- 147 – Starfield Industrial
- 149 – Point Trotter Industrial
- 150 – 114 Avenue SE Industrial

Figure 16: New Community Service in 2023



### 3.44 – Supplemental Services

Supplemental services complement the Primary, Base, or New Community transit networks. They are often designed with a particular customer group in mind, often those who for a variety of reasons may not be adequately served by regular fixed route transit. These include: On Demand, express routes, school routes, and Specialized Transit (e.g., Calgary Transit Access). These services are provided in specific circumstances relative to how well a particular customer group may be served by regular fixed route transit, and these circumstances will often change over time. As a result, it is difficult to estimate the future service need. Resources and future investments will be allocated to these services on an as-needed basis.

#### *On Demand Transit Service*

On Demand was provided to two service areas in 2023: introductory service in the Carrington and Livingston communities in north Calgary, and in the Springbank Hill area of southwest Calgary. Strong ridership and recovery were recorded in both areas. The ridership growth in Springbank was sufficient that it was necessary to reintroduce regular fixed route transit to the area in September 2023. Further details on this route change is available in [Appendix A1.4](#).

#### *Specialized Transit (Calgary Transit Access)*

Accessible transit service in Calgary is delivered through a combination of providers and vehicle types, coordinated under Calgary Transit Access (CTA). This includes service delivered directly through CTA as well as partnerships with Care Calgary, Southland Transportation, and Checker Cabs. Much as with regular transit service 2023 was highlighted by continued ridership recovery, with the number of trips served at approximately 80 per cent of 2019-levels. Service investments have kept pace with this growth as the number of unaccommodated trips remains low and on-time performance dropped slightly but stayed close to the target of 93 per cent.

**Figure 17: Specialized Transit Service Allocation (By Year)**

	Annual Budget Allocated (\$, 000s)					Change (2023-27)
	2023	2024*	2025*	2026*	2027*	
Budget Allocated (\$, 000s)**	35,600					n/a
Service Hours – CTA only (000s)^	260					n/a

\* - data for future years to be added until a five-year running tally is established.

Historical data for allocations by service type are not available prior to 2023.

\*\* - Due to partnerships with other service providers the level of service deployed from year to year is best compared through financial indicators.

^ - Service hours apply only to trips delivered directly through CTA and are provided for comparative purposes to other service delivery lines only.

**Figure 18: Specialized Transit Service Overview (By Year)**

	2023	2024*	2025*	2026*	2027*	Change (2023-27)
Passenger Trips (000s)	990					n/a
On Time Performance (%)	92%					n/a

\* - service allocations in future years to be added until a five-year running tally is established. Historical data for allocations by service type are not available prior to 2023.

**Updates in 2023:**

- On Demand service in the Springbank Hill service area was transitioned back to fixed route service (see [Appendix A1.4](#)).
- Calgary Transit Access trip booking software was updated, including customers now being able to make trip requests online.



### 3.5 – Network Change Update

RouteAhead Strategies Aligned To: C2.2, N1 (all), N2.1, N2.2, N2.3, N2.6, N3.8, F2.2, F2.3, F2.7

The Infrastructure and Planning Committee directed Administration to include an overview of all non-seasonal changes to bus routes within the RouteAhead Annual Status Report (IPC2023-0584), including:

- a. For each bus route change, the total number of residents living within 400 metres of bus stops on the subject bus route(s), before and after the route change(s);
- b. A map showing the geographic areas of the city where the bus route change(s) occurred;
- c. A summary of expected and/or actual ridership changes associated with bus route changes; and,
- d. A summary of how the transit network design principles contained in RouteAhead Section 4.1 informed the bus route changes.

The Transit Service Review program regularly evaluates and optimizes how transit service is delivered in Calgary. These comprehensive reviews are informed by balancing community travel needs, customer feedback, RouteAhead’s design principles, and available resources to improve service or address concerns.

Although route change can be disruptive to individuals and sections of communities the Transit Service Review program has been highly effective at achieving ridership and service efficiency improvements while mitigating negative impacts through careful network design. Customer surveys and research indicate the number of customers satisfied with the number of transfers they must make has improved from 70 per cent in 2018 to 75 per cent in 2023. Conversely, the number of customers who report using transit less often because of route changes, already low, has reduced from five per cent to less than one per cent of respondents.

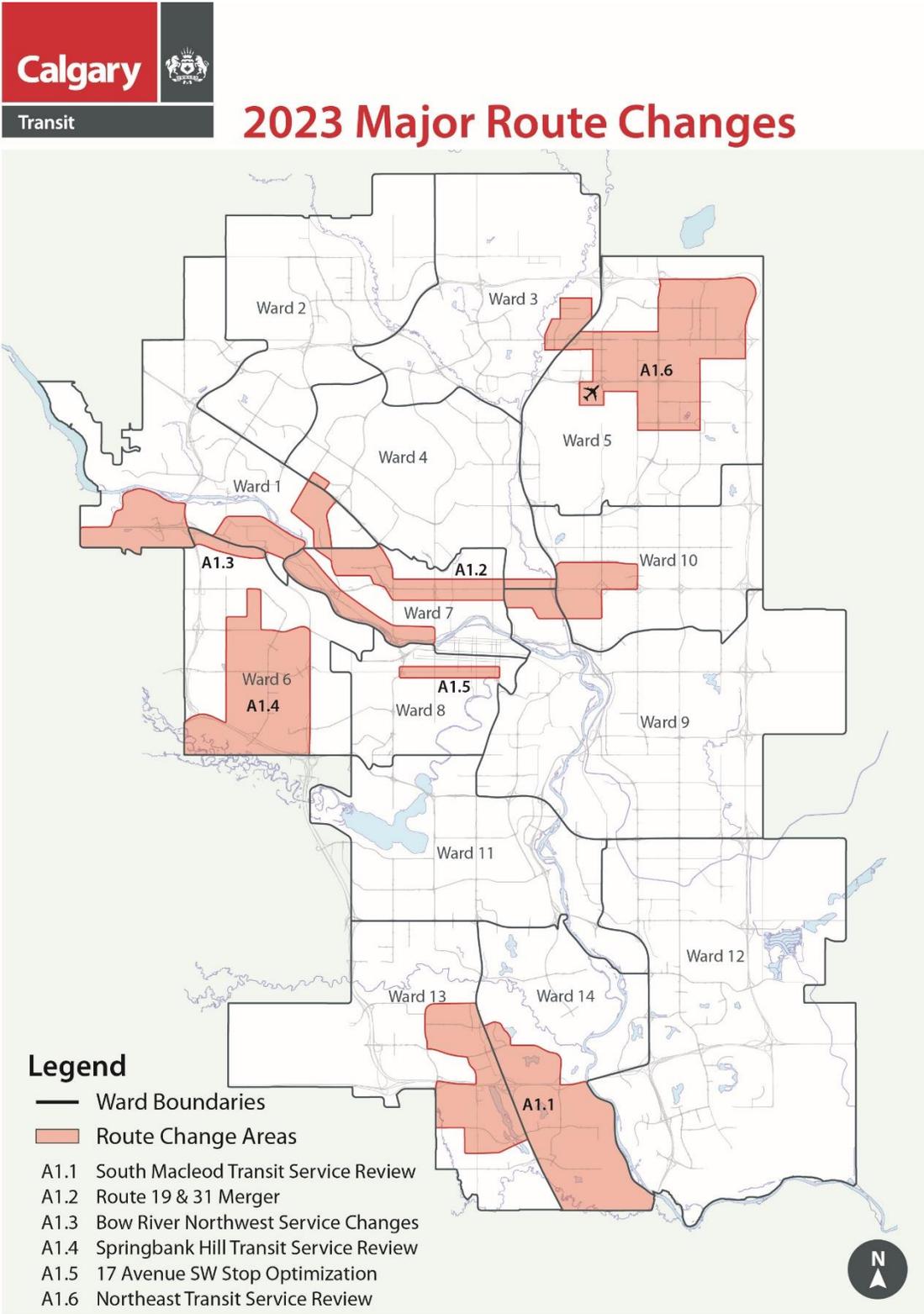
#### Project List:

The table below lists the major non-seasonal route changes implemented in 2023. Details for each project are available in [Appendix 1](#). These projects implemented service improvements in ten wards across the city and affected over 150,000 weekly boardings (approximately 25,000 per weekday). Ridership in the affected areas increased by 24 per cent over pre-service change time periods and outpaced overall system recovery. Service hour productivity (the number of customers per bus) also improved in five of the six areas.

**Figure 19: List of Major Non-Seasonal Route Changes in 2023**

Project Name	Date of Implementation
<a href="#">A1.1</a> – South Macleod Transit Service Review	2022 December
<a href="#">A1.2</a> – Route 19 and 31 Merger	2023 June
<a href="#">A1.3</a> – Bow River Northwest Service Changes	2023 September
<a href="#">A1.4</a> – Springbank Hill Transit Service Review	2023 September
<a href="#">A1.5</a> – 17 Avenue S.W. Stop Optimization	2023 September
<a href="#">A1.6</a> – Northeast Transit Service Review	2023 December

Figure 20: Major Non-Seasonal Route Changes in 2023



## 4.0 – Financing Transit

Calgary Transit uses two types of funding to provide transit service to Calgarians – operating and capital. Operating costs are used to provide day-to-day service, including wages, fuel, and maintenance. These are typically funded through a combination of transit fares, municipal taxes, and non-fare revenue such as parking revenue, advertising, or sponsorships. Capital costs are incurred for building new infrastructure, lifecycling capital assets, and major maintenance. The funding sources for these are usually provided in partnership with other levels of government. A smaller though important source of capital funding also comes from developer contributions such as the Offsite Levy which provides for purchasing buses to serve new communities. Capital funding sources are allocated to specific projects and are a one-time source of funding. Reliable funding through both sources is essential to successfully deliver transit service to Calgarians.

### 4.1 – Annual Outlook

During 2023, Calgary Transit continued its recovery from the effects of the pandemic. System ridership is now at 85 per cent of 2019 levels, with a continued upward trend noted in monthly trips taken throughout the year and into the early months of 2024.

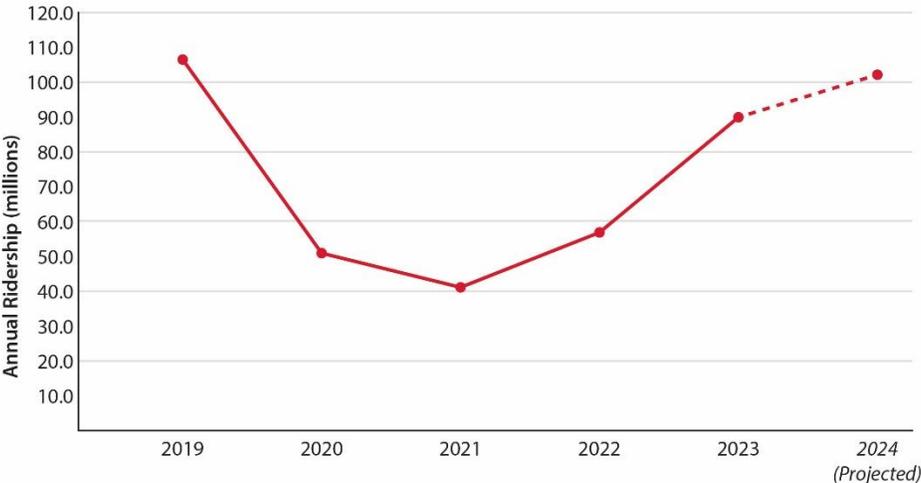
Although fare revenue grew in 2023 it lagged behind the recovery level experienced with ridership. This is largely due to a continued trend in the types of fare products customers are using, with an increasing proportion of fares being paid through subsidized programs. Non-fare revenue increased as well but saw diverging trends with increases in sponsorship revenue but offset by continued lower revenues from parking and fines. Despite the lagging trend in fare revenue Calgary Transit was still able to increase its regular transit cost recovery from 32 per cent in 2022 to 38 per cent in 2023.

### 4.2 – Ridership

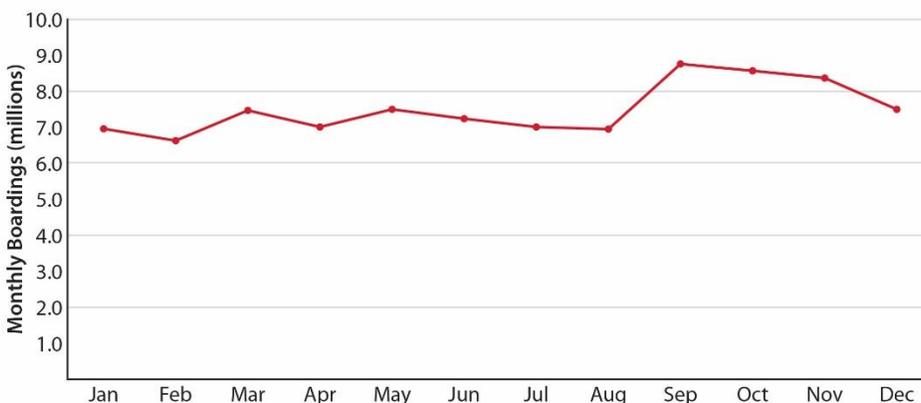
Calgary Transit has achieved two consecutive years of significant ridership increases on both regular and specialized transit service lines. This allowed regular system ridership to approach 90 million annual trips, representing 85 per cent of pre-pandemic levels on an annual basis. The rate of recovery also accelerated throughout the year and continues into 2024, with monthly ridership now above 2019 levels. This recovery is highlighted by ridership growth in two key areas: CTrain (LRT) ridership and off-peak travel. The CTrain now carries more riders than it did in 2019, while weekday mid-day and evening travel is now 10 per cent higher than it was in 2019.

Enabling this recovery has been a focus on reinvesting in service levels and in support areas like public safety and fleet maintenance to provide reliable service. Red Line is the first line to return to Primary Transit Network levels of service, while several service planning changes achieved ridership increases above overall system trends. Lagging growth during weekday rush hour periods suggest the continued influence of trends around flexible work schedules (including options for hybrid or fully remote work) as well as limitations in the amount of service Calgary Transit has been able to deploy. As initiatives in fleet replacement and hiring staff allow additional vehicles to be available for service it is expected that stronger ridership growth will occur in these time periods as well.

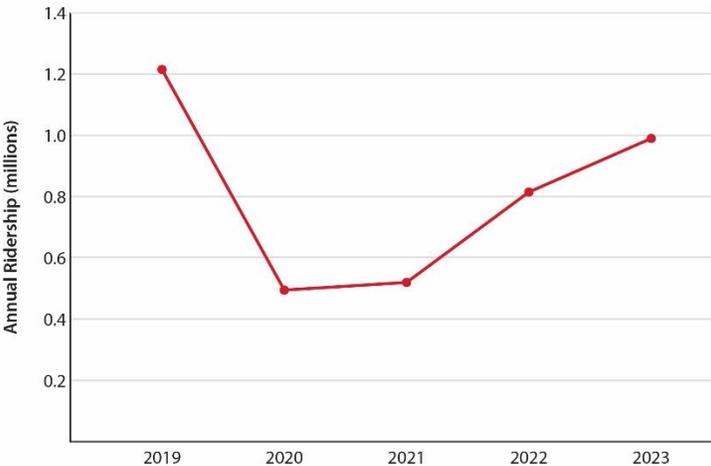
**Figure 21: Calgary Transit Annual Ridership (Regular Transit) – 2019-2024**



**Figure 22: Monthly Boardings (Regular Transit) – 2023**



**Figure 23: Specialized Transit (Calgary Transit Access) Annual Ridership– 2019-2023**



### 4.3 – Fares and Revenue

Calgary Transit’s operational costs are funded through a combination of transit fares, municipal tax support, and non-fare revenue (advertising, sponsorships, parking revenue, fines, etc). Additional revenue has been provided in recent years through grants from the Province of Alberta which have been important in offsetting the costs of offering subsidized fares to customer groups for whom cost can be a barrier to using transit. These non-fare revenues are essential in ensuring Calgary Transit remains an affordable option for all Calgarians, with the average trip in 2023 paying a fare of \$1.42.

Overall revenue in 2023 increased by \$26.1 million, although this still only reached 77 per cent of budgeted expectations. A significant component of this shortfall is attributable to the continued shift in the types of fare products that transit customers are using. Since 2019 there has been a notable and continued shift away from Adult Monthly Passes and other fares products that generally contribute more income per trip taken, and toward subsidized fares. Some of these trends may be attributable to broader trends within the economy, such as a shift from monthly passes to single tickets suggesting less regular travel needs associated with flexible/remote work options. Monthly pass sales in 2023 averaged 80 per cent of 2019 levels, although this had risen to almost 90 per cent by year end. There has also been a notable shift among monthly pass users – where two-thirds of Adult Monthly Passes sold in 2019 were regular priced (and one-third subsidized) this ratio is now closer to 50/50.

2023 also saw additional fare products deployed which further contributed to this trend: raising the age limit for free fares for youth from six to 12, the introduction of an Employee Transit Pass for city staff in June 2023, and a one-time 25 per cent discount offered for Monthly Passes in December offered in recognition and thanks to transit customers for patience during a nine day closure on Red Line South to allow necessary work on the [Victoria Park / Stampede Station](#) construction project – called ‘[The Switch.](#)’ One-time budget was also used to fund the introduction of the Weekend Group Day Pass and to freeze 2023 fares at 2022 levels. When these new 2023 offerings are considered the adjusted fare revenues for Calgary Transit would be 82 per cent relative to 2019.

Non-fare revenue grew by \$4.7 million (or 20 per cent) in 2023, primarily due to the new TD Free Fare Zone agreement, an increase in the Low-Income Transit Pass Grant, and the one-time Alberta Transit Cleanup Grant, with the latter two both funded through the Alberta Government. Both parking and fine revenue continue to be significantly lower than budgeted since 2019.

The net result of these trends is that the public transit service line was able to achieve a 38 per cent cost recovery in 2023, an increase from 32 per cent recorded in 2022 (see table below).

**Figure 24: 2023 Public Transit Actual Revenue and Expenditures (\$ millions)**

Business Unit	Service Line	Revenue	Expenses	R/C Ratio
Calgary Transit	Public Transit	175.6	437.9	40%
Other	Public Transit	0.7	28.0	2%
<b>Total</b>	<b>Public Transit</b>	<b>176.2</b>	<b>465.9</b>	<b>38%</b>
Calgary Transit	Specialized Transit	2.3	44.4	5%
Other	Specialized Transit	-	0.9	0%
<b>Total</b>	<b>Specialized Transit</b>	<b>2.3</b>	<b>45.3</b>	<b>5%</b>

#### 4.31 – Low-Income Transit Pass Funding

RouteAhead Strategies Aligned To: C4.2, C10.2, F1.1, F6.8

The Low-Income Transit Pass (LITP) Program supports Calgarians by providing a sliding-scale system that considers the customer's ability to pay. This provides improved equity for those customers for whom transportation costs can otherwise present a significant barrier to be able to access to employment, appointment, services, and other personal needs within the community.

First introduced in 2017, the program was originally estimated to require \$11 million in tax-funded support. During its first year the number of participants more than doubled and has continued to grow. As a result, by 2023 the total value of the LITP program has increased to almost \$40 million, with the trend continuing to rise into 2024.

The Government of Alberta partially offset these costs, with a \$4.5 million annual contribution between 2017 and 2022, increasing to \$6.2 million in 2023 year as eligibility requirements for seniors were adjusted. However, this agreement expires in March 2024 and the commitment to further funding from the Provincial Government is ongoing at the writing of this report.

The current funding model is not sustainable due to the high participation rate. City Council currently allocates \$11 million in funding through the Low Income Sliding Scale Program (\$4.5 million annually, since 2017) and Low Income Transit Pass Program (\$6.5 million annually, since 2020). Including provincial funding still leaves more than \$22 million in costs being absorbed through Calgary Transit's base operating budget rather than being invested in additional service. A sustainable funding solution will be required to ensure equity-seeking Calgarians are adequately supported while not taking away from service investments that would benefit all Calgarians.

#### 4.32 – Weekend Group Day Pass

RouteAhead Strategies Aligned To: C10.3, F1.1, F1.2, F4.1, F5.4

The Weekend Group Day Pass was introduced in April 2023 as a pilot project supported with one-time funding from City Council. It represents a new fare type for Calgarians as for the first time a fare product can encompass a group of people rather than individuals. It recognizes that the cost of using transit when travelling as a group can be a barrier for some, particularly on weekends when costs associated with other modes can be lower or removed (e.g., parking rates are typically lower or removed altogether on weekends).

The goals for introducing this type of pass include:

- Reduce financial barriers for groups looking to travel together on weekends;
- An incentive for groups to choose public transit for travel on weekends;
- Incentivize public transit as an attractive option for Calgarians who currently do not use transit on weekends; and,
- Utilize existing available capacity on the network.

The day pass allows unlimited trips to groups of up to five people (including two adults) to travel together for \$15, which could save up to \$30 per day. This pilot has been extended to 2024 to allow further data collection and analysis. More information, including fare rules, are available on Calgary Transit's [website](#).

#### 4.33 – Children 12 and Under Ride Free

RouteAhead Strategies Aligned To: F1.1, F1.2, F1.3, F5.4

In Fall 2022 Council directed Calgary Transit to adjust the age ranges for children and youth to increase the number of children who would be able to ride transit for free, reducing a financial barrier to using transit for families with children. Implemented on January 1, 2023, children between ages six and 12 are now no longer required to purchase a fare.

Council has further directed administration to evaluate the impact of these changes. Monitoring and evaluating this is currently challenged by the fact that without a fare product being required it is difficult to measure changes in ridership trends with certainty, as well as challenges associated with responsibly collecting or using any information for persons under the age of 18. Calgary Transit is engaging in discussions with other transit agencies and local school boards who face similar challenges in adequately monitoring such ridership. A report will be brought to Council by Q3 2026 with a comprehensive evaluation of the pilot project, along with recommendations to inform the next budget cycle.

#### 4.34 – TD Free Fare Zone

RouteAhead Strategies Aligned To: F1.3, F6.9

The 7 Avenue Free Fare Zone now has a new name: the TD Free Fare Zone.

Calgary Transit regularly seeks opportunities to increase revenue from non-fare resources which can help offset operational costs or additional tax support. Since 2019 staff have worked with consultants to identify and pursue sponsorship opportunities across the transit system. Through a competitive process with interested proponents The City of Calgary and Toronto-Dominion Bank (TD) entered into a five-year agreement to sponsor the 7 Avenue Free Fare Zone beginning in December 2022.



#### 4.4 – Capital Funding

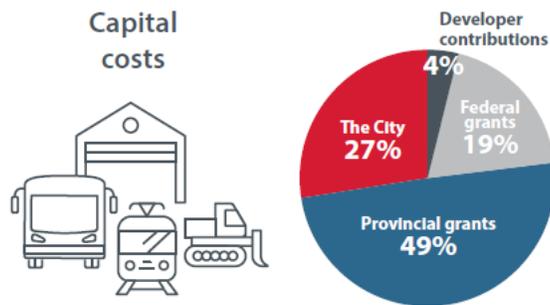
Consistent capital funding investments are required to both maintain and expand the public transit service in Calgary. These investments are used to purchase fleet for both lifecycle replacements and growth, maintain current infrastructure and other physical assets, enable the expansion of the rapid transit network, and build new facilities to support reliable operations.

Funding for new infrastructure and expansion of the rapid transit network often requires partnering with the provincial and federal governments, while maintaining or replacing existing infrastructure (including fleet) are largely funded through The City’s budget. Figure 25 below shows the sources of capital funding Calgary Transit accessed between 2019-21.

Implementing the RouteAhead vision will require a significant and consistent investment in new vehicles and facilities as well as maintaining existing assets in a state of good repair. Obtaining and deploying this funding will require continued advocacy and partnerships with other levels of government. The results of doing so will benefit every Calgarian whether they use transit or not by providing greater transportation choice, reducing greenhouse gas emissions and air pollution, and building a more equitable city.

The following case studies highlight several opportunities that Calgary Transit actively advanced in 2023 to enable delivery of several short-term priorities for the network.

**Figure 25: Sources of Calgary Transit Capital Funding (2019-2021)**



#### 4.41 – Canada Permanent Transit Fund

RouteAhead Strategies Aligned To: N6.4, F6.7

The Canada Transit Fund is a significant initiative by the Government of Canada aimed at supporting public transit systems across the country. Announced as part of the 2021 federal budget, the fund looks to provide sustainable, long-term funding to help cities and communities invest in public transit solutions, support housing objectives and meet climate objectives.

The fund commits on average, \$3 billion annually, from the Government of Canada starting in 2026-27, to support public transit projects. This includes the expansion and electrification of transit systems, the development of new routes and services, and the enhancement of existing infrastructure.

To be successful in receiving funds, housing and climate outcomes must be demonstrated. Coordination with the Government of Alberta and regional partners is required as part of the application. Specific details of these arrangements as well as proposed criteria will be shared later this spring.

To form the basis of the application, the recently approved RouteAhead Update and RouteAhead Implementation plan will be used to guide the prioritization of capital projects to be considered in the application. Calgary Metropolitan Region Board's (CMRB) Growth Plan that guides sustainable growth in the Calgary region will also be used to guide the application.

Since 2021, The City of Calgary has been engaged with the Government of Canada on the development of the programs.

#### 4.42 – Canada Infrastructure Bank: Zero-Emission Bus Financing

RouteAhead Strategies Aligned To: N8.4, F3.7, F6.7

In January 2023, The City of Calgary signed a credit agreement with the Canada Infrastructure Bank (CIB) which represents an alternative form of financing and opportunity for The City to share the financial risks of developing innovative technologies that would otherwise not be available from conventional sources. This willingness of CIB to assume additional financial risks of developing innovative technologies is a key advantage and demonstrates the CIB's awareness of the complexities associated with adopting these new technologies.

These favorable terms and conditions in the credit agreement include:

- No obligation to use the financing
- Below market interest rate
- Flexibility to change technical assumptions
- Prepayment options
- Repayment risk sharing
- Operations risk sharing
- Four-year availability period

#### 4.43 – Infrastructure Canada – Zero Emission Transit Fund

RouteAhead Strategies Aligned To: N8.4, F3.7, F6.7

In June 2023, the Federal Government announced the approval of The City of Calgary's application to the Zero Emission Transit Fund (ZETF) agreeing to pay a contribution of no more than 50 per cent up to a maximum of \$325 million. The ZETF application was specific in the purchase of electric buses supported by Calgary Transit's Fleet Electrification Planning Study which was completed in 2022. The application process considered the financial model and savings outlined within the Canada Infrastructure Bank agreement. Approval of the ZETF application was based on technical information supported by the Electrification Planning Study and the cost estimate of fleet and infrastructure, ensuring the project will be procured through an open market competitive process.

Favorable terms and conditions in the credit agreement are:

- Flexibility to adjusting project schedule
- Flexibility to changes in financial assumptions
- Funding optimization

## 5.0 – The Year Ahead

2024 is an important turning point for Calgary Transit. Many key indicators of systemwide performance are nearing or exceeding their pre-pandemic comparables.

Although the work of recovery is not yet done, it is increasingly important to shift mindset from how we can recover from trends in near-history to how we can grow and shape future trends. The Green Line LRT project is set to enter the main construction phase, ready to radically reshape mobility in southeast Calgary. In November 2021 Calgary City Council declared a climate emergency, with a call to action to make substantive change towards improving climate adaptation and mitigation, reducing greenhouse gas emissions, and contributing to achieving net zero emissions by 2050. The City Building Program will build on existing goals to allow more Calgarians to live, work, and play within the existing developed area of the city, and being able to travel to these activities in increasingly safe and sustainable ways through encouraging more walking, cycling, and transit use. Calgary will continue to be one of Canada's main economic engines, drawing talented people from across Canada and the world to visit, work, and live.

Attractive, safe, reliable, convenient, and affordable Public Transit will play an increasingly important role in how successful we as a City are in achieving these outcomes. Citizens will continue to expect that the support provided to transit – through fares or tax support – will be used prudently and efficiently to deliver a high quality system and provide good value for money.

RouteAhead sets out strategies that will form the basis of Calgary Transit's strategic and operational business plans for the next 30-years. The following sections provide a brief glimpse into some of the major things which are likely to affect public transit in 2024:

### 5.1 – City Building Program

RouteAhead Strategies Aligned To: C6.1, C6.4, C6.5, C6.7, C8.4, C12.1, N1.4, N6.4, N7.2, N7.3, N7.5, N7.7, F4.3, F5.1

The City Building program is updating the Municipal Development Plan, Land Use Bylaw, and Street Manual between 2023-2025. The new Calgary Plan (combining the current Calgary Municipal Development Plan and Calgary Transportation Plan) will shape growth in ways that benefit current and future residents by working to balance the long-term sustainability and resilience of Calgary's environment, people, and economy. The plan carries the spirit of Truth and Reconciliation into action, with goals to work towards building a more equitable city, reducing our impact on the environment, and adapting to and mitigating climate change. The connection between land use and transit will be strengthened by using the Primary Transit Network as the base of the urban structure.

The new Street Manual objectives will be used by The City, developers and consultants to guide decisions about the design of all new and retrofitted streets. They will inform The City's operational practices, such as snow removal, signage, and signals to ensure that the design and operation of streets are well-aligned. The six objectives are for streets to be: connected, safe, inclusive, healthy, productive, environmentally sustainable, and financially responsible. The Street Manual will incorporate transit design guidelines and best practices to improve operational efficiency and reliability of transit service.

The updates to these two documents will help prioritize transit in city building and make transit a more attractive first choice for travel in Calgary.

## 5.2 – 2025 Rotary International Convention

RouteAhead Strategies Aligned To: C15.2, F2.3, F5.2

Calgary is the host city for the 2025 Rotary International Convention. This convention will take place June 21-25, 2025, and most activities will occur at Stampede Park. All registered attendees will be able to use their delegate passes as proof of fare payment on Calgary Transit. The City is working with Rotary International to ensure the service levels on public transit meet the demands of their event program.

## 5.3 - On Demand Transit Expansion

RouteAhead Strategies Aligned To: N2.3, N2.7

Calgary Transit continues to enhance mobility-as-a-service through investments in On Demand service and integrating with other complementary travel modes. On Demand transit service is currently provided in the communities of Carrington and Livingston. This service intends to be the first step in the progression to fixed-route services. On March 27, Calgary Transit switches On Demand service providers. A new app was developed with the new service provider. The new On Demand Calgary Transit app provides a similar experience for users in the communities of Carrington and Livingston with a connection to our PTN at North Pointe bus terminal. Next phase of this project will be to expand into four to six new communities by end of 2024.

## 5.4 – North Central Bus Rapid Transit (Centre Street North)

RouteAhead Strategies Aligned To: C5.2, N1.2, N1.5, F2.1, F4.1

Project Website: [North Central Bus Rapid Transit improvements](#)

The North Central Bus Rapid Transit project complements Green Line by improving transit infrastructure and operations along this future expansion corridor. The scope includes short, medium, and long-term improvements to deliver MAX-level amenities between downtown and 160 Avenue North. These include heated shelters, transit priority signals, and intersection safety improvements. The project is partly funded with \$50 million from Green Line and \$60 million through other sources, to allow a portion of the project to proceed.

Construction will begin on initial improvements between 28 Avenue N. and Country Hills Boulevard N. in 2024 and continue into 2025. Additional phases of the project will proceed through preliminary and detailed design, with construction scheduled for 2025-26.

## 5.5 – Airport Rail Connection Study

RouteAhead Strategies Aligned To: N4.2, N6.2, N6.4

Project Website: [Calgary Airport Rail Connection Study](#)

In recent years there has been increased interest in a rail connection between Calgary and the Bow Valley (e.g. Banff), Calgary International Airport, and Edmonton. Several projects have been proposed to provide such connections under varying alignments and technologies. Additionally, The City of Calgary has advanced work on a rapid transit connection to the Airport. In 2020, Council approved a recommended route alignment between the future Green Line and Blue Line CTrain lines (TT2020-0565).

As part of Alberta's 2023 Provincial Budget, \$3 million in funding was allocated to The City of Calgary to lead the Calgary Airport Rail Connection Study. The study is led by Public Spaces Delivery and will identify the optimal rail connection and alignment between Downtown Calgary and the airport, and other regional

destinations, as part of an integrated transportation network. Recommendations from the study will be provided to Calgary City Council to help guide The City's Planning & Development and Infrastructure Services departments. The study is expected to be complete in Fall 2024.

### 5.6 – Blue Line Northeast LRT Extension

RouteAhead Strategies Aligned To: N1.2, N1.4, N1.5, N4.1, N4.3, F4.1

The Blue Line Northeast extension includes 3.2 kilometres of additional double track and two new CTrain stations. The project is envisioned to take place over two stages. The first would see the line extended to a new station at 88 Avenue N.E. (approximately 0.9 km extension), while the second would continue from 88 Avenue to Country Hills Boulevard N.E. (approximately 2.3 km). Detailed design (\$20 million) will begin in Q1 2024 and is funded in partnership between The City and the Government of Alberta with the intention of creating a 'shovel-ready' project that will be used to seek further funding for construction. The Government of Alberta announced funding totalling \$43.3 million in the 2024 provincial budget to partially fund the construction of the line.

This project will improve service to fast growing communities in Calgary's Northeast and support the future Airport transit connection, planned to connect to the Blue Line at 88 Avenue N.E.



## Appendix 1 – 2023 Major Route Changes

### A1.1 – South Macleod Transit Service Review

2022 December

#### Project Description

The project sought to identify efficiencies within the existing network that would support service expansion to new and growing communities, improve productivity within existing developed areas, and mitigate impacts to existing customers. The communities south of Stoney Trail (e.g., Yorkville, Belmont, Legacy, Walden, Wolf Willow) have been experiencing significant growth, with only limited transit service available to some of these communities. Conversely, routes in established areas north of Stoney Trail (e.g., Shawnessy, Midnapore, Sundance) had been underperforming which had contributed to service reductions in recent years (including prior to the pandemic).

Calgary Transit conducted online public engagement between August-September 2022 to better understand potential impacts and make plan adjustments, receiving 1,400 responses. The engagement included an interactive walk distance map which allowed participants to better understand any resulting changes to walk distance to access transit. Adjustments were made to the plan based on this feedback, particularly in addressing access to area high schools.

The project was largely successful, achieving 18 per cent ridership growth and seven per cent service hour productivity between March 2022 and 2023, both outpacing overall system performance. The changes also allowed a significant expansion of service south of Stoney Trail.

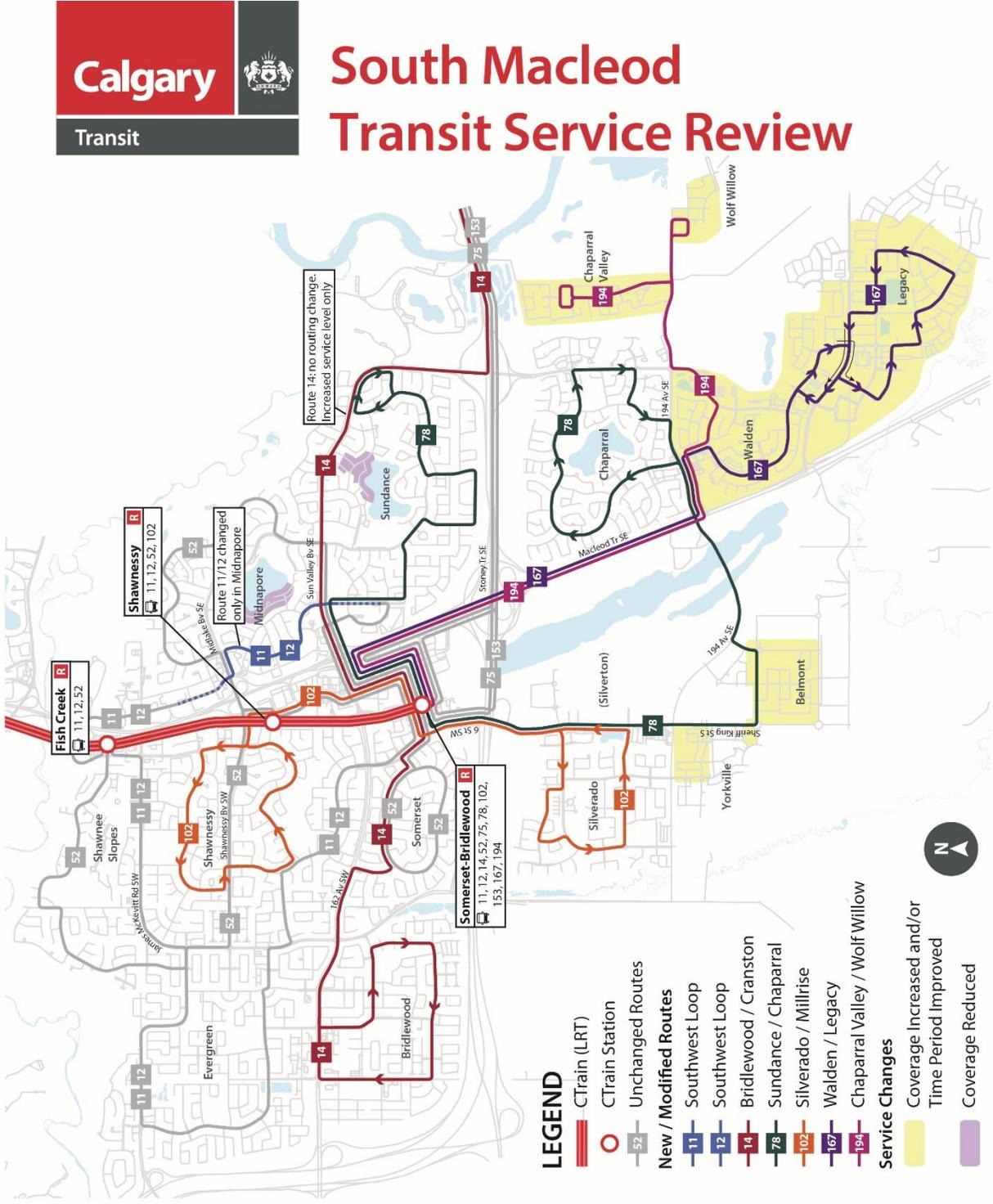
#### Design Principles

- **Frequency:** Service frequency in several communities, including those north of Stoney Trail, were improved. Notably, service in Millrise improved from every 30 minutes during weekday rush hours and every 60 minutes at other times to every 20 and 30 minutes, respectively.
- **Duplication:** Service on Sun Valley Boulevard S.E. was consolidated into one service (Route 14), with improvements made to frequency in service in off-peak periods. This supports the development of the Primary Transit Network corridor in this area and provides a reliable schedule.
- **All-Day Service:** Significant improvements in service span (hours of operation) were made to several communities, including Chaparral Valley, Legacy, and Walden. New service was introduced to Belmont, Wolf Willow, and Yorkville.

#### Performance Evaluation

Key Performance Indicator	Before	After	Change (%)
Ridership (Weekly Boardings)	11,250	13,200	+18%
Service Hours (Weekly)	1,020	1,120	+9%
Productivity (Passengers per Service Hour)	11.0	11.8	+7%
Residents within 400m (5-min walk) of transit service	38,750	44,250	+14%

Ridership growth in the service review area outpaced systemwide post-pandemic recovery, which increased by seven per cent between March 2022 and March 2023. Ridership productivity increased despite increasing the amount of service hours allocated to weekday non-rush hour and evening/weekend periods when ridership is typically lower.



## A1.2 – Route 19 and 31 Merger

2023 June

### Project Description:

Since the introduction of the MAX Bus Rapid Transit network in 2018 a consistent theme in public feedback was a desire to improve local route connectivity to destinations along the 16 Avenue North corridor. The project combined the then existing Route 19 – 16 Avenue North and Route 31 – Dalhousie / Lions Park into a single route, with modest service hour investments to balance out frequency differences between the two.

This change allows customers to make fewer transfers to reach destinations including several post-secondary institutions, hospitals, and commercial centres, as well as opportunities to connect with the rapid transit network.

### Design Principles:

All-Day Service: Frequency on the previous Route 19 segment were modestly reduced but improved in all-service periods in the Route 31 service area.

Direct Routing: Removing overlapping routing near Lions Park allows customers who previously transferred between Routes 19 and 31 to avoid additional travel distance in addition to no longer requiring a transfer.

### Performance Evaluation:

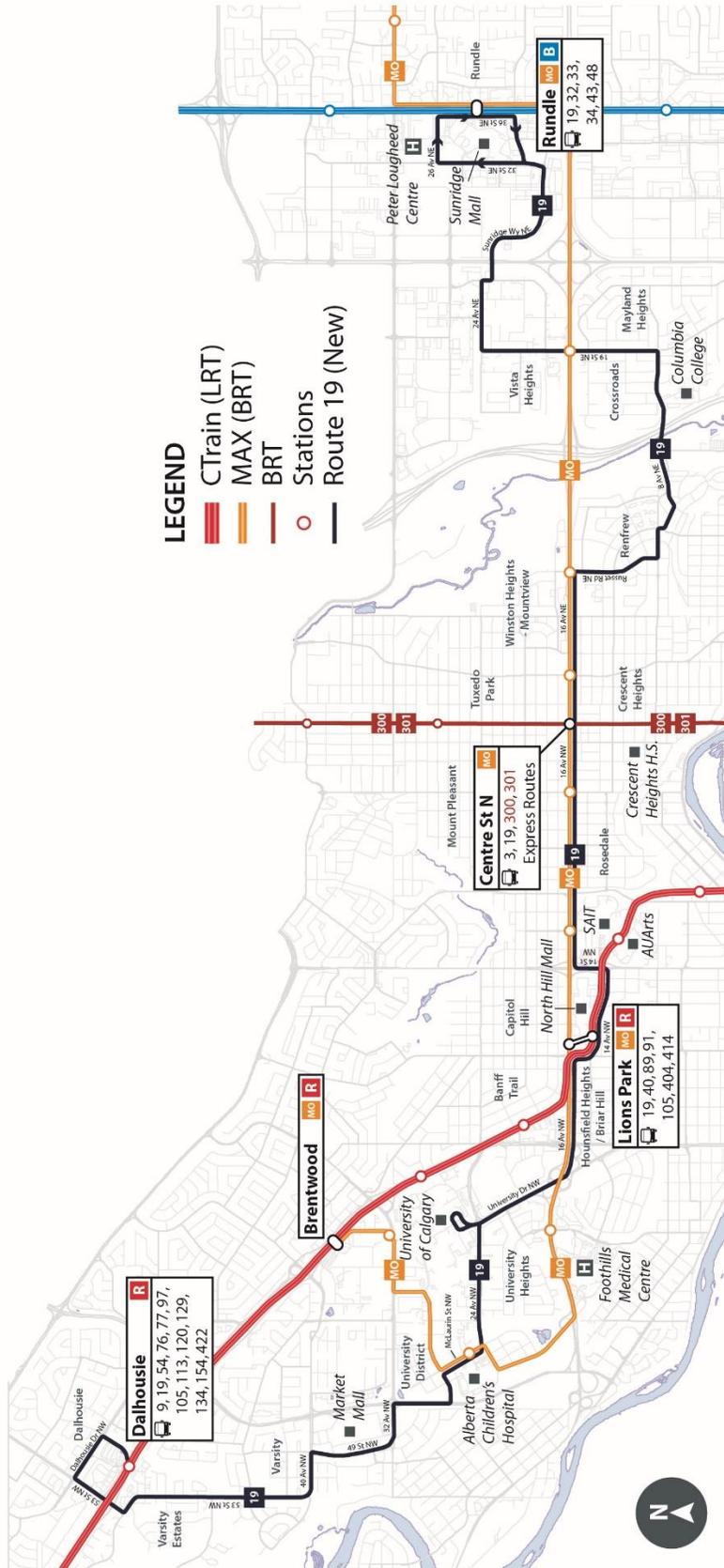
Key Performance Indicator	Before	After	Change (%)
Ridership (Weekly Boardings)	16,480	21,100	+28%
Service Hours (Weekly)	570	603	+6%
Productivity (Passengers per Service Hour)	29	35	+21%
Residents within 400m (5-min walk) of transit service	n/a*	n/a*	n/a*

\* - number of residents before/after change not reported because the project did not result in any change in coverage.

Ridership growth in the project area outpaced systemwide ridership growth, which grew by 18 per cent between March 2023 and September 2023. Ridership growth has been concentrated primarily along 16 Avenue North, with potential contributing reasons being new riders attracted by the removal of a transfer and MAX Orange customers who can opportunistically use Route 19 for similar trips. Despite the potential drawing away of customers from MAX Orange ridership on the BRT line has also grown.



# Route 19 & 31 Merger



Previous Route 19

Previous Route 31

## A1.3 – Bow River Northwest Service Changes

2023 September

### Project Description:

The project sought to optimize how transit service was delivered to communities in Bowness and Montgomery, as well as along the Trans-Canada Highway corridor in northwest Calgary.

Route 305 – BRT Bowness/City Centre was cancelled, with service consolidated onto Route 1 and frequency improvements made. This added a couple of minutes of travel time for some customers to downtown but also contributes to shorter average wait times for all customers in the corridor, with rush hour frequency improving from every 22 to every 16 minutes. This change helped support development of the Primary Transit Network in the Bowness / Montgomery corridor. A strategic review will be held in the future to determine how best to provide a rapid transit option to these communities (known as the West Bow Bus Rapid Transit project in RouteAhead).

Route 408 – Valley Ridge was modified and renamed Route 108 – Paskapoo Slopes. The new route takes advantage of a new underpass under Stoney Trail N.W. (at 1 Avenue N.W.) and reduces travel time by up to 4 minutes per trip for residents of Crestmont and Valley Ridge. This change also allowed modest frequency improvements to be made to the route.

### Design Principles:

- **Duplication:** Route 1 and 305 service on Bowness Road N.W. was consolidated into a single route, with frequency improvements from every 22 to every 16 minutes during weekday rush hour periods.
- **Direct Routing:** Utilizing the 1 Avenue N.W. underpass removes a mid-route deviation on the new Route 108. This reduces travel time by up to four minutes per direction, providing a faster trip to customers.
- **All-Day Service:** Route 305 provided only three trips over a one-hour period during each weekday morning and evening rush hours. The consolidated service on Route 1 improved peak frequency over a three-hour period, giving customers greater options about when to travel.

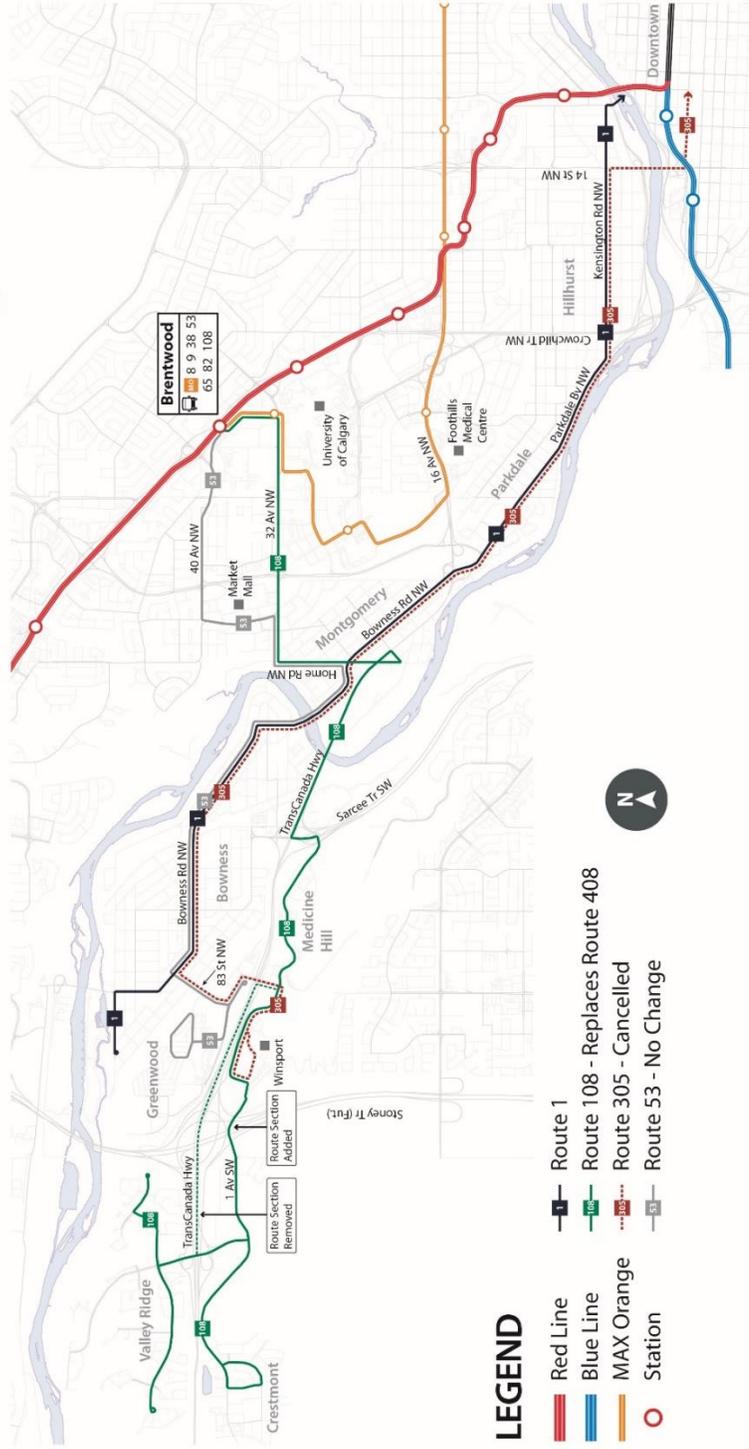
### Performance Evaluation:

Key Performance Indicator	Before	After	Change (%)
Ridership (Weekly Boardings)	32,125	38,570	+20%
Service Hours (Weekly)	1,220	1,380	+13%
Productivity (Passengers per Service Hour)	26	28	+6%
Residents within 400m (5-min walk) of transit service	n/a*	n/a*	n/a*

\* - number of residents before/after change not reported because the project did not result in any change in coverage.

Ridership improvements modestly outpaced systemwide performance, which increased by 18 per cent between March and September 2023. Ridership growth was broadly distributed throughout the corridor, likely reflecting a customer response to improved service levels.

## Bow River Northwest Service Changes



## A1.4 – Springbank Hill Transit Service Review

2023 September

### Project Description:

On Demand transit service was introduced in Springbank Hill in Fall 2020 as a response to the ridership reduction resulting from the COVID-19 pandemic, with particularly significant ridership loss within this area. Some limited fixed route service was maintained (Route 93) to maintain key regional connectivity through the area. The introduction of On Demand in the area was successful with key lessons that will be applied to future applications in other communities. However, as ridership began to recover and grow transitioning back to fixed routes increasingly became the more efficient way to deliver service to the area.

### Design Principles:

- **Coverage:** All areas that were served by On Demand continue to receive service with the reintroduction of fixed route service.
- **Duplication:** Relative to the fixed routes that existed in the area prior to Fall 2020 minor changes were made which reduced duplication in some corridors of Springbank Hill and Signal Hill. Although connections are now required for some trips it allowed for improved efficiency in vehicle use.

The community design and topography of these communities continue to make providing direct routing for customers a challenge. The ongoing development and infilling of key areas will provide future opportunities to address this.

### Performance Evaluation:

Key Performance Indicator	Before	After	Change (%)
Ridership (Weekly Boardings)	1,910	5,950	+211%
Service Hours (Weekly)	365	600	+63%
Productivity (Passengers per Service Hour)	5.2	9.9	+90%
Residents within 400m (5-min walk) of transit service	n/a*	n/a*	n/a*

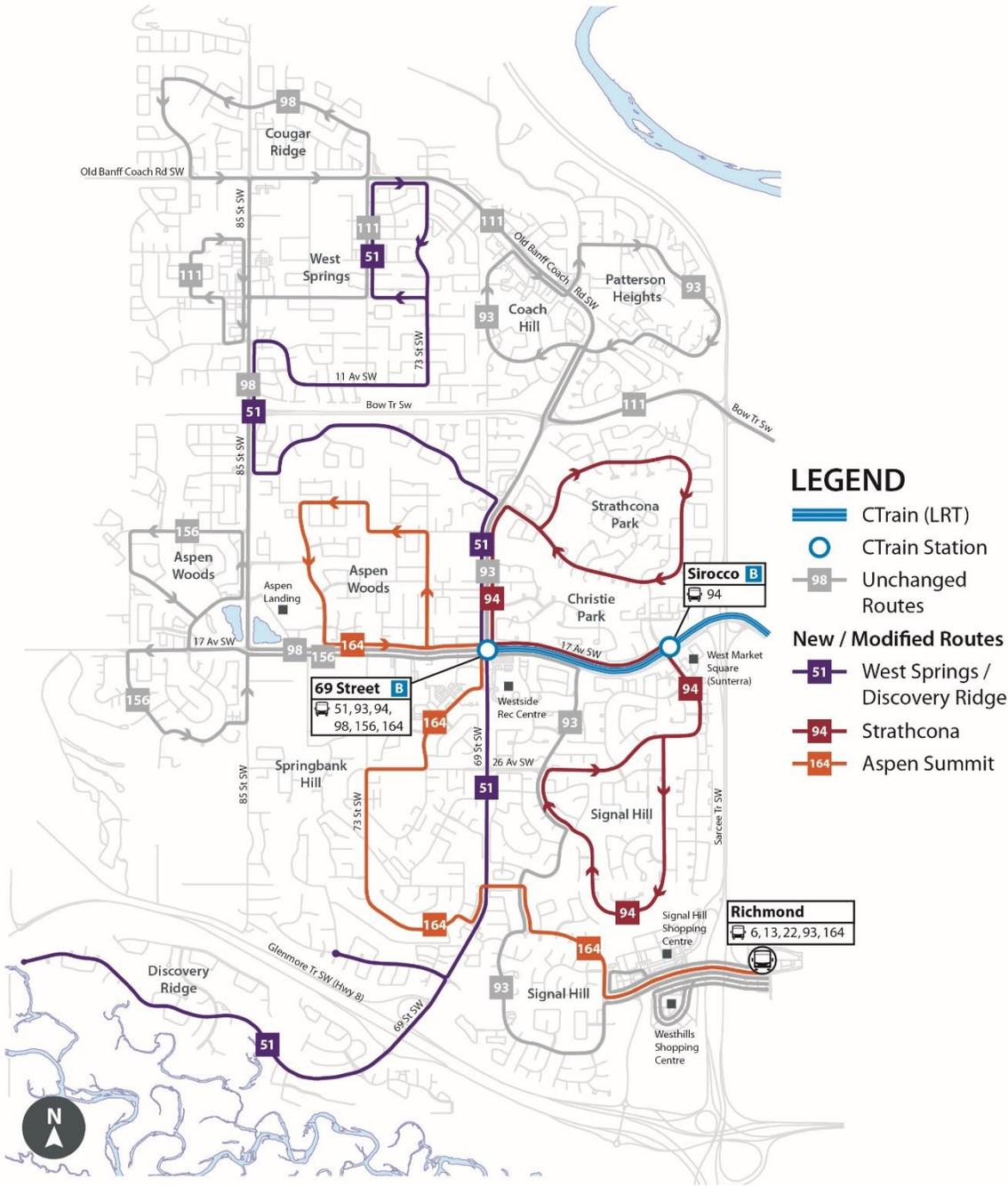
\* - number of residents before/after change not reported because detailed data not available where coverage was added.

Ridership changes significantly outpaced systemwide performance over the monitoring period. Numerous factors may contribute to this change. A small portion is due to additional connections for some trips (the fixed route methodology will count each boarding on a connecting trip separately). Another potential factor may be a customer preference for the show-up-and-go service available by providing a reliable and consistent schedule with fixed route service, a theme which was consistent in public feedback while On Demand service was being offered.

Modest service coverage improvements were made in the community of West Springs, introducing service on 73 Street S.W.



# Springbank Hill Transit Service Review



## A1.5 – 17 Avenue S.W. Stop Optimization

2023 September

### Project Description:

17 Avenue S.W. is one of the premier urban corridors in Calgary, acting as the main street for some of Calgary's densest and busiest communities. As a result, the corridor can also be among the city's most congested as private cars, commercial vehicles, pedestrians, and transit buses all vie for space. A key contributor to transit travel time delay can accrue from time spent at stops – the time necessary to pull-in, pick-up or drop-off customers, and re-enter travel lanes. This is especially pronounced in corridors with both a high number of bus stops close together and with high traffic.

The limited space for all users can also extend to the public realm where sidewalk space does not always afford opportunities to install transit waiting amenities (e.g., shelters, benches) for customers. Many bus stops on 17 Avenue S.W. were not able to support any ability for customers to sit while waiting or be protected from the weather.

The stop optimization project examined opportunities to speed up transit travel times through stop consolidation and identifying alternate stop locations that could support transit amenities as the 17 Avenue S.W. Reconstruction project comes to completion. Consultations were made with the local Business Improvement Area (BIA) as stop locations were analyzed.

Through stop closures and relocation, a total of five stops were removed in September 2023.

### Design Principles:

- Coverage: Although some customers may face a slightly longer walk to their bus stop, nearly all customers will remain within 400 metres (five-minute walk) of transit service.
- Direct Routing: Consolidating bus stops will contribute to buses stopping less often, taking customers to their destination faster.

### Project Evaluation:

The project evaluation has not yet been completed as travel time changes and monitoring require a longer time period for adequate analysis. Initial ridership changes have shown six per cent growth across the study area in Fall 2023, rising to a 10 per cent increase by early 2024. These increases remain true even when focusing on the central study area (between 8-14 Street S.W.) where the most significant stop changes took place.

Customer feedback has been generally positive, with relatively few concerns received in The City's 311 system. The final phase of the [17 Avenue S.W. Reconstruction](#) project will see the completion of sidewalk construction in 2024, allowing customer amenities to be installed beginning in 2025.



# 17 Avenue SW Stop Optimization



## LEGEND

- Stop Unchanged
- ⊠ Closed Stop
- New Stop
- 2 — Mt Pleasant / Killarney 17 Av
- 6 — Killarney 26 Av
- 7 — Marda Loop
- MY — MAX Yellow (not affected)
- 22 — Other routes (not affected)

## A1.6 – Northeast Transit Service Review

2023 December

### Project Description:

Northeast Calgary has been one of the fastest growing areas of the city for several years, with rapidly developing communities in Cityscape, Cornerstone, Redstone, Savanna, and Skyview Ranch. Similar rapid growth has also occurred in industrial and employment focused areas around the Calgary International Airport. Transit ridership in these areas is high, with high service utilization and congestion/overloads experienced throughout the day. Calgary Transit was able to budget resources as part of service recovery to improve routes in the area; however, utilizing a Transit Service Review approach to review and optimize service afforded an opportunity to leverage these resources to achieve an even greater degree of improvement.

The Northeast Transit Service Review had several objectives:

- Reduce crowding and overloads on area routes;
- Extend service into newly developed areas;
- Progress introductory service into additional service periods; and,
- Support economic opportunity by improving regional access to employment centres, particularly the Airport.

Broad based public engagement was held, including in-person open houses, online, and targeted sessions with particularly impacted interested parties. Communications were offered in six different languages to allow many community voices to be heard. Significant changes were made to the plan based on this feedback.

The project achieved several successes, including:

- Significant reduction in the number of overloads reported (e.g., where one or more customers cannot be picked up and are left behind).
- Significant expansion of both geographic coverage and additional service periods in communities like Cornerstone and Redstone; and,
- Improving Airport regional connections by relocating Route 100 – Airport to Saddletowne Station;

Concurrent with this review Calgary Transit also undertook an expansion of the Saddletowne LRT Station bus terminal, adding new bus stops on the west side of the station. This supported the addition of the new/relocated routes serving these communities and contributed to more reliable bus terminal operations.

### Design Principles:

- Coverage and All-Day Service: Additional service periods were added to Cornerstone (West), Redstone (East). New peak-period service was added to Cornerstone (East). Evening/Weekend service added to multiple industrial areas around Country Hills Boulevard N.E. and 36 Street N.E.
- Direct Service: Route 100 realignment to Saddletowne LRT Station via 96 Avenue (Airport Tunnel) reduces travel time for customers and improves on-time schedule reliability.

- Connective Network: Route 100 realignment to Saddletowne reduces number of transfers for more customers to access the airport from northeast Calgary and aligns better with future Airport Rail connector.

**Performance Evaluation:**

Key Performance Indicator	Before	After	Change (%)
Ridership (Weekly Boardings)	54,900	66,400	+21%
Service Hours (Weekly)	1,530	2,100	+36.5%
Productivity (Passengers per Service Hour)	36.0	32.2	-10%
Residents within 400m (5-min walk) of transit service	n/a*	n/a*	n/a*
Overloads (over 4-month period)	653	137	-80%

\* - See discussion below

Residential coverage changes were inconclusive due to lack of data about current population in newly developing areas in Redstone and Cornerstone. Nearly all customers experiencing longer walk distances remain within 400 metres (five-minute) walk distance of transit (e.g., the walk distance changed from 100 m to 300 m) and are concentrated near 128 Avenue and Cornerstone Boulevard N.E. Significant service coverage increases were made in the communities of Savanna and east Cornerstone (e.g., Cornerbrook and Corner Meadows).

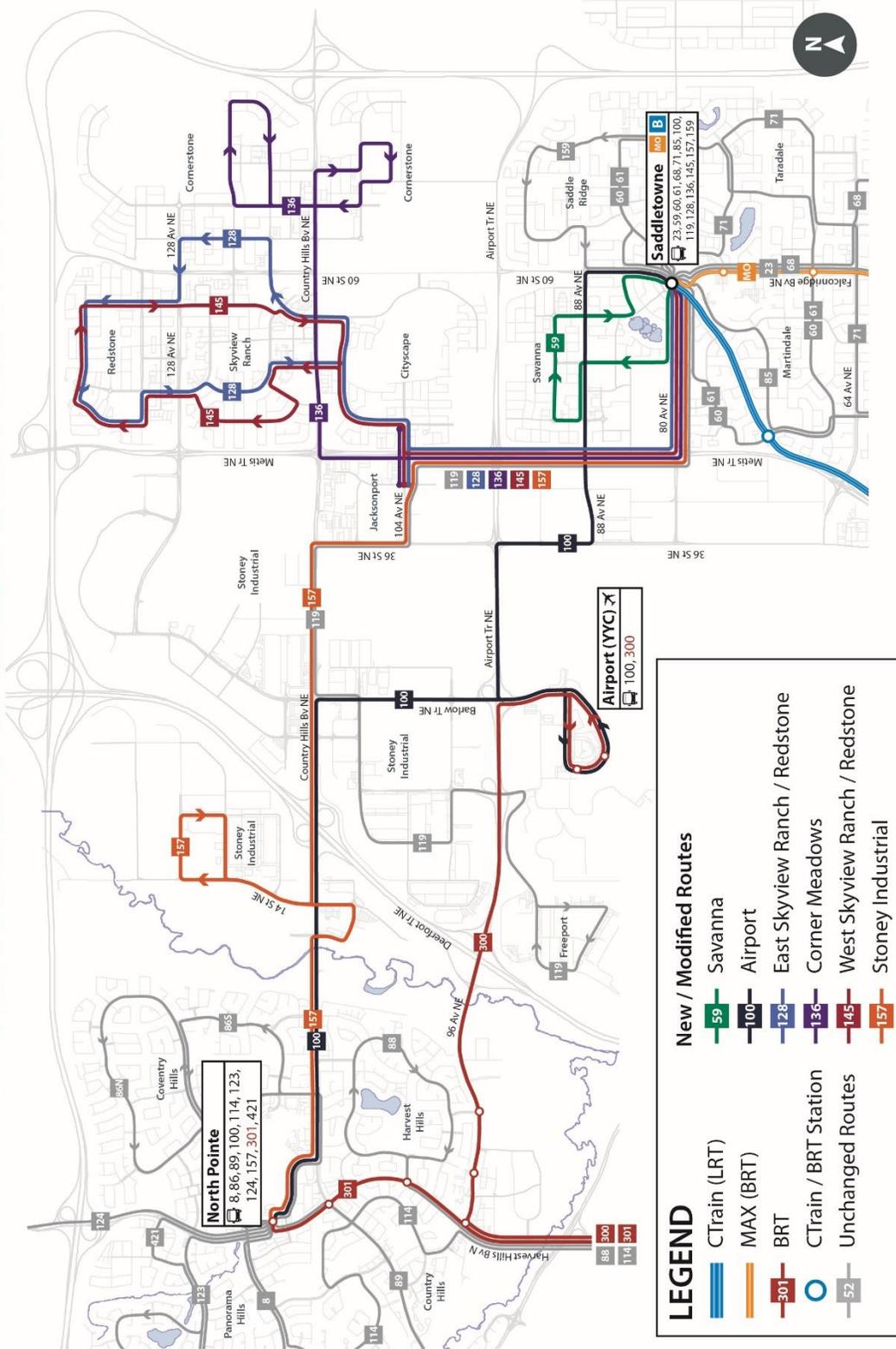
Service productivity was expected to decrease in the short-term as a result of four factors:

- The service change is still very new and customers are still responding to the changes;
- Additional service was added to address crowding and overloads. Adding the capacity necessary to address this necessarily will reduce the number of passengers per vehicle and thus overall productivity;
- Service was added into weekday non-rush hour, evening, and weekend periods, when fewer people travel; and,
- The evaluation is comparing a seasonally high period of demand (fall) to a lower period of demand (early spring).

Overloads were substantially reduced, though this remains an opportunity for further monitoring to determine if overloads will continue to decrease or if additional service is necessary.



# Northeast Transit Service Review

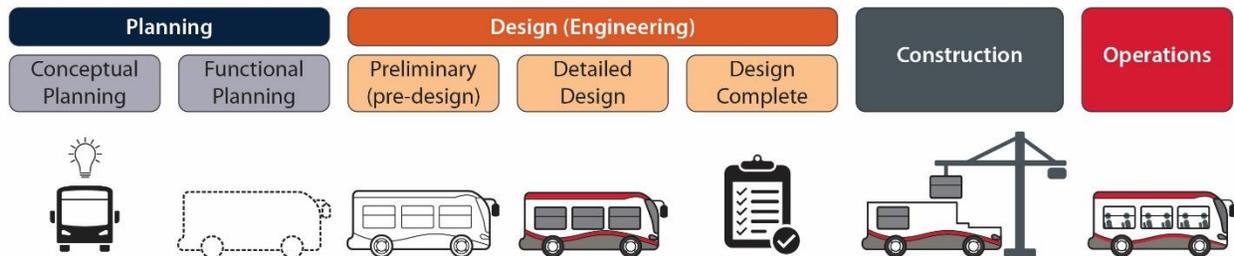


## Appendix 2 – Capital Project Status Definition

The capital project status update table in [Section 3.11](#) measures several components of project readiness. This appendix provides additional definition as to the reported state of each project.

**Planning and Design:** Once a project has been identified in RouteAhead it must proceed through several stages of planning before construction can begin and operations commence. These stages will define technologies, land requirements, costs, and other necessary design details to ensure projects reflect service requirements and the public interest. Once a detailed design is complete the project is ready to proceed to construction.

**Figure 26: Progression of Project Planning and Design**



**Land Assembly:** Some projects may be accommodated entirely within current street rights-of-way. Other projects may require land to be dedicated or purchased before construction can begin.

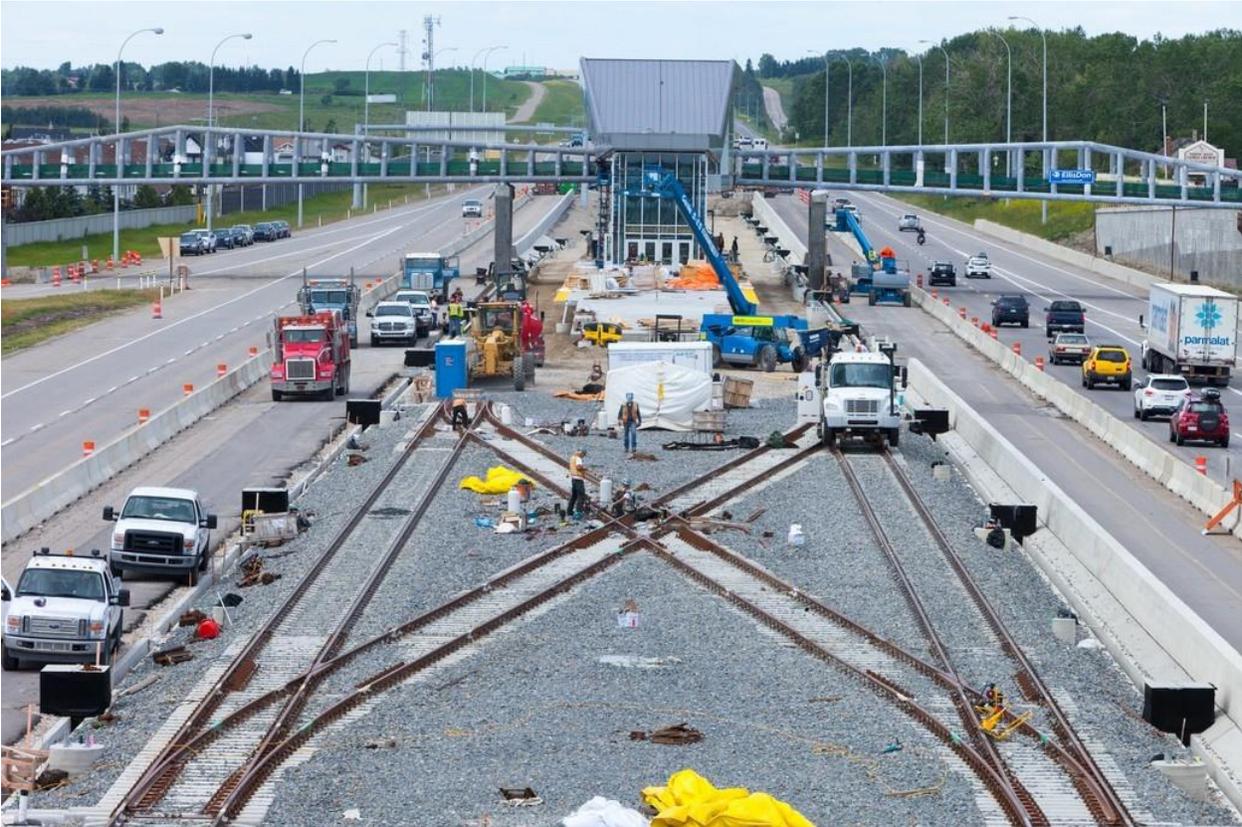
- n/a: planning has not yet sufficiently advanced to determine whether additional land is required.
- None: the necessary land has not yet been purchased or dedicated
- Partial: some necessary land has been dedicated or purchased, but not all of what is needed.
- Yes: all necessary land required for the project has been dedicated, purchased, or exists within the current public right-of-way.

**Funding:** Capital projects will require a dedicated funding source to proceed to construction.

- None: dedicated capital funding has not yet been approved.
- Planning: funding has been approved to advance the planning status of a project only (i.e., to conduct Functional Planning, or Pre-Design).
- Partial: Funding has been secured for a portion of the overall project. This status is typically only applied where projects have multiple stages or phases (e.g., North Central Bus Rapid Transit)
- Yes: dedicated capital funding has been approved.

**State of Readiness:**

	<b>Highest State of Readiness.</b> Functional planning study completed, or minimal updates required; land mostly acquired; most risks removed; can proceed to preliminary and detailed design.
	<b>Medium State of Readiness.</b> Need to update an out-of-date functional planning study or new functional planning study required building on existing conceptual plan; some risks still to resolve; some land acquisition required; engagement required.
	<b>Lowest State of Readiness.</b> Project identified in a statutory plan or through Council priority; conceptual plan or other high-level plan may exist, but routing and detailed to be determined; highly complex in size and scale requiring more planning to proceed; project located in a new or actively developing area therefore unlikely to be built soon or progress planning ahead of other projects; major land acquisition required.



## Appendix 3 – Direction and Strategy Indicator Status

This section provides a comprehensive update for all 159 strategies contained in RouteAhead. It will provide an update about their current status and include any initiatives advanced or completed in 2023 which contribute to achieving the strategy. Where an initiative is highlighted elsewhere in the report a section number will be provided to link to the relevant section providing more information.

### A3.1 – Strategy Status Summary

Indicators reflect the status of a strategy based on initiatives advanced over the previous year. In this report status changes are in relation to those published in the 2023 RouteAhead Update.

Not all strategies will have active initiatives every year. Not all strategies will be possible to complete as they require continual attention based on trends and customer expectations (e.g., improving safety on transit).

**Figure 27: Summary of RouteAhead Strategies – Current Status (2023)**



Status	Symbol	Description	Number of Strategies (% of Total)
Not Started		Any medium- or long-term strategy without initiatives (under development, active, or complete).	15 (10%)
In Development		Any short-term strategy without an initiative completed or in active implementation.	32 (19%)
Progressed		Any strategy with a completed initiative since 2023, but no current projects in the reporting year.	18 (11%)
In Progress		Any strategy with an initiative being implemented in the reporting year.	93 (58%)
Complete		Any strategy for which all initiatives are completed.	1 (1%)
			159 (100%)

### A3.2 – Complete Strategy List

Strat.	Description	Timeline	Status	Initiatives
<b>C1 – Make it easier for customers to quickly get the information they need in a variety of formats.</b>				
C1.1	Promote the Primary Transit Network through identification on maps, signage, and other customer information	Short-Term		
C1.2	Continually improve the availability, timeliness and helpfulness of customer information in-person, on mobile devices, at major stops and stations, over the phone, on the web, via social media and through new technologies as they evolve	Ongoing		<ul style="list-style-type: none"> <li>Increased additional call center staff during major service disruptions.</li> <li>Transit Ambassador Program (<a href="#">2.11</a>)</li> </ul>
C1.3	Continue to develop and improve processes and technologies to keep customers informed about delays in a consistent and reliable fashion using real-time information	Ongoing		
C1.4	Improve signage for temporary closures of bus stops due to construction, and clearly identify alternative stops. Ensure information is available early through websites, public announcements, social media platforms and communication with community groups.	Short-Term		<ul style="list-style-type: none"> <li>Implemented new signage process for CTrain service disruptions.</li> <li>Added new signs, QR codes using Google Maps to help customers find replacement stops.</li> <li>Improved information on website, social media, and digital displays on CTrain platforms.</li> </ul>
C1.5	Frequently monitor and address gaps in visual and audible communication of station closures and other planned or unplanned disruptions on the CTrain system	Short-Term		<ul style="list-style-type: none"> <li>Improving communications between Transit Relations and Public Safety Officers.</li> </ul>
C1.6	Deliver messaging through collaboration with businesses, organizations and community groups to ensure customers are adequately informed of upcoming closures, detours and service delays	Medium-Term		
C1.7	Ensure technology is equitable and provide education and support for customers using digital tools in support of digital equity for all transit users	Short-Term		<ul style="list-style-type: none"> <li>Updated graphics and layout on the digital displays on CTrain platforms and MAX station have moved to a more visual-heavy medium with more legible text and a QR code leading to the website with translation options.</li> </ul>
C1.8	Improve Calgary Transit's online content to promote future plans for transit service, current initiatives, and past accomplishments by enabling broad engagement to ensure Calgarians are informed.	Short-Term		
<b>C2 – Make it easier for customers – including new users, occasional users, and visitors – to understand and use the system.</b>				
C2.1	Develop a new map design for the Primary Transit Network and communicate it to customers, focusing on future capital investments	Medium-Term		

Strat.	Description	Timeline	Status	Initiatives
C2.2	Continuously review bus route design to simplify routes and improve understanding of the system	Ongoing		<ul style="list-style-type: none"> <li>Planned and implemented multiple Transit Service Reviews (TSRs) in 2023 (<a href="#">Appendix 1</a>).</li> </ul>
C2.3	Provide different customer segments with specific and helpful information (e.g., maps, tactile maps, customer information, station area wayfinding, etc.) about types of transit service.	Short-Term		<ul style="list-style-type: none"> <li>Implemented TWSI (Tactile Walking Surface Indicators) pilot program at City Hall/Bow Valley College and Bridgeland LRT stations. Currently under monitoring and evaluation.</li> </ul>
C2.4	Create and implement system-wide wayfinding and signage standards	Medium-Term		<ul style="list-style-type: none"> <li>Implemented station signage standards and guidelines, some station specific signage still under development.</li> <li>Brentwood Station Renovation (<a href="#">2.35</a>)</li> </ul>
<b>C3 – Increase access to clear and accurate real-time information</b>				
C3.1	Improve real-time arrival information on CTrain platforms and at major transit stops	Short-Term		
C3.2	Improve the Calgary Transit website and third-party mobile applications to develop a more accessible, customer-focused design, layout, and navigation system	Short-Term		
C3.3	Continue developing and integrating mobile applications and Mobility as a Service (MaaS) to enhance communicating accurate real-time information	Short-Term		
<b>C4 – Ensure the eligibility process for Calgary Transit Access, low-income transit passes, and other current and future Calgary Transit programs is easy, transparent, and accessible for all applicants.</b>				
C4.1	Ensure the common eligibility criteria used to apply for special programs or services are equitable and inclusive through engagement with equity deserving groups	Short-Term		<ul style="list-style-type: none"> <li>Low-Income Transit Pass Funding (<a href="#">4.31</a>)</li> </ul>
C4.2	Keep online content for Calgary Transit programs up-to-date to ensure information is clear, accurate, and easily navigable for all customers	Short-Term		
<b>C5 – Make it easier for customers to find the next bus or train they are connecting with.</b>				
C5.1	Enable customer connections between Calgary Transit Access and other Calgary Transit services through universal design enhancements	Short-Term		
C5.2	Improve wayfinding system-wide with uniform signage and frequent, large, clear signage with high contrast	Short-Term		<ul style="list-style-type: none"> <li>Brentwood Station Renovation (<a href="#">2.35</a>)</li> </ul>
C5.3	Schedule local bus routes to arrive at major transit connection points at the same time to facilitate easier connections for customers	Short-Term		<ul style="list-style-type: none"> <li>Schedules are reviewed and updated four times per year, including optimizing connections.</li> </ul>

Strat.	Description	Timeline	Status	Initiatives
<b>C6 – Make it easier and safer to get to transit stops and stations.</b>				
C6.1	Integrate multi-modal mobility hubs in future transit-oriented developments to improve walking and wheeling access	Long-Term		<ul style="list-style-type: none"> <li>Transit-Oriented Development Program (<a href="#">3.12</a>)</li> <li>City Building Program will be updating The Municipal Development Plan, Calgary Transportation Plan, Land Use Bylaw, and Street Manual in 2024 (<a href="#">5.1</a>)</li> </ul>
C6.2	Identify and implement improvements for bicycle parking at stops and stations	Medium-Term		<ul style="list-style-type: none"> <li>Green Line Update (<a href="#">3.2</a>)</li> </ul>
C6.3	Encourage linked transit and cycling trips by installing bike racks on all buses and allowing bikes on the CTrain.	Short-Term		<ul style="list-style-type: none"> <li>Bike Racks on Buses (<a href="#">2.33</a>).</li> <li>Bike racks to be included all new purchases moving forward.</li> </ul>
C6.4	Promote park and ride opportunities as a key connection for regional transit. Consider shared parking opportunities in mixed-use nodes, that may facilitate or enhance future commuter transit routes when exploring the layout and composition of new communities in the regional context.	Long-Term		<ul style="list-style-type: none"> <li>City Building Program will be updating The Municipal Development Plan, Calgary Transportation Plan, Land Use Bylaw, and Street Manual in 2024 (<a href="#">5.1</a>)</li> </ul>
C6.5	Explore shared parking opportunities when planning new developments at future transit stations	Long-Term		<ul style="list-style-type: none"> <li>Transit-Oriented Development Program (<a href="#">3.12</a>)</li> </ul>
C6.6	Incorporate universal accessibility improvements when upgrading existing infrastructure, and ensure accessibility standards are met in the design of new Calgary Transit facilities	Short-Term		<ul style="list-style-type: none"> <li>Victoria Park/ Stampede Station Rebuild (17SX)</li> <li>Brentwood Station Renovation (<a href="#">2.35</a>)</li> <li>Green Line Update (<a href="#">3.2</a>)</li> </ul>
C6.7	Strategically manage parking at transit stations by providing an adequate amount of park and ride spaces to complement the surrounding land uses.	Long-Term		<ul style="list-style-type: none"> <li>City Building Program will be updating The Municipal Development Plan, Calgary Transportation Plan, Land Use Bylaw, and Street Manual in 2024 (<a href="#">5.1</a>)</li> <li>Green Line Update (<a href="#">3.2</a>)</li> </ul>
C6.8	Increasing travel training opportunities for Calgary Transit Access customers through Train the Trainer programs and by encouraging the use of other Calgary Transit services for some trips	Short-Term		
C6.9	Actively engage third party researchers to thoughtfully review public transit accessibility best practices.	Short-Term		
C6.10	Frequently review and improve snow clearing and ice removal strategies and prioritization at and around all transit facilities, stops, and stations.	Ongoing		<ul style="list-style-type: none"> <li>Snow and Ice Control (SNIC) at transit stops and facilities are reviewed regularly.</li> <li>New Request for Proposals (RFP) for snow clearing to be issued in Summer 2024.</li> </ul>
C6.11	Develop and implement strategies to improve safety at rail crossings.	Long-Term		<ul style="list-style-type: none"> <li>Implemented pedestrian improvements at Shawville LRT crossing (<a href="#">2.31</a>)</li> </ul>
C6.12	Improve connections between the Plus 15 network and CTrain stations in support of the Greater Downtown Plan.	Long-Term		

Strat.	Description	Timeline	Status	Initiatives
<b>C7 – Integrate Calgary Transit Access with other Calgary Transit services.</b>				
C7.1	Continue to improve accessibility of conventional Calgary Transit services to remove barriers to access; provide customers greater travel choice and dignity; and free up Calgary Transit Access resources to address the aging population and people most in need of specialized service.	Ongoing		
C7.2	Promote transit services specifically offered through Calgary Transit Access	Short-Term		
C7.3	Evaluate software solutions to optimize travel connections for people with disabilities who are using a combination of Calgary Transit Access and other Calgary Transit services.	Short-Term		<ul style="list-style-type: none"> <li>Updated Calgary Transit Access trip booking software, with customers now able to make trip requests online.</li> </ul>
<b>C8 – Integrate connecting services to improve first-mile and last-mile connections to transit.</b>				
C8.1	Explore and experiment with emerging transportation technologies to provide first-mile and last-mile solutions	Medium-Term		<ul style="list-style-type: none"> <li>2023 Mobility/Calgary Transit pilot project assessed which CTrain stations would best benefit from having a shared e-bike/e-scooter service.</li> <li>Advancing work with: On Demand, Mobility as a Service (MaaS), On-Demand, micro-mobility</li> </ul>
C8.2	Explore opportunities for customers to use Calgary Transit Access for part of their trip and connect to conventional Calgary Transit services for the other part of their trip.	Short-Term		
C8.3	Enhance trip planning and payment options by expanding Mobility as a Service (MaaS) in partnership with the private sector.	Medium-Term		
C8.4	Coordinate Always Available for All Ages and Abilities network enhancement projects with access to transit stops and stations.	Ongoing		<ul style="list-style-type: none"> <li>Green Line Update (<a href="#">3.2</a>)</li> </ul>
<b>C9 – Make it easier to pay to ride Calgary Transit</b>				
C9.1	Investigate the benefits and costs of all-door boarding and pre-board fare payment	Medium-Term		
C9.2	Improve the reliability of electronic fare payment on buses and CTrains	Medium-Term		
C9.3	Expand electronic fare collection to Calgary Transit Access and integrate with payment for other civic services.	Medium-Term		

Strat.	Description	Timeline	Status	Initiatives
C9.4	Continue to expand payment options for customers with emerging technology, while ensuring cash payment is available for those who need it.	Ongoing		
C9.5	Explore partnerships with sports, entertainment, and tourist venues to include transit fares in event tickets.	Medium-Term		<ul style="list-style-type: none"> <li>Advancing various partnership opportunities.</li> <li>Reviewing policy and guidelines currently under development.</li> </ul>
<b>C10 – Ensure the Calgary Transit payment structure is transparent and equitable.</b>				
C10.1	Work with the Calgary Metropolitan Regional Board and neighbouring municipalities to develop a regional fare strategy.	Medium-Term		<ul style="list-style-type: none"> <li>Reviewing recommendations from Fare Revenue System program consultant report.</li> </ul>
C10.2	Communicate the value public transit contributes to all Calgarians through promotion, specifically during budget planning.	Medium-Term		<ul style="list-style-type: none"> <li>Low-Income Transit Pass Funding (<a href="#">4.31</a>)</li> <li>Green Line Update (<a href="#">3.2</a>)</li> </ul>
C10.3	Ensure paying for Calgary Transit is safe and secure for all customers, regardless of the payment method used.	Medium-Term		<ul style="list-style-type: none"> <li>Ensuring payment modes comply with PCI regulations.</li> <li>Advancing work to launch payment wallets (ApplePay and GooglePay) and dynamic payment fields,</li> <li>Implemented Weekend Group Day Pass (<a href="#">4.32</a>)</li> </ul>
<b>C11 – Ensure Calgary Transit stops and stations are attractive, clean, and comfortable.</b>				
C11.1	Increase the availability and quality of shelters and benches on the Primary Transit Network	Medium-Term		<ul style="list-style-type: none"> <li>Shelter Improvement Program (<a href="#">2.34</a>)</li> <li>Brentwood Station Renovation (<a href="#">2.35</a>)</li> <li>Green Line Update (<a href="#">3.2</a>)</li> </ul>
C11.2	Expand station cleaning programs to meet future demand on station platforms, adapting to changes in operational demands.	Medium-Term		<ul style="list-style-type: none"> <li>Continuously improving contract cleaning programs and process with new vendors.</li> <li>Research and apply for government funding such as the Alberta Social Disorder Fund for cleaning and safety and any future available programs.</li> </ul>
C11.3	Ensure sufficient lighting and security cameras are in place at station areas, and sufficient streetlighting is provided at bus stops	Medium-Term		<ul style="list-style-type: none"> <li>Upgraded platform lighting along 7<sup>th</sup> Avenue LRT Stations</li> <li>Upgraded parking lot lighting at Sirocco LRT Station park-and-ride</li> <li>Upgraded station lighting at Somerset-Bridlewood, Saddletown, Chinook, Sunnyside, Martindale and Whitehorn LRT Stations</li> <li>Brentwood Station Renovation (<a href="#">2.35</a>)</li> </ul>
<b>C12 – Enhance transit stops and stations so they are attractive and welcoming public spaces and vibrant community nodes.</b>				
C12.1	Explore strategies to integrate transit stations and plazas into communities, encouraging other community uses and activities while preserving the importance for mobility.	Medium-Term		<ul style="list-style-type: none"> <li>Green Line Update (<a href="#">3.2</a>)</li> </ul>
C12.2	Conduct Crime Prevention Through Environmental Design assessment of transit station areas and explore initiatives to reduce vandalism and crime by creating attractive, welcoming public spaces.	Short-Term		<ul style="list-style-type: none"> <li>Adding dedicated staff for LRT Station inspections to improve response time for damaged and/or vandalized assets (ex. broken glass, graffiti, damaged benches, etc.).</li> </ul>

Strat.	Description	Timeline	Status	Initiatives
<b>C13 – Enhance safety and security for customers.</b>				
<b>C13.1</b>	Continue to partner with local authorities, social outreach programs, and other agencies to promote safety for all customers, with a focus on helping vulnerable populations	Short-Term		
<b>C13.2</b>	Review monthly statistics to identify changes in social disorder with a focus on types and locations where additional support is required.	Short-Term		<ul style="list-style-type: none"> <li>Implemented as part of the Public Transit Safety Strategy approved in October 2023 (<a href="#">2.2</a>)</li> </ul>
<b>C13.3</b>	Increase and enhance closed circuit television coverage in areas of frequent social disorder events to improve system safety and safety response times.	Medium-Term		<ul style="list-style-type: none"> <li>Added additional CCTV cameras added to Victoria Park Stampede Station</li> </ul>
<b>C13.4</b>	Increase enforcement presence by Calgary Transit peace officers, transit security guards, local authorities, and other Calgary Transit staff by strategically deploying personnel where needed on the system, to enhance comfort of customers while using transit.	Short-Term		<ul style="list-style-type: none"> <li>The Transit Ambassador Program (<a href="#">2.11</a>)</li> <li>Public Transit Safety District Model (<a href="#">2.21</a>)</li> </ul>
<b>C13.5</b>	Build the Primary Transit Network to create a fast, frequent, and reliable system that minimizes waiting and transfer times.	Long-Term		<ul style="list-style-type: none"> <li>Investment in RouteAhead operating hours (2023-2026)</li> <li>Light Rail Vehicle Procurement (<a href="#">3.33</a>)</li> <li>Green Line Update (<a href="#">3.2</a>)</li> </ul>
<b>C13.6</b>	Highlight the role of peace officers and how they help customers.	Short-Term		<ul style="list-style-type: none"> <li>Public Transit Safety District Model (<a href="#">2.21</a>)</li> </ul>
<b>C13.7</b>	Increase the presence of Calgary Transit staff on the system to provide assistance to customers.	Short-Term		<ul style="list-style-type: none"> <li>Positioning field supervisors to provide more frequent interaction with both customers and employees. New process supporting more customer callbacks to respond to transit-related concerns.</li> <li>Transit Ambassador Program (<a href="#">2.11</a>)</li> <li>Public Transit Safety District Model (<a href="#">2.21</a>)</li> </ul>
<b>C13.8</b>	Work collaboratively with local authorities to ensure the presence of peace officers, police, and security guards is maintained.	Short-Term		<ul style="list-style-type: none"> <li>Public Transit Safety District Model (<a href="#">2.21</a>)</li> </ul>
<b>C13.9</b>	Upgrade closed circuit television monitoring systems to add cameras and features to detect incidents automatically and alert security personnel to improve dispatch times.	Short-Term		<ul style="list-style-type: none"> <li>Implemented automatic human detection to City Hall Tunnel.</li> </ul>
<b>C14 – Improve the experience of riding in Calgary Transit vehicles.</b>				
<b>C14.1</b>	Review the benefits and costs of incorporating additional amenities into vehicles, as reflected in customer surveys and expectations	Long-Term		

Strat.	Description	Timeline	Status	Initiatives
C14.2	Consider seating arrangements, seat types, accessibility features, heating, air conditioning, and windows to maximize passenger safety and comfort when buying new vehicles.	Short-Term		<ul style="list-style-type: none"> <li>Community Shuttle Procurement (<a href="#">3.31</a>)</li> <li>Zero Emission Bus Procurement (<a href="#">3.32</a>)</li> <li>Light Rail Vehicle Procurement (<a href="#">3.33</a>)</li> <li>Green Line Update (<a href="#">3.2</a>)</li> </ul>
<b>C15 – Make connections more convenient and ensure transfer locations are welcoming.</b>				
C15.1	Use real-time information to fine-tune schedules to improve connections.	Medium-Term		<ul style="list-style-type: none"> <li>Schedules are reviewed and updated four times per year, including optimizing connections.</li> </ul>
C15.2	Review feedback, passenger counts, and other data to identify key locations where customers have challenging connections and identify improvements to address concerns.	Ongoing		<ul style="list-style-type: none"> <li>Transit Service Planning and Scheduling regularly reviews feedback and operational information to implement network adjustments.</li> </ul>
C15.3	Improve feeder bus timing during evenings and weekends to facilitate better connections to the Primary Transit Network.	Short-Term		<ul style="list-style-type: none"> <li>Schedules are reviewed and updated four times per year, including optimizing connections.</li> </ul>
<b>C16 – Improve reliability of service through technology in order to minimize delays.</b>				
C16.1	Develop priorities for service improvements on the transit network through analysis of travel times, delays, operational data, and customer feedback.	Ongoing		<ul style="list-style-type: none"> <li>17 Avenue SW stop optimization (<a href="#">A1.5</a>)</li> <li>Collaborating with Mobility to review and adjust transit priority timing along 17 Avenue SE Transitway.</li> </ul>
C16.2	Improve response to disruptions and delays through real-time information, current technology, and communication among staff.	Short-Term		<ul style="list-style-type: none"> <li>Improved real-time updates on Twitter (X)</li> <li>Adding call center notifications in real time through teams /e-mails</li> </ul>
C16.3	Expand the use of light rail transit system investigative equipment to proactively locate areas requiring immediate repair.	Short-Term		<ul style="list-style-type: none"> <li>Conduct regular inspections of LRT Tracks and Overhead Catenary System.</li> </ul>
<b>C17 – Monitor, report on, and improve on-time performance.</b>				
C17.1	Develop an action plan to address on-time performance issues, including service hours, fleet, maintenance strategies, and facilities	Short-Term		
C17.2	Reduce risks of service disruptions through proactive repairs, lifecycle maintenance, and infrastructure upgrades.	Ongoing		<ul style="list-style-type: none"> <li>Haysboro Garage Expansion (<a href="#">2.41</a>)</li> <li>South Central Garage Project (<a href="#">2.42</a>)</li> </ul>
C17.3	Adapt infrastructure to withstand climate change and extreme weather events.	Medium-Term		<ul style="list-style-type: none"> <li>Haysboro Garage Expansion (<a href="#">2.41</a>)</li> <li>South Central Garage Project (<a href="#">2.42</a>)</li> <li>Green Line Update (<a href="#">3.2</a>)</li> </ul>
C17.4	Conduct repairs and lifecycle maintenance of CTrain facilities and systems using scheduled maintenance windows.	Ongoing		<ul style="list-style-type: none"> <li>Installed upgrades LRT Station Lighting, HVAC, and glass replacement at several stations.</li> </ul>
C17.5	Develop robust asset management systems to mitigate the risk of asset failure and unplanned disruptions	Short-Term		<ul style="list-style-type: none"> <li>Implemented The Fleet Plan which identifies fleet that is at end of planned life and, the associated capital cost for replacement.</li> </ul>

Strat.	Description	Timeline	Status	Initiatives
<b>C18 – Continuously improve customer service.</b>				
<b>C18.1</b>	Set supervisor-to-operator ratio standards to maintain an appropriate level of oversight and supervision to ensure service levels are optimized and safety is prioritized	Short-Term		<ul style="list-style-type: none"> <li>Recruited new full-time employee support supervisors, which provide an opportunity to engage and support front-line employees and enable prompt investigations into workplace safety-related concerns.</li> </ul>
<b>C18.2</b>	Evaluate the potential for additional technology and tools to better enable operators to assist customers and report problems with vehicles and facilities.	Short-Term		<ul style="list-style-type: none"> <li>Implementation of the “Operators Zone” which allows operators to provide feedback on scheduling, booking a vehicle, reporting a hazardous condition, or praising a peer.</li> </ul>
<b>C18.3</b>	Modernize onboard technologies that will help improve CTrain on-time performance reporting and real-time location tracking of trains for customers.	Short-Term		<ul style="list-style-type: none"> <li>Implemented initiative to track CTrains in real time with reference to current location and time to next station through CT’s Trip Planning Application-</li> </ul>
<b>C18.4</b>	Continue to build and develop the Transit Ambassador group to help support customers on the system.	Short-Term		<ul style="list-style-type: none"> <li>The Transit Ambassador Program (<a href="#">2.11</a>)</li> </ul>
<b>C18.5</b>	Explore new online tools to help customers get transit information faster and easier, without the need to call in.	Medium-Term		
<b>C18.6</b>	Consider all steps of the customer transit journey and each customer’s unique transit experience when developing new plans, projects, and initiatives.	Ongoing		<ul style="list-style-type: none"> <li>Green Line Update (<a href="#">3.2</a>)</li> </ul>
<b>N1 – Increase frequent transit routes to build the Primary Transit Network.</b>				
<b>N1.1</b>	Increase operational investment to reach the 10-minute service, 15 hours a day, seven days a week goal of the Primary Transit Network through frequent transit routes	Long-Term		<ul style="list-style-type: none"> <li>Green Line Update (<a href="#">3.2</a>)</li> <li>Network Change Update (<a href="#">3.5, Appendix 1</a>)</li> </ul>
<b>N1.2</b>	Prioritize operational investments first on the CTrain lines, MAX lines, and significant cross-town routes to create a skeletal network.	Short-Term		<ul style="list-style-type: none"> <li>Green Line Update (<a href="#">3.2</a>)</li> <li>Network Change Update (<a href="#">3.5, Appendix 1</a>)</li> <li>North Central Bus Rapid Transit (Centre Street North) (<a href="#">5.4</a>)</li> <li>Blue Line Northeast LRT Extension (<a href="#">5.6</a>)</li> </ul>
<b>N1.3</b>	Revise existing routes and design future routes to better align with Primary Transit Network corridors during transit service reviews.	Medium-Term		<ul style="list-style-type: none"> <li>Network Change Update (<a href="#">3.5, Appendix 1</a>)</li> </ul>
<b>N1.4</b>	Promote integration of transit and land use by focusing investment on corridors that support high ridership routes, key connections, main streets, and activity centers, to achieve Municipal Development Plan and Calgary Transportation Plan goals.	Ongoing		<ul style="list-style-type: none"> <li>Green Line Update (<a href="#">3.2</a>)</li> <li>Network Change Update (<a href="#">3.5, Appendix 1</a>)</li> <li>Transit-Oriented Development Program (<a href="#">3.12</a>)</li> <li>Blue Line Northeast LRT Extension (<a href="#">5.6</a>)</li> </ul>
<b>N1.5</b>	Invest in cross-town routes to link all quadrants and communities of the city for a reliable and connected service.	Ongoing		<ul style="list-style-type: none"> <li>Green Line Update (<a href="#">3.2</a>)</li> <li>Network Change Update (<a href="#">3.5, Appendix 1</a>)</li> <li>North Central Bus Rapid Transit (Centre Street North) (<a href="#">5.4</a>)</li> <li>Blue Line Northeast LRT Extension (<a href="#">5.6</a>)</li> </ul>

Strat.	Description	Timeline	Status	Initiatives
<b>N2 – Shift the citywide transit network towards a frequency-oriented, all-day, connected grid.</b>				
N2.1	Redesign routes to focus on frequency, directness, and connective grids during transit service reviews	Ongoing		<ul style="list-style-type: none"> <li>Network Change Update (<a href="#">3.5</a>, <a href="#">Appendix 1</a>)</li> </ul>
N2.2	Engage customers during transit service reviews to develop community-specific first-mile and last-mile solutions to maintain and improve transit accessibility	Ongoing		<ul style="list-style-type: none"> <li>Public engagement is an ongoing part of non-seasonal route changes; see also Network Change Update (<a href="#">3.5</a>, <a href="#">Appendix 1</a>)</li> </ul>
N2.3	Consider a variety of existing and emerging opportunities to improve access to the Primary Transit Network, such as micromobility, Calgary Transit Access, and On Demand.	Ongoing		<ul style="list-style-type: none"> <li>Procurement of next generation On Demand service contract, to be completed in March 2024.</li> <li>Expansion of On Demand service zones planned in 2024 (<a href="#">5.3</a>).</li> </ul>
N2.4	Establish service standards based on frequency targets, for introductory, base, frequent, and Primary Transit Network service.	Short-Term		
N2.5	Implement a pilot project to investigate the benefits and costs of late-night transit service on key corridors.	Medium-Term		
N2.6	Establish a frequency of at least 30 minutes on the base transit network to support connection to the Primary Transit Network.	Long-Term		<ul style="list-style-type: none"> <li>Service investments in 2023 resulted in two-thirds of all Calgarians currently within 400m of the Base Transit network (<a href="#">3.42</a>)</li> </ul>
N2.7	Enhance Mobility as a Service (Maas) through investments in On Demand service, bicycle storage at transit stations, establishing station access, and integrating with other complementary travel modes.	Long-Term		<ul style="list-style-type: none"> <li>2023 Mobility/Calgary Transit pilot project to assess which CTrain stations would best benefit from having a shared e-bike/e-scooter service. Further work currently under review.</li> </ul>
N2.8	Develop a station area access policy to enhance access for all customers and guide improvement of potential transit-oriented development areas.	Medium-Term		
<b>N3 – Enhance transit priority measures throughout the entire transit network to improve reliability.</b>				
N3.1	Evaluate every Primary Transit Network capital project for opportunities to implement transit priority improvements.	Ongoing		
N3.2	Communicate and promote the effectiveness of transit priority measures such as transit-only lanes, queue jumps, transit signal priority and other transit priority techniques to Calgarians	Short-Term		
N3.3	Analyze problem intersections and street segments throughout the entire transit network and prioritize and invest in spot treatments to improve service reliability and travel speed.	Ongoing		<ul style="list-style-type: none"> <li>Collaborating with Mobility to review and adjust transit priority timing along 17 Avenue SE Transitway.</li> </ul>
N3.4	Review the feasibility of upgrading the light rail transit signal system to improve frequency and reliability on existing and future CTrain lines.	Medium-Term		

Strat.	Description	Timeline	Status	Initiatives
N3.5	Implement transit-only lanes on key corridors in the downtown and along key Primary Transit Network corridors.	Medium-Term		<ul style="list-style-type: none"> <li>Implemented queue jump at 5 Av and Centre St S to address transit delays.</li> </ul>
N3.6	Educate Calgarians on the benefits of yielding to buses and the need to reserve the use of transit-only lanes with improved enforcement	Short-Term		
N3.7	Ensure all Primary Transit Network corridors have first priority snow clearing.	Short-Term		
N3.8	Pilot bus stop consolidation, using bus boarding and unloading data, to improve bus travel time.	Short-Term		<ul style="list-style-type: none"> <li>17 Avenue SW stop optimization (<a href="#">A1.5</a>)</li> </ul>
<b>N4 – Progress capital projects to improve and expand the existing and future network.</b>				
N4.1	Conduct functional planning studies for all Primary Transit Network capital projects to identify initial costs and service benefits and advance all projects to a green state of readiness	Ongoing		<ul style="list-style-type: none"> <li>Capital Project Update (<a href="#">3.11</a>)</li> </ul>
N4.2	Align Primary Transit Network capital projects with citywide project evaluation and investment programs to progress high priority, short-term transit projects	Short-Term		<ul style="list-style-type: none"> <li>Capital Project Update (<a href="#">3.11</a>)</li> </ul>
N4.3	Initiate preliminary design for high priority, short-term Primary Transit Network capital projects to further project readiness and increasing funding opportunities	Medium-Term		<ul style="list-style-type: none"> <li>Capital Project Update (<a href="#">3.11</a>)</li> </ul>
N4.4	Investigate maintenance and storage needs to build new facilities in strategic locations throughout the city as required.	Long-Term		<ul style="list-style-type: none"> <li>South Central Bus Storage and Maintenance Facility (<a href="#">2.42</a>)</li> </ul>
N4.5	Create a plan to identify, prioritize, package, and fund smaller-scale capital projects crucial to support operations (i.e., bus loops, transit-only lanes, customer amenities, operator safety and convenience improvements)	Short-Term		<ul style="list-style-type: none"> <li>Developing Unfunded Capital Projects list</li> </ul>
<b>N5 – Scale operations to support the existing and future network.</b>				
N5.1	Procure more buses through the fleet replacement program, to address future growth in ridership and city development	Ongoing		<ul style="list-style-type: none"> <li>Community Shuttle Procurement (<a href="#">3.31</a>)</li> <li>Zero Emission Bus Procurement (<a href="#">3.32</a>)</li> </ul>
N5.2	Prioritize ongoing lifecycle and state of good repair investments in the existing network to improve service reliability, passenger safety, and comfort.	Ongoing		<ul style="list-style-type: none"> <li>Victoria Park/ Stampede Station Rebuild (17SX)</li> <li>Brentwood Station Renovation (<a href="#">2.35</a>)</li> <li>Haysboro Garage Expansion (<a href="#">2.41</a>)</li> <li>South Central Garage Project (<a href="#">2.42</a>)</li> <li>Community Shuttle Procurement (<a href="#">3.31</a>)</li> <li>Light Rail Vehicle Procurement (<a href="#">3.33</a>)</li> </ul>

Strat.	Description	Timeline	Status	Initiatives
N5.3	Evaluate capacity and resourcing required to sustain rail systems and support current and future service changes.	Ongoing		<ul style="list-style-type: none"> <li>Reviewing Capacity Planning for Transit Service Systems</li> </ul>
<b>N6 – Collaborate with partners to support the continuation and expansion of a family of transit services in the region.</b>				
N6.1	Integrate with other transit service providers in the region to support regional, conventional, and specialized transit services by expanding the Primary Transit Network to key regional transit hubs	Ongoing		
N6.2	Promote growth in transit service in the region by connecting with regional partners to collaborate on initiatives and share expertise	Ongoing		<ul style="list-style-type: none"> <li>Participation in various CMRB initiatives and working groups to promote regional transit service including Infrastructure Canada's: Canada Transit Fund. (<a href="#">4.41</a>)</li> <li>Airport Rail Connection Study (<a href="#">5.5</a>)</li> </ul>
N6.3	Create policy guidance to respond to future requests to extend transit service outside the Calgary city limits	Short-Term		<ul style="list-style-type: none"> <li>Developing Regional Servicing Strategy.</li> </ul>
N6.4	Collaborate with regional partners, the private sector, and other levels of government on long-term conceptual regional transit connections, including identifying and protecting right of way requirements for regional and commuter rail and bus service.	Ongoing		<ul style="list-style-type: none"> <li>Participation in various CMRB initiatives and working groups to promote regional transit service including Infrastructure Canada's: Canada Transit Fund. (<a href="#">4.41</a>)</li> <li>Airport Rail Connection Study (<a href="#">5.5</a>)</li> </ul>
<b>N7 – Contribute to long-range planning to ensure alignment with City and regional plans.</b>				
N7.1	Work with the Calgary Metropolitan Regional Board to develop and implement the Regional Transportation and Transit Master Plan (RTTMP) and Regional Growth and Servicing Plans.	Long-Term		<ul style="list-style-type: none"> <li>Collaborating with CMRB in scoping Regional Transportation and Transit Master Plan (RTTMP)</li> </ul>
N7.2	Ensure RouteAhead aligns with the Municipal Development Plan, Calgary Transportation Plan, and local area plans, and that they transit network growth and infrastructure aligns with The City's Growth Management Strategy.	Short-Term		<ul style="list-style-type: none"> <li>Council approval of 2023 RouteAhead Update aligns with current Municipal Development and Calgary Transportation Plan.</li> <li>City Building Program will be updating The Municipal Development Plan, Calgary Transportation Plan, Land Use Bylaw, and Street Manual in 2024 (<a href="#">5.1</a>)</li> </ul>
N7.3	Ensure local area plans in new and established communities focus on increased density and grid street networks, enabling transit to be a leading service line.	Long-Term		<ul style="list-style-type: none"> <li>New Local Area Plans follow New Community Guidebook which supports more grid-based street network. Several Local Area Plans completed or in progress which support intensification.</li> </ul>
N7.4	Review and update the Primary Transit Network capital project list as Calgary grows, changes, completes planned projects, and approves local area plans	Long-Term		
N7.5	Review the Primary Transit Network for alignment with the future Municipal Development Plan, Calgary Metropolitan Regional Board Growth Plan, regional rail projects, and adjacent municipalities' land use plans.	Long-Term		<ul style="list-style-type: none"> <li>City Building Program is updating The Municipal Development Plan, Land Use Bylaw, and Street Manual (2023 – 2025) (<a href="#">5.1</a>)</li> </ul>

Strat.	Description	Timeline	Status	Initiatives
N7.6	Explore increasing density and establishing grid street networks within efficient neighbourhood catchments, that could facilitate or enhance future commuter transit routes when considering the layout and composition of new communities in the regional context.	Long-Term		
N7.7	Work with the development community to ensure land use planning, street design, and outline plans create transit-supportive communities.	Ongoing		<ul style="list-style-type: none"> <li>Transit-Oriented Development Program (<a href="#">3.12</a>)</li> <li>Upgrading Main Streets in Bridgeland (1 Av NE) and Marda Loop (33 Av SW).</li> </ul>
<b>N8 – Support Calgary’s transition to net-zero by 2050.</b>				
N8.1	Include the latest best practices for carbon mitigation and adaptation performance measures into future revisions of the capital project list evaluation.	Long-Term		
N8.2	Develop a framework to screen projects at conceptual and functional design stages for climate mitigation potential, which would inform the project decision-making process.	Long-Term		<ul style="list-style-type: none"> <li>Developing Calgary Transit Program Management Framework which will include climate mitigation.</li> </ul>
N8.3	Explore opportunities to work towards achieving net-zero transit infrastructure emissions for stations and shelters.	Medium-Term		<ul style="list-style-type: none"> <li>South Central Garage Project (<a href="#">2.42</a>)</li> </ul>
N8.4	Evaluate and incorporate low and zero emissions vehicle technology for buses.	Long-Term		<ul style="list-style-type: none"> <li>Zero Emission Bus Procurement (<a href="#">3.32</a>)</li> <li>Funding for Hydrogen feasibility study.</li> </ul>
<b>F1 – Protect and maintain existing funding sources.</b>				
F1.1	Review the use of fare discounts by continuing to transition to an ability to pay model.	Medium-Term		<ul style="list-style-type: none"> <li>Low-Income Transit Pass Funding (<a href="#">4.31</a>)</li> <li>Weekend Group Day Pass (<a href="#">4.32</a>)</li> <li>Children 12 and Under Ride Free (<a href="#">4.33</a>)</li> </ul>
F1.2	Update the Fare and Revenue Strategy in alignment with The City's User Fees and Subsidies Policy	Short-Term		<ul style="list-style-type: none"> <li>Weekend Group Day Pass (<a href="#">4.32</a>)</li> <li>Children 12 and Under Ride Free (<a href="#">4.33</a>)</li> </ul>
F1.3	Monitor the revenue/cost ratio to respond to unique funding challenges and enable service improvements and growth	Ongoing		<ul style="list-style-type: none"> <li>Low Income Transit Pass Funding (<a href="#">4.31</a>)</li> <li>Monthly and Annual Fare Revenue Analysis</li> <li>TD Free Fare Zone (<a href="#">4.34</a>)</li> <li>Children 12 and Under Ride Free (<a href="#">4.33</a>)</li> </ul>
F1.4	Direct revenues from ridership to fund additional transit service and system growth.	Ongoing		

Strat.	Description	Timeline	Status	Initiatives
<b>F2 – Increase the efficiency of service delivery.</b>				
F2.1	Consider operating costs when evaluating capital projects, to ensure there is capacity to operate new services	Ongoing		<ul style="list-style-type: none"> <li>Haysboro LRT Storage Facility Sprinkler System Conversion (<a href="#">2.41</a>)</li> <li>Temperature Reduction at LRV (Light Rail Vehicle) Storage Area</li> <li>CT Facilities Energy Management: Switch Heater Upgrade for Right-of-Way Rail Heaters</li> <li>North Central Bus Rapid Transit (Centre Street North) (<a href="#">5.4</a>)</li> </ul>
F2.2	Optimize service on low-performing routes by focusing on frequency for efficient use of funds, enabling other improvements throughout the system.	Ongoing		<ul style="list-style-type: none"> <li>Network Change Update (<a href="#">3.5</a>, <a href="#">Appendix 1</a>)</li> </ul>
F2.3	Optimize service delivery by considering vehicle type and efficient allocation of staff across the system.	Ongoing		<ul style="list-style-type: none"> <li>Monitoring service levels in the network via schedule and location checks to provide data to transit schedulers for service adjustments.</li> <li>South Central Garage Project (<a href="#">2.42</a>)</li> <li>Community Shuttle Procurement (<a href="#">3.31</a>)</li> </ul>
F2.4	Manage demand for peak period capacity through travel demand management by incentivizing off-peak travel	Medium-Term		<ul style="list-style-type: none"> <li>Reviewing recommendations from Fare Revenue System program consultant report.</li> </ul>
F2.5	Review the current challenges, cost and demand for Calgary Transit Access service and identify future growth and budget requirements	Ongoing		
F2.6	Review asset management plans and allocate adequate funding for lifecycle maintenance, repairs, and replacements of all Calgary Transit assets.	Ongoing		<ul style="list-style-type: none"> <li>Implemented The Fleet Plan which identifies fleet that is at end of planned life and, the associated capital cost for replacement.</li> </ul>
F2.7	Regularly review service delivery by applying service standards and adjust routes that do not meet service standards to ensure cost effectiveness.	Ongoing		
<b>F3 – Ensure supporting facilities and resources are scaled sustainably to match future projects and service investments.</b>				
F3.1	Address the deficit between the Calgary Transportation Plan targets and current annual investment levels, by implementing a minimum annual addition of service.	Short-Term		
F3.2	Increase service support behind the scenes to enable service delivery, by developing a standard package of vehicles, staff, training, tools, and equipment required for every added kilometer of light rail transit track, and hour of bus service.	Medium-Term		<ul style="list-style-type: none"> <li>Assessing supervisory and support staffing levels to predict and adjust to future changes in workforce, service hours and service expansion.</li> </ul>
F3.3	Implement a new operator recruitment model to meet increases in service and offset operator turnover.	Short-Term		<ul style="list-style-type: none"> <li>Training and Recruitment Sustainment Strategy</li> <li>Implementing Hiring Strategy</li> </ul>
F3.4	Review approaches used by other agencies regarding maintenance facility efficiency (e.g., centralized body shop, size of facilities) to implement best practices	Short-Term		

Strat.	Description	Timeline	Status	Initiatives
F3.5	Test and adopt new light rail transit track, signals, traction power, and vehicle technology through pilot projects and in-field testing, using scheduled maintenance windows.	Medium-Term		
F3.6	Review operator training practices and introduce greater use of technology (e.g., e-learning and simulators)	Medium-Term		<ul style="list-style-type: none"> <li>• Training and Recruitment Sustainment Strategy.</li> <li>• Implementing Hiring Strategy.</li> </ul>
F3.7	Identify cost-effective means of introducing alternative fuels for vehicles to help meet The City's emissions targets by reducing greenhouse gas emissions from public transit.	Medium-Term		<ul style="list-style-type: none"> <li>• South Central Garage Project (<a href="#">2.42</a>)</li> <li>• Canada Infrastructure Bank: Zero-Emission Bus Financing (<a href="#">4.42</a>)</li> <li>• Infrastructure Canada – Zero Emission Transit Fund (ZETF) (<a href="#">4.43</a>)</li> </ul>
<b>F4 – Promote services to increase ridership.</b>				
F4.1	Promote new projects, services, and customer experience improvements to increase ridership on the transit network.	Ongoing		<ul style="list-style-type: none"> <li>• Green Line Update (<a href="#">3.2</a>)</li> <li>• North Central Bus Rapid Transit (Centre Street North) (<a href="#">5.4</a>)</li> <li>• Blue Line Northeast LRT Extension (<a href="#">5.6</a>)</li> <li>• Weekend Group Day Pass (<a href="#">4.32</a>)</li> </ul>
F4.2	Support travel demand management programs to increase ridership; reduce traffic congestion; optimize use of the existing transportation network; and improve Calgary's environment.	Ongoing		
F4.3	Continue cooperative relationships with other City services whose efforts lead to transit-supportive land use; sustainable development patterns; and higher ridership	Ongoing		<ul style="list-style-type: none"> <li>• Green Line Update (<a href="#">3.2</a>)</li> <li>• The City Building Program is updating The Municipal Development Plan, Land Use Bylaw, and Street Manual. (2023 – 2025) (<a href="#">5.1</a>)</li> </ul>
F4.4	Invest service hours in the Primary Transit Network to realize high ridership and return on investment	Ongoing		<ul style="list-style-type: none"> <li>• Green Line Update (<a href="#">3.2</a>)</li> </ul>
<b>F5 – Achieve mutually-beneficial financing arrangements for service improvements.</b>				
F5.1	Strengthen the role of land use planning and transit-oriented development as part of Primary Transit Network capital projects to maximize economic, social, and environmental benefit of The City's land assets.	Ongoing		<ul style="list-style-type: none"> <li>• Transit-Oriented Development Program (<a href="#">3.12</a>)</li> </ul>
F5.2	Partner with organizations such as special event facilities, care centers, schools, and employment centers that benefit directly from service improvements.	Ongoing		<ul style="list-style-type: none"> <li>• Advancing various partnership opportunities</li> </ul>
F5.3	Partner with post-secondary institutions to provide transit fare options such as the Upass.	Ongoing		<ul style="list-style-type: none"> <li>• Updated agreements for partnering institutions under development.</li> </ul>
F5.4	Investigate the potential for fares based on frequency of use, distance, zones, or other criteria.	Short-Term		<ul style="list-style-type: none"> <li>• Will be advanced following recommendations from Fare Revenue System program consultant report.</li> <li>• Weekend Group Day Pass (<a href="#">4.32</a>)</li> <li>• Children 12 and Under Ride Free (<a href="#">4.33</a>)</li> </ul>

Strat.	Description	Timeline	Status	Initiatives
<b>F6 – Pursue flexible, sustained, future funding sources for both operating and capital objectives.</b>				
F6.1	Advocate to the province for cities to be able to use funding sources other than property and business tax.	Ongoing		<ul style="list-style-type: none"> <li>Collaborating with governmental relations to start the development of a Transit Advocacy Strategy to receive capital and operating funding from other orders of government.</li> </ul>
F6.2	Advocate for permanent transit operating funding to the provincial and federal governments to ensure transit service levels can be maintained and improved.	Short-Term		<ul style="list-style-type: none"> <li>Submitted letters highlighting importance of transit operational funding during Provincial and Federal budgets.</li> <li>Collaborating with governmental relations to start the development of a Transit Advocacy Strategy to receive capital and operating funding from other orders of government.</li> </ul>
F6.3	Identify opportunities to fund the operating gap to implement the Primary Transit Network.	Short-Term		<ul style="list-style-type: none"> <li>RouteAhead Implementation Plan delivered to Council in Fall 2023 (IP2023-0977)</li> <li>Collaborating with governmental relations to start the development of a Transit Advocacy Strategy to receive capital and operating funding from other orders of government.</li> </ul>
F6.4	Convey the benefits of public transit to inform Calgarians of the value of their investment and to foster support for public transit.	Short-Term		<ul style="list-style-type: none"> <li>Green Line Update (<a href="#">3.2</a>)</li> </ul>
F6.5	Explore implementation of the benefit area tax based on residential properties' access to transit service.	Long-Term		
F6.6	Investigate collection of a tax on paid parking to fund transit service.	Short-Term		<ul style="list-style-type: none"> <li>Parking policy under development.</li> </ul>
F6.7	Explore implementation of an alternate capital funding source, which could include dedicated transit funding from a dedicated proportion of general property tax revenue, or an additional transit surtax.	Medium-Term		<ul style="list-style-type: none"> <li>Canada Permanent Transit Fund (<a href="#">4.41</a>)</li> <li>Canada Infrastructure Bank: Zero Emission Bus Financing (<a href="#">4.42</a>)</li> <li>Infrastructure Canada – Zero Emission Transit Fund (<a href="#">4.43</a>)</li> </ul>
F6.8	Explore additional operating funding opportunities implemented through partnerships with other levels of government	Ongoing		<ul style="list-style-type: none"> <li>Collaborating with governmental relations to start the development of a Transit Advocacy Strategy to receive capital and operating funding from other orders of government.</li> <li>Low-Income Transit Pass Funding (<a href="#">4.31</a>)</li> </ul>
F6.9	Explore Opportunities for private sponsorship to contribute to operating funds.	Medium-Term		<ul style="list-style-type: none"> <li>TD Free Fare Zone (<a href="#">4.34</a>)</li> <li>Naming and sponsorships broker continuing to explore opportunities non-fare revenues.</li> </ul>