

Calgary



# RouteAhead Annual Status Report 2024



May 2025

ISC: Unrestricted



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# Executive summary

Calgary’s population grew by more than 90,000 people in 2024 – a six per cent increase in just one year. This rapid growth highlights the need for more Calgary Transit service, vehicles, and infrastructure to keep up with the rising demand. With Calgary on track to reach a population of 2 million, a strong transit service is key to building a world-class city by providing a convenient way for Calgarians to live and travel around the city. It also drives the economy by connecting people to jobs, businesses, events, and daily essentials.

Transit ridership grew by 12 per cent in 2024. Both CTrain lines now run at Primary Transit Network service levels, offering more frequent and convenient service. While fare revenue also grew, it didn’t keep pace with ridership due to changing travel patterns and fare choices.

Calgary Transit experienced a revenue shortfall in 2024, driven by shifts in fare product purchases and increased use of the Low-income Transit Pass. While this shortfall was addressed with a one-time budget adjustment, sufficient funding was not allocated to expand service according to the RouteAhead 10-Year Implementation Plan. As a result, Calgary Transit faces a widening gap between demand and available resources, limiting the ability to expand service, replace vehicles, and build the infrastructure needed for a growing city. Without funding, the system risks falling behind just when Calgary needs it most.

Calgarians want a convenient and affordable way to connect to home, people and places. Transit makes living and traveling in Calgary convenient with more connections, seamless transfers, faster travel, easy access, and less waiting. Funding RouteAhead will ensure transit remains a first choice for current and future residents. Without it, Calgary could fall short of key goals in the Municipal Development Plan, Calgary Transportation Plan, Social Wellbeing Policy, and Greater Downtown Plan.

Looking ahead, Calgary Transit will continue working to maintain ridership momentum, improve service reliability and safety, expand service into growing communities, increase revenue, advocate for long-term funding from all levels of government, and move forward with the next generation of major capital projects for Calgarians.

**Reading the report**

This report provides an annual update on implementing RouteAhead, The City of Calgary’s 30-year strategic plan for Calgary Transit. It highlights activities taken to progress the **three core principles: customer experience, network planning, and financing transit**, and notes where there is still more work to do to meet RouteAhead goals. It provides updates on operating investments, capital projects, non-seasonal route changes, and other initiatives essential to advancing public transit in Calgary. It also includes an overview of all 159 strategies in RouteAhead and their current status.





# SECTION 1

## Customer experience



### DID YOU KNOW?

Customers can alert Calgary Transit of safety concerns by texting Transit Watch at 74100. Messages received through Transit Watch allow Calgary Transit employees to respond to or dispatch Transit peace officers when needed.

As one of the three core principles that guide long-term planning for Calgary Transit, customer experience shapes how services are designed, delivered, and improved to meet the needs of Calgarians.

Calgary Transit continually monitors and adapts to changing customer needs and expectations, ensuring transit remains safe, reliable, helpful, informative, easy to use, and clean throughout a customer's entire trip. As shown in Table 1, transit trips increased by more than 11 million in 2024 compared to 2023.



Measuring progress

While customer experience measures saw minimal changes in 2024, Calgary Transit remains committed to continuously improving customer experiences. These efforts support the visions outlined in the Municipal Development Plan and Calgary Transportation Plan by making transit more attractive and helping retain customers who have other transportation options.

"Transit trips increased by over 11 million, reaching 101 million trips in 2024, overall customer satisfaction remains steady."

TABLE 1  
RouteAhead annual reporting customer experience measures



Indicator	2023 figure	2024	Target (2032, 2042, 2052)	Relevance	Description
Ridership	90 million trips	101 million trips	Benchmark	Measures the size of the customer base and how many trips are made by transit.	Total annual number of conventional transit trips, includes CTrain, bus, On Demand.
Customer satisfaction	77%	78%	2032: 85% 2042: 87% 2052: 90%	Are customers satisfied with the service? Keeps choice riders and supports equity for non-choice riders.	Annual customer survey results. <sup>1</sup>
Reliability	85%	84%	2032: 90% 2042: 93% 2052: 95%	Can customers count on their bus or train to arrive on time? Reliability is one of the most frequently mentioned values for customers.	On-time performance.
Safety	72%	74%	2032: 80% 2042: 85% 2052: 90%	The perception of safety is just as important as statistics on physical safety. Safety is a critical way to increase the number of equity-deserving populations on transit.	Annual customer survey results. <sup>1</sup>

<sup>1</sup>This is a shift from the 2023 RouteAhead document which reports most recent quarterly results instead of annual figures.

1.1 Customer commitment

Calgary Transit conducts regular transit surveys to understand how customers rate personal transit experiences. This includes surveys from a wide range of regular and infrequent transit customers, using a combination of high-level and in-depth surveys. Table 2 compares customer commitment scores for 2023 and 2024. Despite population growth and increased ridership, satisfaction levels for commitments remain steady compared with 2023.

TABLE 2  
Customer commitment scores – 2023 and 2024



Safe		Reliable		Helpful	
We'll plan, design and operate a safe transit system		We'll provide a dependable transit service by minimizing delays		We'll provide a service that is friendly and helpful	
Customer commitment score 2023 — 72%	Customer commitment score 2024 — 74%	Customer commitment score 2023 — 85%	Customer commitment score 2024 — 85%	Customer commitment score 2023 — 80%	Customer commitment score 2024 — 80%
Informative		Easy to use		Clean	
We'll provide customers accurate, consistent and timely information		We'll make it easy to get around Calgary		We'll keep our vehicles, stops and stations clean	
Customer commitment score 2023 — 78%	Customer commitment score 2024 — 78%	Customer commitment score 2023 — 66%	Customer commitment score 2024 — 66%	Customer commitment score 2023 — 70%	Customer commitment score 2024 — 71%



1.2 Transit public safety

Safety initiatives are guided by the Public Transit Safety Strategy, which was approved by Council in late 2023. Containing a safety roadmap, the strategy is implemented using \$15 million in annual Council-approved funding to continually improve transit and community safety. In 2024, transit safety initiatives were further prioritized with an additional \$2 million. For example, 41 more Calgary Transit peace officers were hired to enhance customer confidence and security on transit services. With a total number of 185 officers now monitoring the system, their increased presence is aided by the new district-based deployment model. This model allows at least 45 officers to be positioned across the transit system at any given time, improving the team’s coverage, responsiveness, and overall public safety.



SPOTLIGHT

Community outreach team

RouteAhead strategies: C13.4, C13.6, C13.7, C13.8, C13.1, C13.2

**Background:** Also aligned with the Public Transit Safety Strategy, the Community Outreach Team was formalized in 2018 after evaluating the impact of Transit peace officers working alongside outreach workers from Alpha House. This initiative is designed to support vulnerable individuals on the transit system by increasing access to recovery resources.

Scope:

- **Expanding partnerships:** In 2024, relationships with several outreach agencies were strengthened, broadening the range of available resources and support options, enhancing the team’s capacity and supporting a more holistic approach.
- **Strengthening collaborations:** A new Community Outreach Team deployment office was established at Chinook Mall in partnership with the Calgary Police Service and Cadillac Fairview, improving accessibility and operational efficiency.
- **Growing the team:** The team expanded from four to 12 Transit peace officers, now led by two peace officer sergeants, significantly enhancing service to the community.

**Outcomes for Calgarians:** Calgary Transit customers will notice more Community Outreach Team and Transit peace officers across the transit system, engaging with equity-deserving individuals in a supportive and respectful manner. These officers are dedicated to fostering safety and well-being by helping customers feel secure and connecting those in need with the right resources.

SPOTLIGHT

Transit Public Safety district model

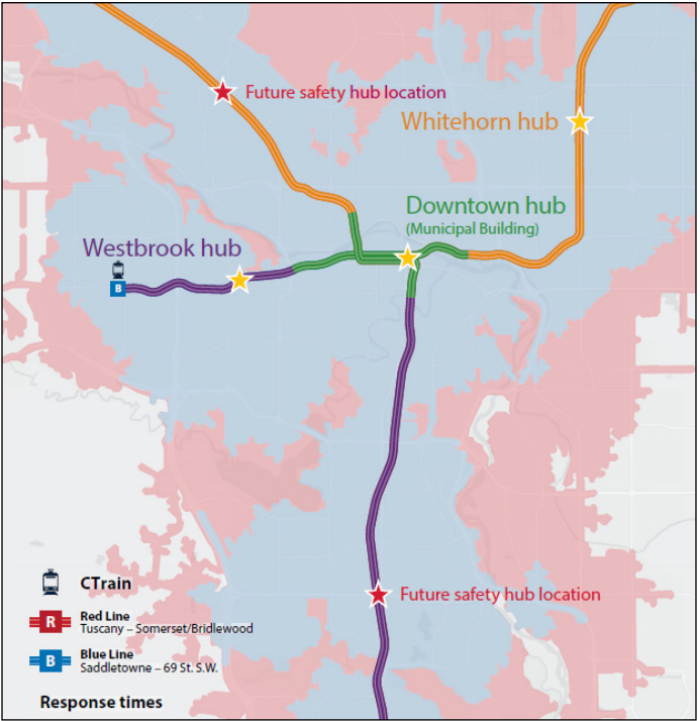
RouteAhead strategies: C13.4, C13.6, C13.7, C13.8

**Background:** The Transit Public Safety team transitioned to a district deployment model in 2024 (Figure 1). This involves deploying Calgary Transit peace officers, security guards, and outreach teams from three existing district offices throughout the city. The deployment model allows these personnel to be located at strategic locations, provide equitable service to Calgarians, and respond quickly to safety calls throughout the transit system. Chinook Centre opened as an additional district office in Fall 2024.

**Scope:** The deployment model helps direct resources efficiently to locations where they are most needed and is a key step to reach the target response time of seven to 10 minutes outlined in the Public Transit Safety Strategy. This contributes to improving response times and increasing the number of response personnel available when incidents occur.

**Outcomes for Calgarians:** District deployment provides a more equitable distribution of officers across the transit system, enabling more proactive safety efforts. In 2024, over 40 per cent of safety and disorder issues were proactively identified and resolved by Transit peace officers, reducing the need for customers to report safety concerns.

FIGURE 1  
Transit Public Safety district deployment model

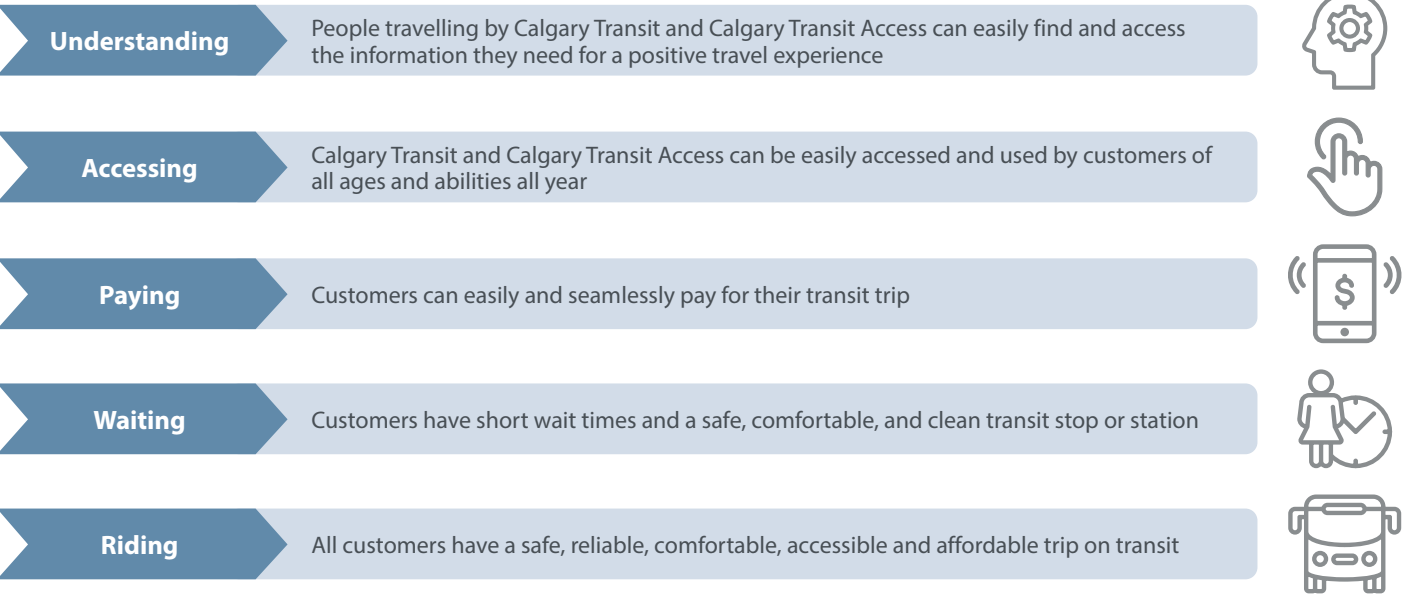




### 1.3 The customer’s journey

Every customer has unique travel needs, and an integrated transit system must consider and adapt to them. A transit journey begins well before a customer boards a transit vehicle. Through RouteAhead’s strategies, Calgary Transit will continue improving every stage of the customer’s journey (Figure 2).

**FIGURE 2**  
**Components of a customer’s journey**



#### SPOTLIGHT

##### 17 Avenue S.E. extension and Victoria Park/Stampede Station rebuild

**RouteAhead strategies:** C5.2; C6.2; C6.6; C6.9; C11.3; C12.1; C12.2; C17.2; C17.4

**Background:** The 17 Avenue S.E. Extension and Victoria Park/Stampede Station project opened a key corridor across 17 Avenue S.E. into Stampede Park for the first time in 40 years and modernized the busy CTrain station to improve accessibility and better serve Calgarians and visitors.

The project serves as a critical connector in the developing Culture and Entertainment Districts. The new station’s expanded platforms are now at street level with ramps from the north, south, and Macleod Trail entry points. These have dramatically improved pedestrian safety, sightlines, and ease of access.

The 17 Avenue S.E. Extension and Victoria Park/Stampede Station rebuild is a foundational component of the Rivers District Master Plan as it serves as a critical connector, supporting access to the expanded BMO Centre, Scotiabank Saddledome, and broader developments.

**Scope:**

- Pedestrian travel distances have been reduced from 400 metres to 60 m, significantly improving accessibility for nearly 13,000 daily users.
- A spacious 7,200-square-foot public area at the station’s south end offers an inviting gathering space for guests arriving and departing the station.

**Outcome for Calgarians:** Calgarians will benefit from improved accessibility, safety, and service reliability for all users, along with an enhanced customer experience at a more modern station.

#### DID YOU KNOW?

Digital displays are installed on all CTrain platforms and most MAX stations. These are used to provide customers with estimated arrival times and information about disruptions or closures.





DID YOU KNOW?

In 2024, Calgary Transit completed installation of bike racks on all large buses, encouraging customers to link transit and cycling trips. Fixed-route shuttle replacements arriving in 2025 will also be equipped with single bike racks to further support seamless multimodal travel.



SPOTLIGHT

Customer amenity enhancement program

RouteAhead strategies: C6.6, C8.4, C11.1

**Background:** Calgary Transit has more than 6,000 bus zones across the city. Bus zones in newer areas meet current standards with concrete bus pads that can accommodate standard stop amenities (i.e., shelter, bench, and waste bin). Many bus zones have no bus pad because they are in older, constrained locations or because bus routes have changed over time. Missing, sub-standard, or deteriorating bus pads must be addressed first to facilitate the placement of amenities. Council allocated a \$5 million one-time budget for additional shelters and benches over the 2023 to 2026 budget period. Table 3 shows the number of amenities updated at bus zones in 2024.

Scope:

- Improve tracking and management of amenities through a geographic information system (GIS) database.
- Identify stops that need amenities based on customer service requests through 311, operational feedback, route changes, and ridership patterns.
- Prioritize stops based on ridership, accessibility gaps, and existing condition.
- Build, upgrade, or repair bus pads at prioritized stops; upgrade sidewalk connections, add wheelchair ramps, and expand waiting areas where needed.
- Install shelters and benches.

**Outcome for Calgarians:** The program modernizes Calgary Transit’s amenity tracking, improving efficiency and data-driven prioritization of bus stop improvements, resulting in better comfort, safety, and accessibility at bus stops citywide.

TABLE 3

The following amenities were newly installed or upgraded in 2024:

Bus Pads (installed/upgraded)	Shelters (installed/upgraded)	Benches (installed)	Total
52	150	171	373





## SECTION 2

### Network planning



#### DID YOU KNOW?

Calgary Transit regularly reviews transit movement across the city. In 2024, engineers identified improvements for safety, speed, and reliability in Bridgeland and along 19 Street to 20 Avenue N.W., Heritage Drive to 14 Street S.W., and Southland Drive to Sacramento Drive S.W. These reviews help improve convenience for Calgarians.

Network planning is another core principle of RouteAhead, focused on expanding transportation options by connecting communities through the Primary Transit Network. Calgary is a rapidly growing city, with population forecasts predicting nearly 2 million people by 2035. Supporting this growth requires continuous investment in transit to ensure Calgarians have access to affordable and convenient transportation options.

Investing in Calgary's Primary Transit Network benefits everyone. For transit customers, it means fast, frequent, easy-to-use routes with shorter wait and travel times, making transit a more convenient and reliable choice. When planning for a city of 2 million, transit is an essential service to build a city people want to live in.

Calgarians want a convenient and affordable way to connect to home, people, and places. Investing in public transit supports livability by connecting Calgarians to everyday essentials. It drives Calgary's economy by connecting people to jobs, businesses, and events.





Measuring progress

Measuring progress towards the future state of the transit network helps direct transit investments and land-use decisions. Continuing to invest in service as Calgary grows is important to Calgarians. As shown in Table 4, 47 per cent of residents live within 400 m of the planned Primary Transit Network, suggesting that directing future growth around these areas will match land use with transit connectivity. When fast and frequent service levels are achieved on the Primary Transit Network, nearly half of Calgarians will live within 400 m of show-up-and-go service. At full service levels, 65 per cent of Calgary's jobs will also be within 400 m of this network, enabling easy transit access at both ends of a customer's trip.

Allocating existing bus and CTrain service to the Primary Transit Network can support transit ridership as infrastructure projects are constructed, yet the current gap to fully build and operate the Primary Transit Network is significant. Currently, only about 10 per cent of Calgarians and 30 per cent of jobs are within 400 m of fast and frequent transit service on the Primary Transit Network.

TABLE 4  
RouteAhead annual reporting network measures

Indicator	2023 figures	2024 figures	Target (2032, 2042, 2052)	Relevance	Description
Access to Primary Transit Network	47%	47%	2032: 50% 2042: 55% 2052: 60%	Directing growth in areas of the city with access to the Primary Transit Network supports equity for non-drivers and helps measure the progress of land use decisions.	Percentage of population within 400 m of the planned Primary Transit Network.
Bus service hours to fulfill Primary Transit Network	47%	52%	2032: 90% 2042: 100% 2052: 100%	Progress on this measure will show when transit service hours are allocated to build up the Primary Transit Network.	Percentage of service hours allocated to Primary Transit Network bus service over total number of service hours required.
CTrain service hours to fulfill Primary Transit Network <sup>1</sup>	87%	100%	100% (in all years)	CTrain hours are measured separately from the bus route hours to avoid over-shadowing the progress on the bus routes.	Percentage of service hours allocated to Primary Transit Network CTrain service over total number of service hours required.
Greenhouse gas emissions	1,158	1,288	Benchmark	Transit is utilizing different engine types to reduce The City's greenhouse gas emissions in commitment to the Climate Strategy.	Kilograms of CO2 per 1,000 kilometres of bus service.
Service hours/capita	1.84	1.90	Benchmark	This measure shows whether or not transit is growing in proportion to the population growth and is a useful benchmark to other transit systems.	Total annual number of budgeted transit service hours, includes CTrain, bus, On Demand divided by the current population of Calgary.

<sup>1</sup>A refined methodology was used to determine required Primary Transit Network service hours in 2024. Additionally, route reviews have led to transit routes better aligning with Primary Transit Network corridors outlined on the Primary Transit Network map.



## 2.1 Primary Transit Network capital projects

The City is continuously planning and designing new rapid transit infrastructure and services to advance RouteAhead. This work depends on investment in major capital projects to both build new transit infrastructure and upgrade what already exists. While one-time Council commitments help, delivering the full network requires stable, long-term operating and capital funding to effectively close transit investment gaps and ensure reliable, efficient transit service for Calgary communities.

RouteAhead identifies a list of Council-approved projects planned to enhance the transit network based on operational needs, customer demand, funding, and connections to previous network expansions. These complex projects often involve long timelines between planning and construction due to their multi-year, phased nature and the need for coordination with multiple funding partners. Project coordination also takes place across the City’s wider portfolio of capital budgets and construction initiatives.

In 2024, Calgary Transit advanced Primary Transit Network capital projects like the Blue Line Northeast extension and the North Central Bus Rapid Transit line by moving through the planning and design process. Table 5 describes these projects and their status.

Green = Highest state of readiness.

Functional planning study completed, or minimal updates required; land mostly acquired; most risks removed; can proceed to preliminary and detailed design.

Yellow = Medium state of readiness.

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.

Red = Lowest state of readiness.

Project identified in a statutory plan or through Council priority; conceptual plan or other high-level plan may exist, but routing and details 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.

TABLE 5  
Major Primary Transit Network projects advanced in 2024



Light Rail Transit	Project description	Project status	Readiness state
Airport transit connection	Blue Line to Airport	Functional planning study used to determine stop locations completed in 2020. \$10 million was approved to begin the preliminary design of the east section of this project (Airport and Blue Line).	High
Calgary Airport Rail Connection Study		Study work completed and final report being drafted. Infrastructure Planning Committee to be updated in January 2025 with a briefing. Draft final report expected Q2 2025.	Medium
Blue Line Northeast extension	Saddletowne to Stonegate	AECOM Canada hired on as a consultant to conduct preliminary design work. A total of \$26.6 million in funding is approved for this project, including a \$2 million Government of Alberta grant and an additional \$10 million from a Calgary-based grant.	High
Green Line Downtown extension	Shepard to 7 Avenue S	The Province provided City Council with an estimate for Phase 1 of the Green Line LRT based on a concept plan for an elevated section in Downtown Calgary. Estimated at \$6.2 billion, the project would feature 12 stations across 17.2 km, connecting customers from Shepard SE to existing CTrain lines in the Downtown, and three MAX transit routes.	Medium
Green Line Southeast extension		An interim agreement between The City and Province allowed design to continue for the southeast segment from Shepard to Event Centre/ Grand Central Station to support construction starting in 2025 as the costs and risks are known, the public have been engaged, and the due diligence requirements have been satisfied.	High
Red Line South extension	Somerset-Bridlewood to 210 Ave S	Functional planning study is underway and will be complete in Q2 2026. The study includes a 4 km Red Line extension, 2 stations at 194 Ave SW and 210 SW, and a future maintenance and storage facility at 210th Ave S. Over \$2.5 million in Council funding is approved for this project.	Medium
Bus Rapid Transit (BRT)			
144 Ave North BRT	New MAX route connecting Tuscany Station to Nose Creek	The request for proposal for functional planning issued in Q2 2024 is expected to complete by the end of 2025. The first phase of public engagement began in Fall 2024 with over 1,000 people contributing feedback that will inform functional planning.	Medium
52 St BRT	Improvements to upgrade Route 23 to MAX level of service	A functional study for this 30 km north-south crosstown is underway with a plan to also review the MAX Teal extension. Public engagement sessions are planned to be in 2025.	Medium
MAX Purple extension	Transitway extension from 52 St SE to city limit and downtown/ Green Line tie-in	Beginning functional study stage with a request for proposal released in 2024. A main goal of the study is to improve MAX Purple service by extending the infrastructure east from 54 St SE to 116 St SE, focusing on service reliability, travel time, and user experience. Public engagement begins in 2025.	Medium
MAX Teal extension	Douglas Glen to 52 St SE	A functional study for the MAX Teal extension tie in to the future 52 St BRT is underway the as part of the 52 St BRT Functional Planning Study.	Medium
North Central BRT	Improvements to upgrade Route 301 North to MAX level of service	Phase I initiated with \$50 million in funding from Greenline. Network improvements began in April 2024 with construction on stations from Beddington Blvd to 28 Ave N. Estimated to complete in the summer of 2025.  Phase II received an additional \$60 million from Council in Nov 2024. Detailed design work begins in 2025, with construction estimated to begin in 2026.	High
Shaganappi Trail Study	A north-south crosstown transit corridor servicing NW communities	Phase I initiated with the collection, review, and analysis of technical background information. Public engagement also began with over 1,050 people contributing feedback in Phase I.	Medium



SPOTLIGHT

**Blue Line Northeast Light Rail Transit (LRT) extension**

**RouteAhead strategies:** N1.2, N1.4, N1.5, N4.1, N4.3, F4.1

**Background:** The Blue Line Northeast extension includes over 3.2 km of additional LRT tracks north of Saddletowne Station, with two new CTrain stations planned. The first stage would extend by about one kilometre to a new station at 88 Avenue N.E. The second stage adds another two kilometres to Country Hills Boulevard N.E.

Detailed design began in Q1 2024 with \$26.6 million in funding from The City and the Government of Alberta, including a \$2-million provincial grant. The investment helped advance project readiness, resulting in the Government of Alberta allocating an additional \$43.3 million in the 2024 provincial budget to partially fund construction.

**Scope:**

- Consultant gathered information for preliminary design, considering alignment options, grade-separation and traffic reviews, and conducted field and geotechnical investigations
- Two new CTrain stations
- 3.2 km line extension from Saddletowne Station to Country Hills Boulevard N.E.
- Future connection to Calgary International Airport via the Airport Transit Line at 88 Avenue N.E. station

**Outcomes for Calgarians:** This project will improve rapid transit service to fast growing communities in Calgary’s Northeast, shorten some bus trips, and support the future airport transit connection, planned to connect to the Blue Line at 88 Avenue N.E.



SPOTLIGHT

**North Central Bus Rapid Transit (BRT)**

**RouteAhead strategies:** C1.2, C1.3, C11, C12, C16.1, C18.5, C18.6

**Background:** The North Central Bus Rapid Transit project spans 27 km from downtown along Centre Street to Harvest Hills Boulevard N.E., extending to 160 Avenue N.E. The project aims to reduce travel time and enhance reliability, comfort, and convenience along Calgary Transit’s busiest bus corridor. It will strengthen service in north central Calgary while supporting a future Green Line North light rail transit conversion in the corridor.

**Scope:**

- Short- and medium-term improvements between 28 Avenue and North Point Station include:
  - o Construction of 16 new BRT station platforms;
  - o Pedestrian improvements, and new signals, street lighting, landscaping; and
  - o Improving the bus-only crossing including bus stops at Beddington Trail N.

**Outcomes for Calgarians:** This project will improve MAX stop capacity, accessibility, safety, comfort, real-time information, lighting, placemaking, and service reliability.



## 2.2 Service levels

Calgary Transit provides an integrated network of transit services, balancing constrained resources to offer primary, base, and new community services. This approach matches transit demand and land use, in alignment with Council direction and policies. Without additional transit investment, Calgary will face increased traffic congestion, higher transportation costs for residents, limited access to affordable housing, reduced economic growth, and greater environmental impact.

### 2.2.1 Primary Transit Network

The Primary Transit Network is designed as the backbone of Calgary Transit, offering a high level of service on key corridors running vehicles every 10 minutes or less, at least 15 hours a day, seven days a week. Figure 3 shows a comparison of the planned and achieved Primary Transit Network. When fully implemented, approximately 1 million future residents, roughly half of the anticipated population, will live within 400 m of frequent and reliable transit, providing access to key destinations across the city. Additionally, 65 per cent of jobs will be within 400 m of this network, providing faster trips and seamless journeys from home to work, businesses, and events.

The Municipal Development Plan and the draft Calgary Plan include policies intended to support the Primary Transit Network by promoting higher-density and mixed-use developments near rapid transit stations and along the network. Transit is most successful and efficient when it is integrated with land-use planning (and vice versa). Investing in the Primary Transit Network is essential to ensure Calgarians of all ages and abilities have the option to use transit all year, regardless of where they live, work, and play.

**TABLE 6**  
**Annual service hours allocated to the Primary Transit Network**

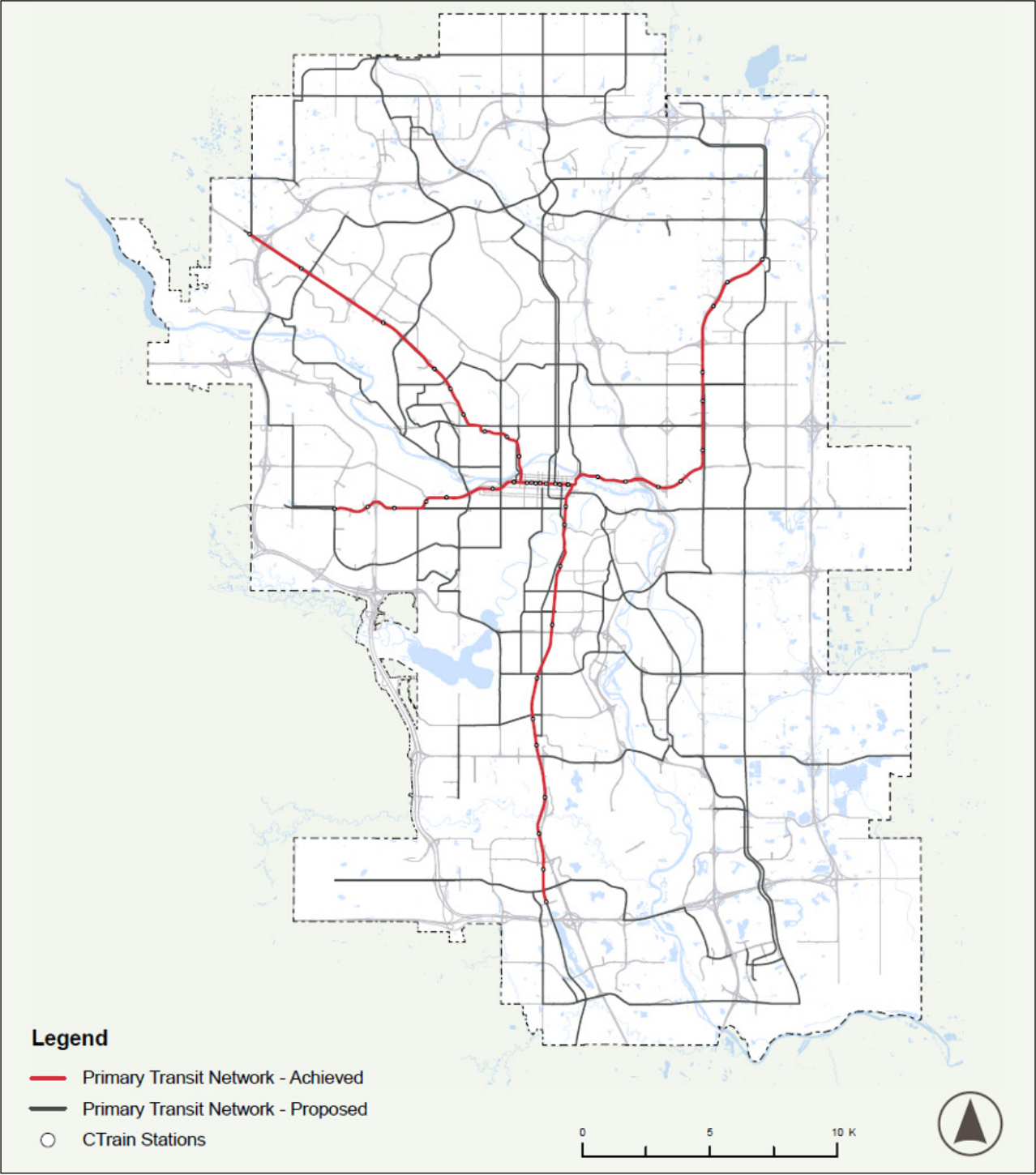
	Annual service hours (Primary Transit Network)	
	2023	2024
Required	2,135,000	2,225,000 <sup>1</sup>
Allocated	1,135,000	1,255,000
Difference	1,000,000	970,000

<sup>1</sup>The required number of service hours can evolve year-over-year as different transit routes change to accommodate higher Primary Transit Network service levels.

**Updates in 2024:**

- As of 2024, Calgary Transit faces a \$135 million operating investment gap to build out and operate services on the full Primary Transit Network by 2034 (See **Operating funding in 2024**).
- As of December 2024, the Blue Line is now operating at Primary Transit Network levels of service. This marks the first time both CTrain lines have fully operated at this level of service, however, there is still a gap of approximately 1 million services hours needed to fully achieve Primary Transit Network services levels in other areas of Calgary (Table 6).
- Around 10 per cent of residents and 30 per cent of jobs are within 400 m of the current Primary Transit Network. Easy access to jobs is expected to double with the completion of the Primary Transit Network. This further underscores the need to secure more operational funding to enable easy access to high-frequency transit services for more Calgarians.

**FIGURE 3**  
**Planned and achieved Primary Transit Network corridors in 2024**





2.2.2 Base transit service

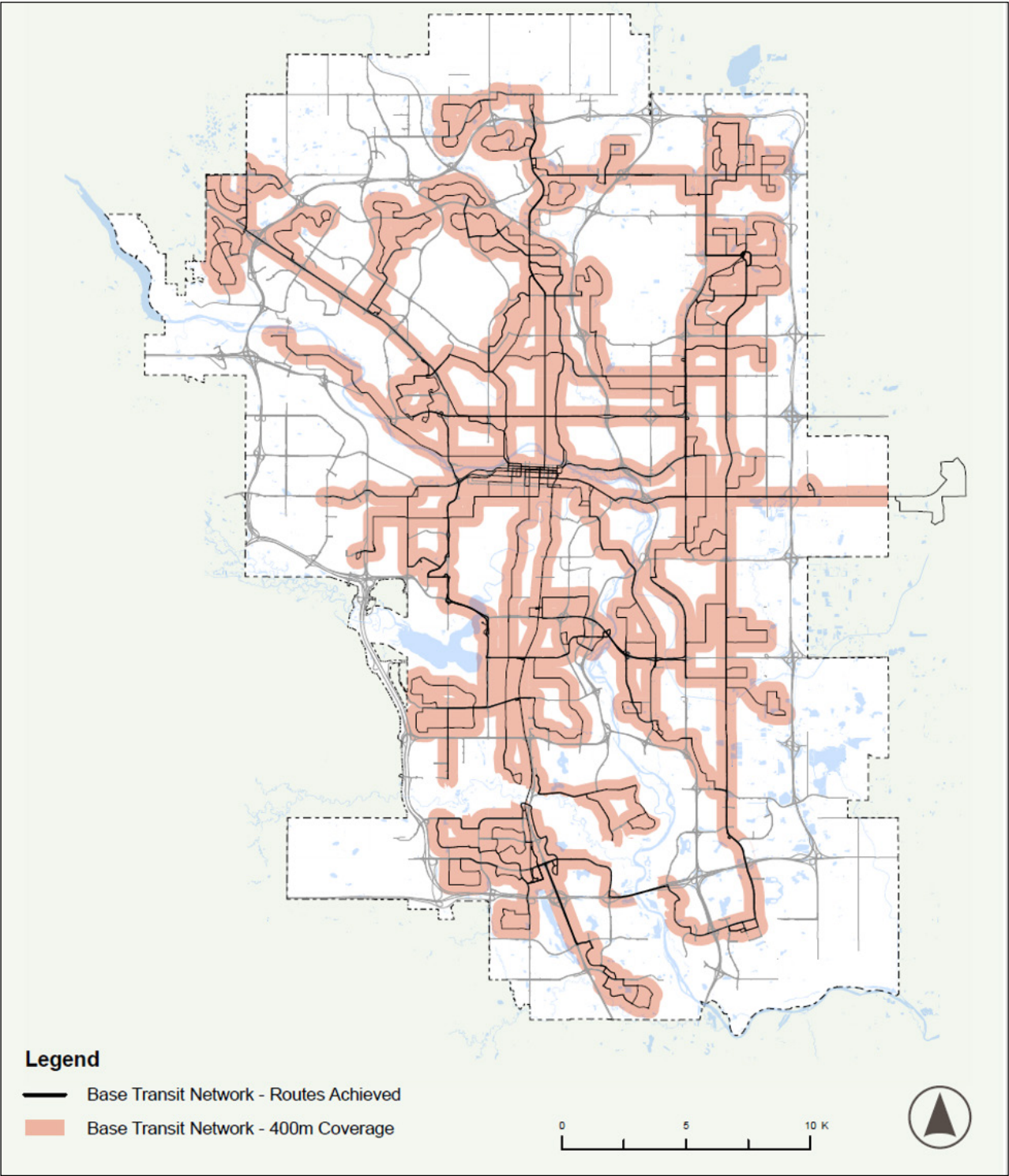
Base transit service provides local transit access and connects Calgarians to the Primary Transit Network. With service running a minimum of every 30 minutes, a majority of Calgarians can access base transit service within a short walk or roll of their homes. Figure 4 shows which transit routes are achieving base transit service levels as of December 2024.

Updates in 2024:

- Two-thirds of Calgarians can access base transit service live within 400 m (a five-minute walk or roll) of their homes.
- More than 70 per cent of jobs are located within 400 m of the base network.
- Several route changes were implemented to connect customers to more destinations and high-frequency routes (see examples in **Major network changes**).



FIGURE 4  
Base Transit Network coverage in 2024





2.2.3 New community service

New community service can only be implemented when there are sufficient resources (transit operators, vehicles and storage facilities, and operating budget), sufficient demand (people living in the community), and an adequate road network. After introduction, the service evolves and grows as new communities are developed, more residents move to the area, more of the road network is completed, and ridership grows.

This approach provides Calgarians in new communities with transit access while balancing the additional operating costs of the new service with a static budget. New community service can be provided using fixed-route/fixed-schedule services, or On Demand service. Figure 5 shows a map of areas where new community service was operating in 2024 and is planned for 2025.



SPOTLIGHT

On Demand transit expansion

RouteAhead strategy: N2.3

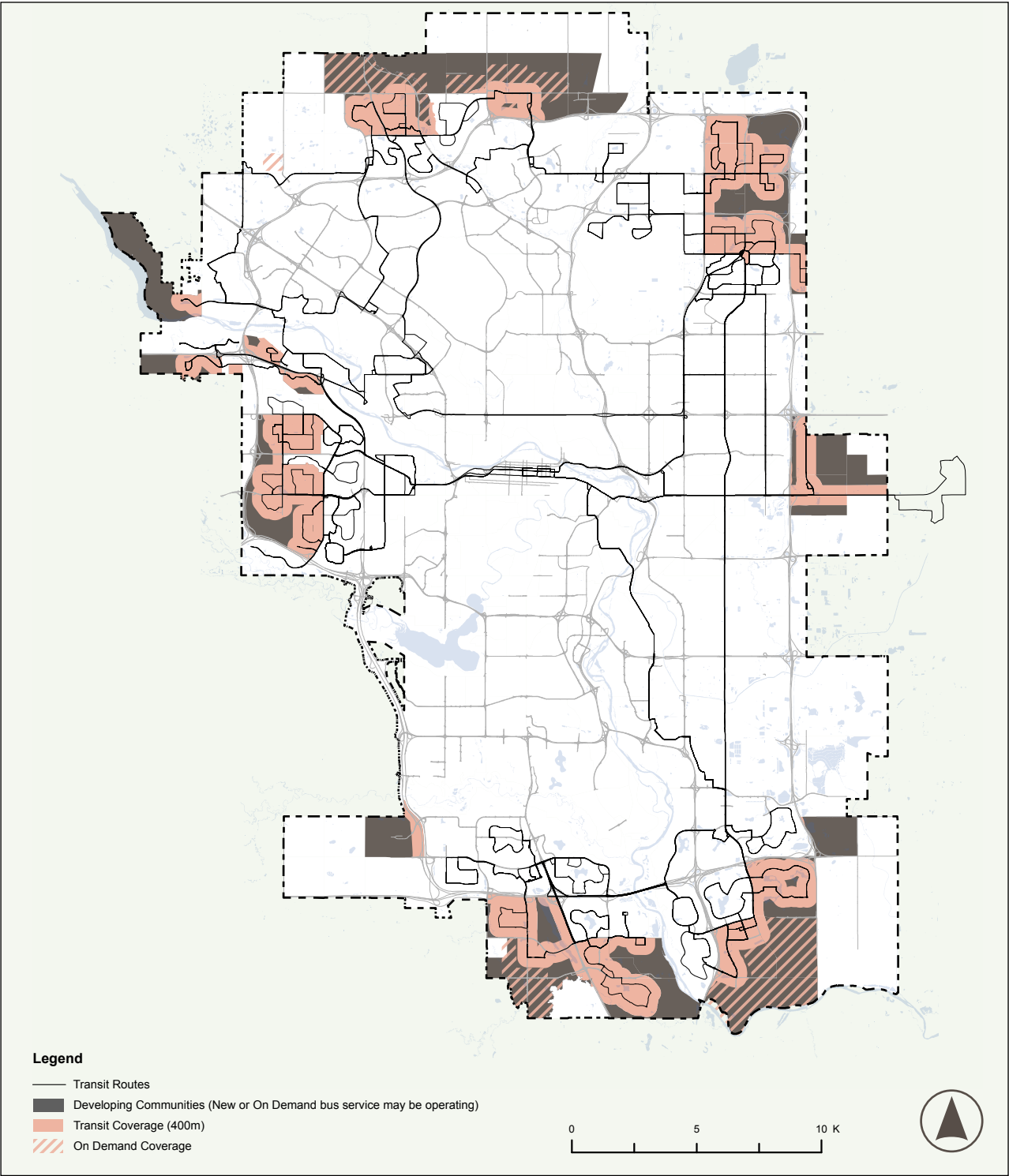
**Background:** In 2022, with the successful conclusion of the On Demand transit pilot program, Council directed Calgary Transit to expand On Demand transit in four to six new communities.

**Scope:** With available resources, Calgary Transit exceeded this goal and On Demand service was expanded from two to 11 communities in 2024, including:

- Ambleton (N.E.)
- Glacier Ridge and Sage Hill (N.W.)
- Ricardo Ranch, Seton, and Rangeview (S.E.)
- Pine Creek, Belmont, and Yorkville (S.W.)
- University of Calgary’s Spy Hill Campus and Calgary Police Services Spy Hill locations (N.W.)

**Outcomes for Calgarians:** This expansion has extended Calgary’s transit coverage, providing service to newer communities that lack the ridership to support fixed-route service. This added connection to the broader transit network encourages early transit use, improving access to jobs, services, and education. Calgarians benefit from increased accessibility making these communities more desirable to live in (Figure 5).

FIGURE 5  
New community service in 2024 and planned routes for early 2025





### 2.3 Major network changes

Transit service reviews are non-seasonal bus route changes used to regularly evaluate and optimize transit service delivery. These comprehensive reviews balance community travel needs, changing land uses, customer feedback, RouteAhead’s design principles, and available resources to improve service. They also address customer and staff concerns and improve operating efficiencies.

Transit service reviews are highly effective at improving ridership and service efficiency while minimizing negative impacts through careful network design.

Transit service reviews conducted in 2024 supported major route changes in communities throughout Wards 1, 2, and 3. Working together with other base transit services and Primary Transit Network routes, these route changes enhance connectivity across the network and increase access to more destinations for customers.

### TRANSIT SERVICE REVIEW

#### Route 115 – Symons Valley Parkway extension

September 2024

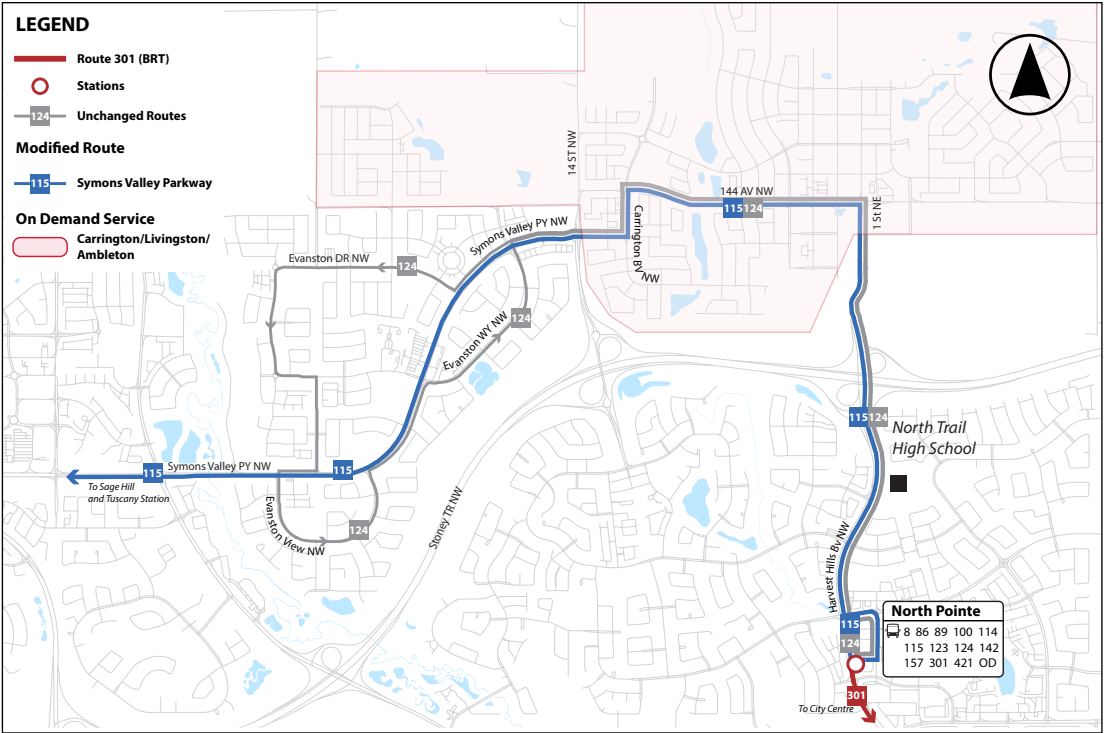
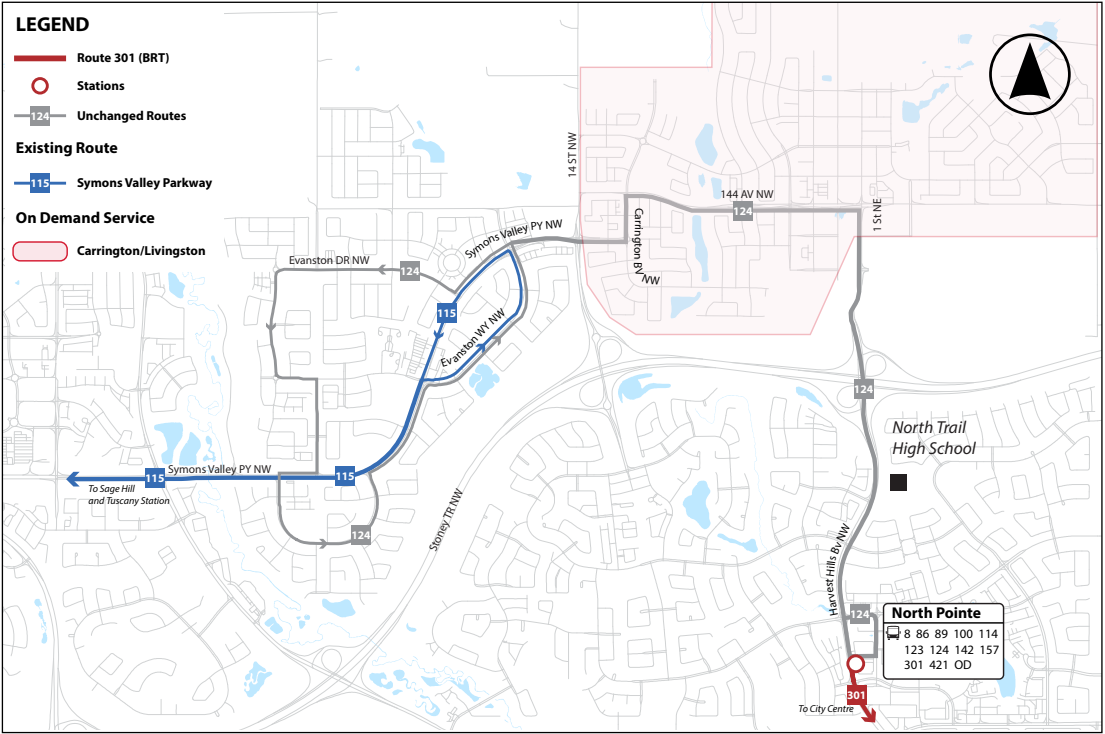
**Description:** Route 115 – Symons Valley Parkway was extended east along 144 Avenue N. and 1 Street N.E./Harvest Hills Boulevard N., adding connections to North Pointe Terminal and North Trail High School, increasing service frequencies and improving travel times (Figure 6).

The extension also connects Routes 115 and 124 along the same corridor on 144 Avenue N., where Route 115 is helping to relieve pressure on the often-crowded Route 124 and building ridership for a future Primary Transit Network route. With this change, over 11,000 more residents are now served by two bus routes within walking distance along the 144 Avenue N. corridor.

**Design Principles:**

- **Frequency and all-day service:** The frequency of Route 115 has improved to every 34 minutes from every 40 minutes. It has also shifted from peak-oriented service to all-day service, offering more frequent trips, all day, seven days a week.
- **Connectivity and direct routing:** The extension improves connections to North Pointe Terminal and nearby commercial centres, with major destinations in Northwest Calgary and Tuscany Station. It also strengthens service along 144 Avenue N. and 1 Street N.E./Harvest Hills Boulevard N., a corridor planned for future bus rapid transit as part of the Primary Transit Network. While overall ridership is expected to remain steady, the extension opens new transportation options for customers with multiple routes now operating along this corridor.

FIGURE 6  
Route 115 before and after modifications were made to an underperforming route to increase service frequency and connectivity





## TRANSIT SERVICE REVIEW

### Route 26, 120, 134 connectivity – Bowness

September 2024

**Description:** The project improved efficiency along two existing bus routes and established a new crosstown bus route (Figure 8). Prior to the change, Route 134 served an established community but had low overall ridership. Changes to Routes 134 extends service to the new community of Rockland Park and creates connections to the shopping centre at Tuscany Hill and Nose Hill Drive N.W. These changes support long-term ridership growth and stable transit service to south Silver Springs.

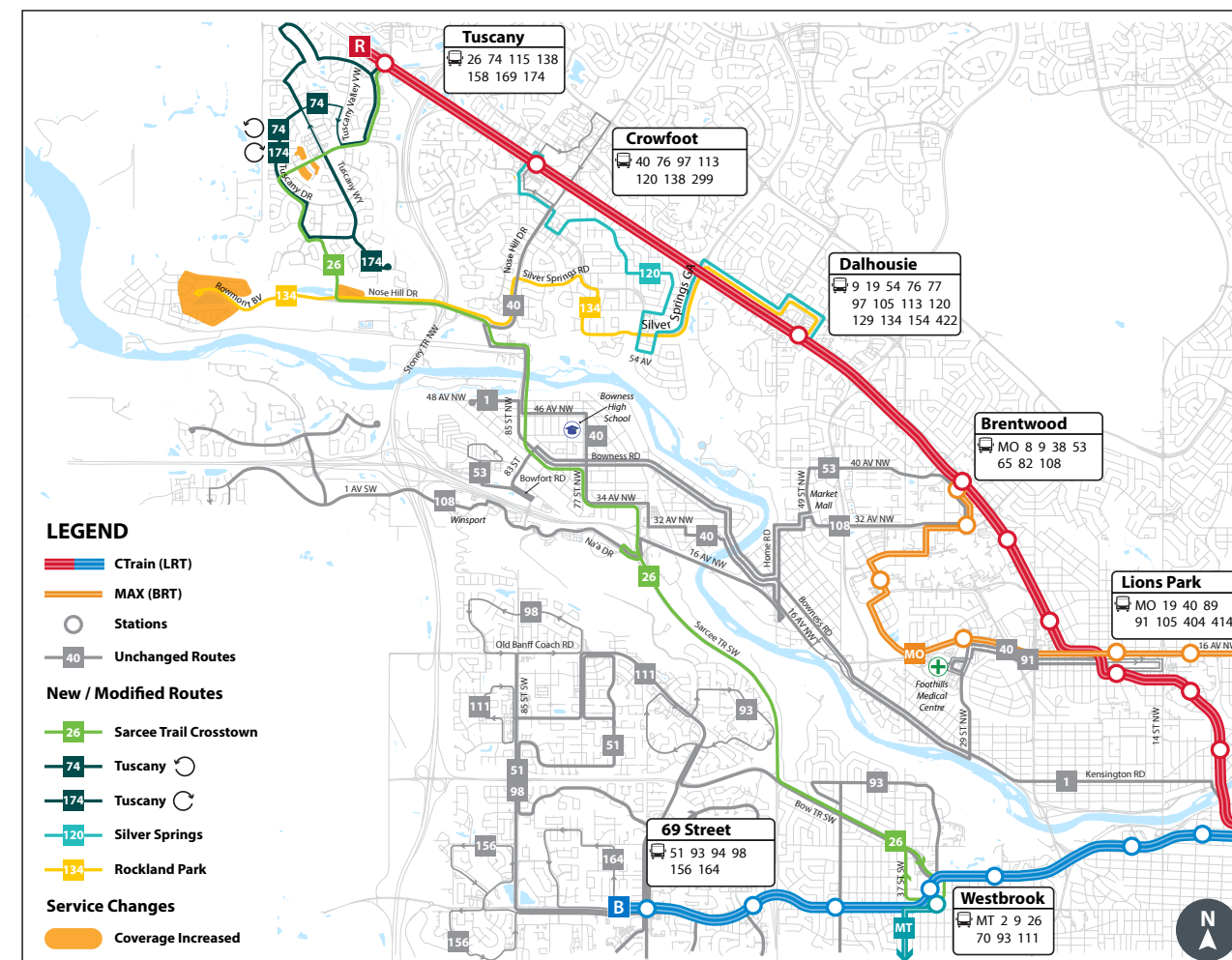
Before the transit service review, students in Bowness were primarily served by school routes operating only during peak-periods. The new Route 26 – Sarcee Trail Crosstown now provides students with more travel options by creating connections to more destinations between Tuscany Station, Westbrook Station, Bowness, Sarcee Trail S.W., and Bow Trail S.W. With over 26,000 residents now within 400 m of a stop, Route 26 is set for continued growth.

#### Design principles:

- **Frequency and coverage:** Route 134 now serves an additional 1,800 residents in Rockland Park with new service also connecting to a CTrain station. New ridership on Route 26 supports a future West Bow rapid transit corridor and creates immediate service improvements (Table 7).
- **Connectivity and direct routing:** Route 26 is a new crosstown service designed to connect northwest communities, like Tuscany and Bowness, from Tuscany to Westbrook Station.
- **All-day service:** Route 26 is an all-day service, replacing a peak-only school express route.

FIGURE 7

Modifications to Routes 26, 120, 134 were made to increase service frequency and connectivity





TRANSIT SERVICE REVIEW

Shifts in ridership and population occurring from non-seasonal bus route changes

**Description:** Table 7 shows changes in average daily weekday boardings and residents living within 400 m of bus stops for modified routes from 2023 to 2024 after transit service reviews. Route 26's ridership is expected to grow as it connects over 26,000 residents to new destinations like Westbrook and Tuscany Stations, North Trail High School, and Bowness High School. Route 115 saw the greatest ridership increase, likely absorbing passengers from the often-overloaded Route 124 on the 144 Ave N. corridor. Routes 120 and 134 experienced slight decreases in ridership after modifications in September 2024, with levels anticipated to stabilize within a year.

TABLE 7  
Changes in average weekly ridership and residents living within 400 m of bus stops before and after transit service reviews



	Average weekly ridership			Residents living within 400 m of select bus stops		
Route name	2023	2024	Change in ridership	2023	2024	Change in ridership
26 - Sarcee Trail Crosstown	N/A	3,450	N/A	N/A	26,250	26,250
115 - Symons Valley Parkway	8,400	14,500	73%	26,750	37,900	11,150
120 - Silver Springs	2,400	2,300	-4%	11,350	11,750	400
134 - Rockland Park	1,000	900	-10%	11,800	10,550	-1,250 <sup>1</sup>
Total (net impact)	11,800	21,150	80%	49,900	86,450	36,550

<sup>1</sup>While the number of residents living within 400 m of a bus route may decrease after a route changes, these residents they are still served by other routes bus routes still operating in areas where changes occur.





## SECTION 3

### Financing transit



Calgary Transit is experiencing multiple system challenges and pressures. Even as ridership grows, these issues persist as Calgary continues to develop upward and outward. Recent investments in transit have been made to keep status quo service and address revenue shortfalls, not grow service. Calgary Transit is working to find efficiencies within the current budget and to also grow revenues, but a gap remains.

#### DID YOU KNOW?

In 2024, The City launched a feasibility study for a new South Central Bus Maintenance and Storage Facility to replace and relocate the aging Victoria Park Bus Garage. The new facility will expand capacity, support new technologies, and modernize infrastructure. Site planning and decommissioning strategies are underway.



Measuring progress

The operating cost per trip decreased and trips per service hour increased in 2024, likely due to a combination of increased ridership and transit service reviews leading to route efficiencies. While these metrics show a positive trend, inflationary pressures, operational demands, and changes in fare products used are leading to increased costs and decreased revenues. This is reflected in the 36 per cent revenue cost ratio metric, lower than the 38 per cent in 2023.

TABLE 8  
RouteAhead annual financing transit reporting measures



Indicator	2023 figures	2024 figures	Target (2032, 2042, 2052)	Relevance	Description
Trips/service hour	Regular: 35.63	Regular: 35.99	Benchmark	This is a measure of the quality of route planning and density near transit service.	Total annual transit trips over total annual service hours.
Operating cost/trip	Regular: \$4.98 Specialized: \$35.53	Regular: \$4.88 Specialized: \$41.58 <sup>1</sup>	Benchmark	This is a measure of the quality of route planning and density near transit service.	Total operating expenditures over total annual trips. <sup>2</sup>
Municipal tax/capita	\$226.03	\$243.17	Benchmark	This measure shows how much property tax Calgarians pay to have transit service available to them. This cost benefits non-customers by reducing automobile use, greenhouse gas emissions, and road congestion.	Total operating expenditures less total revenue over total population.
Revenue cost ratio	Regular: 38% Specialized: 5%	Regular: 36% Specialized: 5%	Benchmark	Helps tell the story of financial health in terms of self-sufficiency. The revenue/cost ratio recognizes municipal tax support for funding transit operations, showing the value of transit service. As well, it helps to quantify the social, environmental, and economic benefits transit provides.	Portion of the total operating expenditures recovered by revenue, compared to the portion covered by taxes.

<sup>1</sup>2024 value is the mid-year data, not full year. 2024 Mid-Year Progress Update.  
<sup>2</sup>Operating cost/trip excludes revenues.

3.1 Operating funding in 2024

Calgary Transit’s operating budget is partially funded through customer fares. In 2024, investments in programs such as the Low-income Transit Pass and free transit for children 12 and under led shifts in expected fare revenues. These revenues covered about 36 per cent of operating costs in 2024. Council approved a transfer of \$33 million to fill the shortfall in Calgary Transit’s operating budget but a further deficit is likely for 2025, highlighting that current funding levels are not sustainable to keep pace with growth.

Calgary Transit’s approved 2025 operating budget does not include sufficient growth funding to expand to new communities, respond to growing ridership demand and population, increase service levels on the Primary Transit Network, or enhance the customer experience.





RouteAhead Implementation Plan 10-year budget

RouteAhead identifies early investment in the Primary Transit Network as a key element of advancing The City’s goals to increase transit use, improve mobility, host major events and conferences, attract talent and investment, and support development. The Primary Transit Network supports multiple Council priorities, yet operating funding to implement it has not been secured. Without additional funding, Calgary Transit is challenged to implement the Primary Transit Network, respond to increasing ridership demand across the city, introduce services in new communities, and provide enhanced customer features.

As shown in Table 9<sup>1</sup>, the net annual operating investment required to implement the Primary Transit Network between 2026 and 2034 is approximately \$15 million per year, or \$135 million total. Capital investment is also required to maintain and upgrade existing fleet facilities and to support the design and construction of a new facility. From 2026 to 2034, capital investment is projected at \$45 million per year (\$405 million total) for approximately 540 new buses and \$500 million to build one new storage and maintenance facility.

<sup>1</sup>Cost estimates were provided as part of the 2023 RouteAhead Implementation plan presented in Council on September 13, 2023 (IP2023-0977). These estimates may be updated at any point to reflect inflationary pressures or changes in project scope.

If RouteAhead is not funded, Calgary Transit faces the following challenges:

- Without operating hours, there will be limited ability to increase the frequency of existing routes to support increased demand.
- While new buses and trains are on their way to replace our ageing fleet, Calgary Transit faces long lead times to receive new fleet. Without additional investment for growth buses, service cannot grow to meet the needs of Calgary’s growing communities.
- Since RouteAhead approval in 2023, out of 159 strategies outlined in the plan, only five have been completed. Progressing the remaining strategies requires significant and sustained investment to achieve RouteAhead goals.

TABLE 9

RouteAhead Implementation Plan 10-year budget (in millions)



Original 10-year Implementation Plan (IP2023-0977) (in millions)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Operating - Service hours	\$4.6	\$12.0	\$13.2	\$11.3	\$11.3	\$11.3	\$11.3	\$13.1	\$13.1	\$13.1	\$13.1	\$127.4
Capital - New (growth) buses	\$8.8	\$28.3	\$38.1	\$38.1	\$38.1	\$38.1	\$38.1	\$44.2	\$44.2	\$44.2	\$44.2	\$404.4
Capital - New bus maintenance storage facility	—	—	—	\$116.7	\$116.7	\$116.7	—	—	—	—	—	\$350.0

Note: 2024 \$4 million investment in base-operating budget was received but was not solely for Primary Transit Network improvements. It included transit service improvements to high ridership routes and corridors, base service and local routes, and On Demand service to additional communities.

Revised Implementation Plan - starts in 2026 (in millions)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Operating - Service hours	—	—	\$15.0	\$15.0	\$15.0	\$15.0	\$15.0	\$15.0	\$15.0	\$15.0	\$15.0	\$135.0
Capital - New (growth) buses <sup>1</sup>	—	—	\$45.0	\$45.0	\$45.0	\$45.0	\$45.0	\$45.0	\$45.0	\$45.0	\$45.0	\$405.0
Capital - New bus maintenance storage facility <sup>1</sup>	—	—	—	\$50.0	\$150.0	\$150.0	\$150.0	—	—	—	—	\$500.0

<sup>1</sup>Capital costs may change overtime due to inflationary increases, or changes to project scope.







## 3.2 Annual ridership

Ridership is the total number of trips taken by customers. It measures both demand for transit services and need to use public transit. Ridership is an important aspect of public transit, indicating overall use and revenue generation.

Many initiatives advanced by The City and its partners drive ridership, like transit-oriented development, the Housing Strategy, and investment in active modes that enhance transit connections.

### Public transit

This section refers to regular fixed-route or On Demand service that is available to all Calgarians. Calgary Transit ridership continued to grow in 2024, reaching over 101 million, a 12 per cent increase from 2023 (Figure 8). Ridership levels can change due to a variety of factors such as economic conditions, work from home policies, population changes, and the cost of gas. Despite changing travel patterns, an overall increase in ridership trends shows that transit remains a vital part of how Calgarians connect to home, people, and places.

Calgary Transit slightly reduced the operating cost per trip in 2024 (Table 8). Strategic investments can further reduce per trip costs as ridership grows. However, inflation and increased operational demands may continue to challenge overall cost.

### Specialized transit – Calgary Transit Access

Calgary Transit Access is Calgary Transit’s specialized transit service, providing door-to-door, shared-ride service for customers who cannot use regular transit due to physical or cognitive disabilities. Prioritizing accessibility and reliability to ensure an equitable transit experience, it consistently exceeds targets for calls answered within three minutes and accommodates 100 per cent of trips scheduled in advance.

Specialized Transit ridership also continued to grow in 2024, reaching 1.13 million, showing an increase of 11 per cent from 2023 (Figure 10). Since 2021, applications for Calgary Transit Access have also increased by 20 per cent. As demand grows, sustained operational funds are required to continually provide customers with accessible transit options.

FIGURE 8

Regular and specialized transit (Calgary Transit Access) annual ridership





SPOTLIGHT

Low-income Transit Pass funding

RouteAhead strategies: C.4.1, C4.2, C.9.4, C10.2, C.10.3, F.1.1, F6.8, F.1.2

**Background:** In 2017, Calgary made investments in transit affordability and accessibility by introducing the Low-income Transit Pass program. Through revising Calgary Transit’s fare revenue expectations, this program offers discounted transit passes to reduce financial barriers for low-income Calgarians. It aims to support individuals receiving income supports, new Canadians, persons with disabilities, and other equity-denied groups.

In recent years, the Government of Alberta supported continued program investment with a \$6.2 million grant to offset the program's full cost.

**Scope:** Program eligibility and uptake has grown due to changing local economic conditions, shifting the types of monthly passes sold. In 2024, 53 per cent of all monthly passes sold were Low-income Transit Passes. Based on Q4 2024 trends, Low-income Transit Pass sales are expected to rise another seven per cent in 2025, increasing the annual program cost from \$52 million to \$58 million.

**Outcome for Calgarians:** Sustained investment in the Low-income Transit Pass program yields immense social benefits. For example, program benefits captured through regular customer surveys in 2024, reveal the Low-income Transit Pass program supports customers in their job search (74 per cent of respondents), securing employment (62 per cent), and maintaining their jobs (71 per cent). Over half of are currently employed, and 66 per cent report they have an income of less than \$30,000 per year.

The City of Calgary remains committed to providing affordable transit access for all citizens, yet also recognizes how increasing program costs can strain limited municipal resources. That’s why a long-term funding agreement is required with the Government of Alberta to ensure the longevity and stability of the Low-income Transit Pass program. The City of Calgary continually communicates the importance of the Low-income Transit Pass program with the Government of Alberta and actively collaborates in funding advocacy efforts with other transit agencies and community groups.

3.3 Capital funding

Implementing RouteAhead requires a significant and consistent investment in new infrastructure and the upkeep of existing assets. Preventative maintenance is cost-effective. Investing in regular upkeep avoids costly repairs or replacements and minimizes service disruptions for commuters and businesses.

Securing and allocating this funding depends on continued advocacy and collaboration with other levels of government. These investments benefit all Calgarians, whether they use transit or not, by providing greater transportation choice, reducing greenhouse gas emissions and air pollution, and building a more equitable city.





SPOTLIGHT

Canada Public Transit Fund

RouteAhead strategies: N6.1, N6.2, N6.4, N7.1, N7.5, F2.6, F6.7

**Background:** Announced in the Government of Canada’s 2024 federal budget, the Canada Public Transit Fund provides long-term, sustainable funding to help cities invest in public transit infrastructure that supports housing objectives, climate goals, and community growth. Beginning in 2026–27, the fund will deliver an average of \$3 billion annually across Canada through three distinct streams: Metro-Region Agreements, Baseline Funding, and Targeted Funding. These streams are designed to support the expansion and electrification of transit systems, delivery of regionally significant projects, and maintenance of existing infrastructure and vehicles.

**Scope:** The City of Calgary is expected to receive over \$250 million over 10 years through the Baseline Funding stream, supporting state of good repair projects and core infrastructure needs. In parallel, Calgary is working with the Government of Alberta and regional partners to prepare a submission under the Metro-Region Agreement stream, which will focus on major infrastructure expansions aligned with regional growth and transit priorities. The City is also developing an application under the Targeted Funding Stream, including the federal Active Transportation Fund, to enhance walking and cycling connections and improve integration with the transit network. Together, these streams offer a coordinated, long-term funding approach to support Calgary’s evolving transit system.

**Outcome for Calgarians:** Predictable and stable funding for transit capital projects—ranging from infrastructure renewal to new bus rapid transit and CTrain expansions—ensures Calgary’s transit system remains safe, reliable, and responsive to population growth. Federal and provincial investment reduces the municipal tax burden while advancing key City of Calgary objectives related to climate action, equity, and housing. These funding streams will help to achieve RouteAhead strategies, but a funding gap remains for required capital projects.



SPOTLIGHT

Canada Infrastructure Bank and Infrastructure Canada: Zero-Emission Bus Financing and Transit Fund

RouteAhead strategies: N8.4, F3.7, F6.7

**Background:** In January 2023, The City of Calgary signed a credit agreement with the Canada Infrastructure Bank (CIB) providing financing option that shares the financial risks of developing innovative technologies. The CIB’s willingness to assume these risks demonstrates awareness of the complexities associated with adopting these new technologies that may not be supported by conventional funding sources.

In June 2023, the federal government approved The City of Calgary’s application to the Zero Emission Transit Fund (ZETF), committing to cover no more than 50 per cent of costs, to a maximum of \$325 million. Approval of the ZETF application was based on technical information supported by

the Electrification Planning Study and cost estimates for fleet and infrastructure, ensuring the project follows a competitive open market procurement process. In April 2024, The City and Infrastructure Canada finalized an agreement for up to \$220 million, adjusting the initial funding to reflect rising market costs and a reduced number of buses.

**Scope:** With the credit agreement secured, The City issued a request for proposal in 2024 for the purchase new battery electric buses, with a contract award expected in Q2 2025.

**Outcome for Calgarians:** This investment will bring quieter, zero-emission buses to Calgary’s streets – improving the rider experience while reducing greenhouse gas emissions and air pollution. Shifting a portion of the fleet to battery electric buses supports climate goals, ensures fleet diversification, reduces long-term operating costs, and helps modernize Calgary’s transit system for a growing population.



## SECTION 4

### Looking ahead



#### DID YOU KNOW?

Calgary Transit piloted ticket integration with the Calgary International Film Festival, one of nine partnerships established in 2024. These collaborations aim to promote ridership, increase revenue, enhance tourism, and support local economic activity.

With sustainable increased investment in transit, RouteAhead will continue to shape the future of transit in Calgary. Strong transit is critical to provide Calgarians with a convenient way to live and move in Calgary, and drive Calgary's economy by connecting employees and customers to jobs and businesses.

Despite budget challenges, exciting initiatives are planned for 2025. Here are some key highlights of the work ahead.





## SPOTLIGHT

### Partnerships

#### RouteAhead strategy: F5.2

Calgary Transit continues to support Calgary's economy and global reputation. This June, Calgary Transit is providing complimentary transit for attendees of the Rotary International Convention, fulfilling commitments made in 2017 and ensuring seamless transportation for thousands of visitors.

The City of Calgary is working in partnership with Calgary Municipal Land Corporation (CMLC) to activate City-owned land for transit-oriented development along the Red Line. This partnership opportunity was made possible in late 2024, when Council approved \$20 million in funding to launch transit-oriented development with CMLC as the master planner and development manager.

Calgary Transit is also continuing valued partnerships with the Calgary International Film Festival and Run Calgary to help boost downtown vibrancy and improve event access. These collaborations help enhance the event experience while reinforcing Calgary Transit's commitment to Council's strategic direction to benefit Calgary, visitors, and participants, and encourage transit use.

## SPOTLIGHT

### New technology opportunities

#### a. Battery electric bus project

##### RouteAhead strategies: N8.4, F3.7, F6.7

A request for proposal for the procurement of up to 180 electric busses was issued in October 2024 and closed in January 2025, with the contract expected to be awarded by Q2 2025. As part of the contract award, two electric buses are anticipated to arrive by Q3 2025 to support The City's operational readiness planning to have the battery electric bus fleet on the road in 2028.

In the meantime, designs are in development for the upgrade of Spring Gardens and Anderson Garages to accommodate the charging infrastructure necessary to support the operation of these battery electric buses.

#### b. Hydrogen Study

##### RouteAhead strategies: N8.4, F3.7, F6.7

In 2024, Calgary Transit executed investment agreements with Alberta Innovates and the Green Municipal Fund where each party would equally fund a Hydrogen Fueling and Pilot Feasibility Study. This study is ongoing and will assess the technical requirements, infrastructure modifications, safety protocols, and economic considerations associated with the introduction of hydrogen fueling for a potential pilot fleet at Stoney Transit Facility. This study will not only provide valuable insights into the feasibility of the project but also serve as a foundation for future decision-making and investments in sustainable transportation infrastructure.



SPOTLIGHT

Non-fare revenue initiatives

RouteAhead strategy: F6.3

Calgary Transit has long-term contracts with third parties to advertise on various transit assets, such as stations, vehicles, shelters, and benches. These advertising contracts provide businesses and organizations with promotional opportunities while generating revenue for Calgary Transit. In 2024, advertising on transit assets generated over \$12 million. Calgary Transit plans to expand advertising opportunities in 2025 through additional assets and innovative campaigns, further diversifying revenue beyond fares.

SPOTLIGHT

Transit Advocacy Strategy

RouteAhead strategies: F6.1, F6.2, F6.3, F6.4, F6.8

The Transit Advocacy Strategy looks to achieve reliable, flexible, and sustained funding from sources outside of The City of Calgary to support current and future transit priorities. The strategy takes a coordinated, cross-corporate approach to engaging the provincial and federal governments and other external partners for transit funding and support.

The Strategy’s focus areas are:

- Tell Calgary’s transit story;
- Secure permanent operating funding to maintain and improve transit service levels;
- Secure predictable funding for continued investments in the Low-income Transit Pass through multi-year funding agreements;
- Maximize funding for all of Calgary’s unfunded capital projects;
- Ensure operating funding is included with transit capital investments; and

- Maintain financial support for state-of-good-repair (maintenance) funding.

Transit is an essential service for many Calgarians and forms part of the fabric of our city. Communicating this story, both publicly and with our funding partners, will create opportunities for new or additional funding sources to support continued efforts to build and improve the service.

SPOTLIGHT

Finding efficiencies

RouteAhead strategies: C9.1, C9.2, F1.3, F2.2, F2.3, F2.7

In 2025, Calgary Transit will explore opportunities to find efficiencies with limited resources, while ensuring Calgarians continue to have quality transit service. A pilot project started in March has two-car trains running on weekends to better match service to demand. CTrains will still run frequently, providing customers the ability to show up and go, and additional trains will run during events. Right-sizing train length to demand helps Calgary Transit save on energy, maintenance, and operating costs to make the best use of resources. CTrain service will be monitored and adjusted based on customer feedback as needed during the pilot.

Revenue from transit fares contributes significantly to covering the cost to provide transit service. Calgary Transit is installing platform validators at CTrain stations in spring 2025 to reduce fare evasion. Customers using mobile ticketing apps (My Fare, Transit app) will be required to scan their ticket before boarding the CTrain, just like when boarding a bus. This change will help reduce the number of customers who avoid paying fares, increasing Calgary Transit’s revenue and ability to improve transit service.





## SECTION 5

### We have a plan



#### DID YOU KNOW?

Strong transit enables easy walkable access, fast travel times, seamless transfers, and more connections to key destinations.

Transit is essential to building Calgary's best future. RouteAhead is Calgary's plan to respond to how Calgarians say they want to live and travel in Calgary. As a driver of strong economic prosperity, transit works to connect employees to jobs and customers to businesses and events.

To support these outcomes, Calgary Transit is exploring partnerships and technology opportunities, and finding efficiencies. However, these measures alone cannot address the funding gap. Looking forward, Calgary Transit will present investment packages during future budgets to ensure progress towards RouteAhead's vision of 800,000 Calgarians living within 400 metres of fast and frequent transit. Additionally, The City must continue collaborating with and advocating to federal and provincial governments for sustained operating and capital funding to support improvements to transit service.

Calgary is growing and it needs a transit system that grows with it. Building a fast, frequent, and reliable transit system that benefits all Calgarians requires increased and sustained investment. Without funding, Calgary Transit cannot provide the pathways towards affordable and convenient travel Calgarians need to connect them to home, work, and people in support of a thriving and growing city.



APPENDIX

Direction and strategy  
indicator status

This section provides a comprehensive update for all 159 strategies contained in RouteAhead (Tables 10 and 11). It provides updates on any initiative, project, or action taken in 2024 to advance RouteAhead's strategies.

TABLE 10  
Summary of RouteAhead strategies – status as of December 2024

Status and Description		Number of strategies (% of total)
Not started	Any medium- or long-term strategy without initiatives (under development, active, or complete)	13 (8%)
In development	Any short-term strategy without an initiative completed or in active implementation	40 (25%)
In progress	Any strategy with an initiative being implemented in the reporting year	101 (64%)
Complete	Any strategy for which all initiatives are completed	5 (3%)
		159 (100%)

TABLE 11

No.	Strategy	Timeline and progress	Cost	2024 update
C1.1	Promote the Primary Transit Network through identification on maps, signage and other customer information.	<div>SHORT TERM</div> <div>IN PROGRESS</div>	<div>\$\$</div> <div>MODERATE</div>	No active projects.
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.	<div>ONGOING</div> <div>IN PROGRESS</div>	<div>\$\$</div> <div>MODERATE</div>	Continued to provide information on call centre, Calgary Transit's website, and social media through X.
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.	<div>ONGOING</div> <div>IN PROGRESS</div>	<div>\$\$</div> <div>MODERATE</div>	Additional improvements are being planned to leverage the mobile application to further communicate real-time service disruptions and detours.
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.	<div>SHORT TERM</div> <div>COMPLETE</div>	<div>\$</div> <div>LOW</div>	Additional signage and communication for service disruptions and detours were implemented in 2024, including improvements to <a href="https://calgarytransit.com">calgarytransit.com</a> .
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.	<div>SHORT TERM</div> <div>IN PROGRESS</div>	<div>\$</div> <div>LOW</div>	The installed communication systems technology allows for audio announcements to be made by PS100 - Calgary Transit's camera and help phone monitoring team - for any planned or unplanned disruptions.
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.	<div>MEDIUM TERM</div> <div>IN PROGRESS</div>	<div>\$</div> <div>LOW</div>	Various audiences have been further refined as part of ongoing communication around disruptions and detours.
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.	<div>SHORT TERM</div> <div>IN PROGRESS</div>	<div>\$</div> <div>LOW</div>	Digital displays installed at Victoria Park/Stampede Station are an additional channel to inform customers about service disruptions/closures. Most are at eye level for customers.



No.	Strategy	Timeline and progress	Cost	2024 update
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.	<div><div>SHORT TERM</div><div>IN PROGRESS</div></div>	<div>\$\$</div> <div>MODERATE</div>	The Elevator & Escalator Outages webpage provides updated information about outages at stations, estimated arrival times, and frequently asked questions.
C2.1	Develop a new map design for the Primary Transit Network and communicate it to customers, focusing on future capital investments.	<div><div>MEDIUM TERM</div><div>COMPLETE</div></div>	<div>\$</div> <div>LOW</div>	A new Primary Transit Network map was developed and communicated through the preparation of the Calgary Plan in the City Building Program.
C2.2	Continuously review bus route design to simplify routes and improve understanding of the system.	<div><div>ONGOING</div><div>IN PROGRESS</div></div>	<div>\$</div> <div>LOW</div>	Planned and implemented route changes and transit service reviews in 2024. Currently developing the 2025/2026 transit service reviews workplan and route changes.
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.	<div><div>SHORT TERM</div><div>IN PROGRESS</div></div>	<div>\$</div> <div>LOW</div>	Tactile Walking Surface Indicators (TWSI) pilot project completed in 2024. Implemented at City Hall and Bridgeland Stations, the product performance and user feedback has been positive. The pilot will be expanded to an additional 2 stations in 2025.
C2.4	Create and implement system-wide wayfinding and signage standards.	<div><div>MEDIUM TERM</div><div>IN DEVELOPMENT</div></div>	<div>\$\$\$</div> <div>HIGH</div>	Brentwood LRT Refurbishment Phase 2 project is complete. Updated signage now improves wayfinding.
C3.1	Improve real-time arrival information on CTrain platforms and at major transit stops.	<div><div>MEDIUM TERM</div><div>IN PROGRESS</div></div>	<div>\$\$\$</div> <div>HIGH</div>	A request for information for the preliminary assessment of reliable technologies to provide information to customers is in development with a planned release in 2025.
C3.2	Improve the Calgary Transit website and third-party mobile applications to develop a more accessible, customer-focused design, layout, and navigation system.	<div><div>SHORT TERM</div><div>IN DEVELOPMENT</div></div>	<div>\$\$</div> <div>MODERATE</div>	No active projects in 2024.
C3.3	Continue developing and integrating mobile applications and Mobility as a Service (MaaS) to enhance communicating accurate real-time information.	<div><div>SHORT TERM</div><div>IN PROGRESS</div></div>	<div>\$\$</div> <div>MODERATE</div>	No active projects in 2024.

No.	Strategy	Timeline and progress	Cost	2024 update
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.	<div><div>SHORT TERM</div><div>IN PROGRESS</div></div>	<div>\$</div> <div>LOW</div>	No active projects in 2024.
C4.2	Keep online content for Calgary Transit programs up-to-date to ensure information is clear, accurate, and easily navigable for all customers.	<div><div>SHORT TERM</div><div>IN DEVELOPMENT</div></div>	<div>\$</div> <div>LOW</div>	No active projects in 2024.
C5.1	Enable customer connections between Calgary Transit Access and other Calgary Transit services through universal design enhancements.	<div><div>SHORT TERM</div><div>IN PROGRESS</div></div>	<div>\$\$\$</div> <div>HIGH</div>	Draft of the Calgary Transit Accessibility Strategy completed in 2024, strategy will be finalized in 2025.
C5.2	Improve wayfinding system-wide with uniform signage and frequent, large, clear signage with high contrast.	<div><div>SHORT TERM</div><div>IN PROGRESS</div></div>	<div>\$\$</div> <div>MODERATE</div>	Victoria Park/Stampede Station has been rebuilt. Updated signage now improves wayfinding and universal accessibility (also see C2.4 for Brentwood LRT refurbishment Phase 2 Project).
C5.3	Schedule local bus routes to arrive at major transit connection points at the same time to facilitate easier connections for customers.	<div><div>SHORT TERM</div><div>IN DEVELOPMENT</div></div>	<div>\$\$</div> <div>MODERATE</div>	General schedule optimization that is on-going for every service booking.
C6.1	Integrate multi-modal mobility hubs in future transit-oriented developments to improve walking and wheeling access.	<div><div>LONG TERM</div><div>IN DEVELOPMENT</div></div>	<div>\$\$\$</div> <div>HIGH</div>	Policies to enable integration are included in the updated draft Calgary Plan.
C6.2	Identify and implement improvements for bicycle parking at stops and stations.	<div><div>MEDIUM TERM</div><div>IN PROGRESS</div></div>	<div>\$\$\$</div> <div>HIGH</div>	Victoria Park/Stampede Station has been rebuilt. Key upgrades include updated signage, improved wayfinding and universal accessibility.
C6.3	Encourage linked transit and cycling trips by installing bike racks on all buses and allowing bikes on the CTrain.	<div><div>SHORT TERM</div><div>COMPLETE</div></div>	<div>\$\$\$</div> <div>HIGH</div>	Completed installation of bike racks on all large buses, encouraging customers to link transit and cycling trips. Fixed-route shuttle replacements arriving in 2025 will also be equipped with single bike racks to further support seamless multimodal travel.



No.	Strategy	Timeline and progress	Cost	2024 update
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.	<div><div>LONG TERM</div><div>NOT STARTED</div></div>	<div>\$\$</div> <div>MODERATE</div>	No active projects in 2024.
C6.5	Explore shared parking opportunities when planning new developments at future transit stations.	<div><div>LONG TERM</div><div>IN DEVELOPMENT</div></div>	<div>\$\$</div> <div>MODERATE</div>	Franklin Station Area land use redesignation approved by Council with a preferred housing provider being selected. Calgary Transit continues to support interested parties. in alignment with C6.5.
C6.6	Incorporate universal accessibility improvements when upgrading existing infrastructure, and ensure accessibility standards are met in the design of new Calgary Transit facilities.	<div><div>SHORT TERM</div><div>IN PROGRESS</div></div>	<div>\$\$\$</div> <div>HIGH</div>	Victoria Park/Stampede Station rebuild (also see C5.2).
C6.7	Strategically manage parking at transit stations by providing an adequate amount of park and ride spaces to complement the surrounding land uses.	<div><div>LONG TERM</div><div>IN DEVELOPMENT</div></div>	<div>\$\$</div> <div>MODERATE</div>	Work underway to review Park and Ride approach including strategies to maximize ridership and revenue, and considerations for alternate uses like transit-oriented design.
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.	<div><div>SHORT TERM</div><div>IN PROGRESS</div></div>	<div>\$</div> <div>LOW</div>	Travel Trainers continue to work with seniors and people with disabilities to teach them how to use Calgary Transit services safely and independently.
C6.9	Actively engage third party researchers to thoughtfully review public transit accessibility best practices.	<div><div>SHORT TERM</div><div>IN PROGRESS</div></div>	<div>\$</div> <div>LOW</div>	Victoria Park/Stampede Station has been rebuilt. Key upgrades include updated signage, improved wayfinding and universal accessibility.
C6.10	Frequently review and improve snow clearing and ice removal strategies and prioritization at and around all transit facilities, stops, and stations.	<div><div>ONGOING</div><div>IN PROGRESS</div></div>	<div>\$\$\$</div> <div>HIGH</div>	Transit initiated clearing of platforms every 12 hours in snow events to optimize clearing and improve safe access to platforms during peak hours. Snow storage areas identified in Park and Ride lots and on station walkways and plazas.

No.	Strategy	Timeline and progress	Cost	2024 update
C6.11	Develop and implement strategies to improve safety at rail crossings.	<div><div>LONG TERM</div><div>IN PROGRESS</div></div>	<div>\$\$\$\$</div> <div>VERY HIGH</div>	7 Ave/3 St and 7 Ave/Macleod Trail SE Crossing Safety Enhancement: Timing adjustments provide more green time for north-south road traffic and pedestrians, ensuring no negative impacts on train operations. Sunnyside Crossing Safety Enhancement: New automatic Crossing Gate Arms at the North/South pedestrian crossings, signals, and accessibility upgrades. 58 Ave S crossing safety enhancements: New automatic gate arms and pedestrian safety improvements.
C6.12	Improve connections between the Plus 15 network and CTrain stations in support of the Greater Downtown Plan.	<div><div>LONG TERM</div><div>NOT STARTED</div></div>	<div>\$\$</div> <div>MODERATE</div>	No active projects in 2024.
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.	<div><div>ONGOING</div><div>IN PROGRESS</div></div>	<div>\$\$\$</div> <div>HIGH</div>	Draft of the Calgary Transit Accessibility Strategy completed in 2024, strategy will be finalized in 2025.
C7.2	Promote transit services specifically offered through Calgary Transit Access.	<div><div>SHORT TERM</div><div>IN PROGRESS</div></div>	<div>\$</div> <div>LOW</div>	No active projects in 2024.
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.	<div><div>SHORT TERM</div><div>IN PROGRESS</div></div>	<div>\$\$</div> <div>MODERATE</div>	Work is ongoing. Software upgrades for On Demand transitioned to Application Support in 2024.
C8.1	Explore and experiment with emerging transportation technologies to provide first-mile and last-mile solutions.	<div><div>MEDIUM TERM</div><div>IN DEVELOPMENT</div></div>	<div>\$\$</div> <div>MODERATE</div>	In collaboration with Mobility, a grant to support first-mile and last-mile solutions at CTrain stations was submitted. Currently assessing potential fare integration between the My Fare app and a micromobility provider to enhance the user experience.



No.	Strategy	Timeline and progress	Cost	2024 update
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.	<div><div>SHORT TERM</div><div>IN PROGRESS</div></div>	<div>\$</div> <div>LOW</div>	No active projects in 2024.
C8.3	Enhance trip planning and payment options by expanding Mobility as a Service (MaaS) in partnership with the private sector.	<div><div>MEDIUM TERM</div><div>IN DEVELOPMENT</div></div>	<div>\$\$</div> <div>MODERATE</div>	MaaS Framework developed. Regional partners engaged, including Friends of Transit and Calgary Metropolitan Region Board, to assess data quality and availability for improved integration across different micromobility providers.
C8.4	Coordinate Always Available for All Ages and Abilities (5A) network enhancement projects with access to transit stops and stations.	<div><div>ONGOING</div><div>IN PROGRESS</div></div>	<div>\$\$\$</div> <div>HIGH</div>	Service Planning group is supporting work on all 5A projects, including the review and planning process.
C9.1	Investigate the benefits and costs of all-door boarding and pre-board fare payment.	<div><div>MEDIUM TERM</div><div>IN DEVELOPMENT</div></div>	<div>\$\$\$</div> <div>HIGH</div>	Fare Payment System consultant on board. Recommendations will inform Calgary Transit's approach to boarding and fare payment.
C9.2	Improve the reliability of electronic fare payment on buses and CTrains.	<div><div>MEDIUM TERM</div><div>IN DEVELOPMENT</div></div>	<div>\$\$</div> <div>MODERATE</div>	Fare Payment System consultant on board. Recommendations will inform Calgary Transit's Fare and Revenue Strategy.
C9.3	Expand electronic fare collection to Calgary Transit Access and integrate with payment for other civic services.	<div><div>MEDIUM TERM</div><div>IN PROGRESS</div></div>	<div>\$</div> <div>LOW</div>	Fare Payment System consultant on board. Recommendations will inform opportunities to integrate with other payment systems.
C9.4	Continue to expand payment options for customers with emerging technology, while ensuring cash payment is available for those who need it.	<div><div>ONGOING</div><div>IN PROGRESS</div></div>	<div>\$\$</div> <div>MODERATE</div>	Fare Payment System consultant on board. Recommendations will identify emerging technologies and the requirements for cash payments.
C9.5	Explore partnerships with sports, entertainment, and tourist venues to include transit fares in event tickets.	<div><div>MEDIUM TERM</div><div>IN DEVELOPMENT</div></div>	<div>\$</div> <div>LOW</div>	Piloted ticket integration with the Calgary International Film Festival, one of nine partnerships established in 2024. These collaborations aim to promote ridership, increase revenue, enhance tourism, and support local economic activity.

No.	Strategy	Timeline and progress	Cost	2024 update
C10.1	Work with the Calgary Metropolitan Regional Board and neighbouring municipalities to develop a regional fare strategy.	<div><div>MEDIUM TERM</div><div>NOT STARTED</div></div>	<div>\$\$</div> <div>MODERATE</div>	No active projects in 2024.
C10.2	Communicate the value public transit contributes to all Calgarians through promotion, specifically during budget planning.	<div><div>MEDIUM TERM</div><div>IN PROGRESS</div></div>	<div>\$</div> <div>LOW</div>	No active projects in 2024.
C10.3	Ensure paying for Calgary Transit is safe and secure for all customers, regardless of the payment method used.	<div><div>MEDIUM TERM</div><div>IN PROGRESS</div></div>	<div>\$\$</div> <div>MODERATE</div>	Payment system on ticket vending machines complies with Payment Card Industry (PCI) standards and passed 2024 PCI internal audit. Apple Pay functionality to purchase tickets at ticket vending machines is now in place.
C11.1	Increase the availability and quality of shelters and benches on the Primary Transit Network.	<div><div>MEDIUM TERM</div><div>IN PROGRESS</div></div>	<div>\$\$</div> <div>MODERATE</div>	Brentwood Station Refurbishment - Shelters have been enlarged with better lighting, improved security cameras, and new benches in line with C11.1, C11.3, and N5.2.
C11.2	Expand station cleaning programs to meet future demand on station platforms, adapting to changes in operational demands.	<div><div>MEDIUM TERM</div><div>IN PROGRESS</div></div>	<div>\$</div> <div>LOW</div>	One-time funding provided through the Social Disorder Fund was used to clean and reduce encampment sites at LRT Stations. The fund also increased janitorial day porters to ensure coverage of all LRT stations to be proactive on biohazard clean up, graffiti and general messes. Customer satisfaction ratings have improved from previous years. To continue this level of service a budget increase is required.



No.	Strategy	Timeline and progress	Cost	2024 update
C11.3	Ensure sufficient lighting and security cameras are in place at station areas, and sufficient streetlighting is provided at bus stops.	<div><div>MEDIUM TERM</div><div>IN PROGRESS</div></div>	<div>\$\$\$</div> <div>HIGH</div>	Lighting, security cameras, and/or inspection upgrades and installations including in the following projects: Victoria Park/Stampede Station upgrade, Calgary Transit Access Garage parking lot, Brentwood Station, MAX/BRT Stations, Westbrook Plaza, Saddletowne Park and Ride lot, 69th Street Station surface Park and Ride lot. Upgrades support better lighting, more benches, and faster dispatch times to repair shelters.
C12.1	Explore strategies to integrate transit stations and plazas into communities, encouraging other community uses and activities while preserving the importance for mobility.	<div><div>MEDIUM TERM</div><div>IN PROGRESS</div></div>	<div>\$</div> <div>LOW</div>	Victoria Park/Stampede Station rebuilt (also see C5.2).  Brentwood CTrain Refurbishment Phase 2 project completed (also see C2.4)
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.	<div><div>SHORT TERM</div><div>IN PROGRESS</div></div>	<div>\$\$</div> <div>MODERATE</div>	Victoria Park/Stampede Station re-build, improves visibility on the platform, removing dark corners, and improving the urban realm.  Additional technical assistant dedicated to triaging Crime Prevention through Environmental Design (CPTED) audits, monthly inspections on LRT/MAX stations, improved glass dispatch and GIS tracking, and updated as repairs proceeded.
C13.1	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.	<div><div>SHORT TERM</div><div>IN PROGRESS</div></div>	<div>\$\$</div> <div>MODERATE</div>	Creation of District 4 at Chinook Centre in partnerships with Calgary Police Services and Cadillac Fairview. Community Outreach Team officers now work with Calgary Remand Centre, the Calgary Community Court Diversion, and 34 other outreach service agencies. Other activities include staffing the Emergency Weather Shuttle Response running December 1/2024 through March 31, 2025.

No.	Strategy	Timeline and progress	Cost	2024 update
C13.2	Review monthly statistics to identify changes in social disorder with a focus on types and locations where additional support is required.	<div><div>SHORT TERM</div><div>IN PROGRESS</div></div>	<div>\$</div> <div>LOW</div>	Transit Public Safety reviews weekly location-based disorder data to inform targeted patrols of priority stations, and targeted Transit Public Safety operations. Monthly disorder data is brought to Crime Reduction Strategy meetings with all Calgary Police Service district offices to inform their direct operations and joint operations at priority stations.
C13.3	Increase and enhance closed circuit television coverage in areas of frequent social disorder events to improve system safety and safety response times.	<div><div>MEDIUM TERM</div><div>IN PROGRESS</div></div>	<div>\$\$</div> <div>MODERATE</div>	Collaborated with Transit Support Centre and Peace officers to identify blind spots for illegal activity, enhanced coverage by adding cameras such as at Marlborough LRT bus stops (also see C13.2).
C13.4	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.	<div><div>SHORT TERM</div><div>COMPLETE</div></div>	<div>\$\$\$</div> <div>HIGH</div>	Conducted a fare evasion campaign to educate the public about the impacts of fare evasion.  Hired over 40 new peace officers in 2024 and implemented the public transit safety district deployment model.
C13.5	Build the Primary Transit Network to create a fast, frequent, and reliable system that minimizes waiting and transfer times.	<div><div>LONG TERM</div><div>IN PROGRESS</div></div>	<div>\$\$\$\$</div> <div>VERY HIGH</div>	Regular preventative maintenance activities are ongoing, and life-cycle upgrades of critical rail systems components are being completed to ensure system reliability and performance.
C13.6	Highlight the role of peace officers and how they help customers.	<div><div>SHORT TERM</div><div>NOT STARTED</div></div>	<div>\$</div> <div>LOW</div>	No active projects in 2024.
C13.7	Increase the presence of Calgary Transit staff on the system to provide assistance to customers.	<div><div>SHORT TERM</div><div>IN PROGRESS</div></div>	<div>\$\$\$</div> <div>HIGH</div>	The Community Outreach Team is increasing the presence of Transit Public Safety peace officers in partnership with social outreach organizations to support vulnerable transit customers and enhance overall safety on Calgary Transit (also see C13.1).



No.	Strategy	Timeline and progress	Cost	2024 update
C13.8	Work collaboratively with local authorities to ensure the presence of peace officers, police, and security guards is maintained.	<div><div>SHORT TERM</div><div>IN PROGRESS</div></div>	<div>\$\$</div> <div>MODERATE</div>	Client Resource Connection and Support reflects the development of a holistic client care approach in partnership with additional agencies. The partnership works by linking clients with resources, while peace officers proactively support customers throughout their recovery journey (also see C13.1).
C13.9	Upgrade closed circuit television monitoring systems to add cameras and features to detect incidents automatically and alert security personnel to improve dispatch times.	<div><div>SHORT TERM</div><div>IN PROGRESS</div></div>	<div>\$\$</div> <div>MODERATE</div>	Worked with the Transit Support Centre and video analysts to determine areas of concern along the LRT right-of-way and have added additional human detection cameras at a few more portals (Victoria Park/Stampede Station, Marlborough tunnel, 64th Ave tunnel) and along some emergency ramps on the Memorial Drive LRT right-of-way.
C14.1	Review the benefits and costs of incorporating additional amenities into vehicles, as reflected in customer surveys and expectations.	<div><div>LONG TERM</div><div>NOT STARTED</div></div>	<div>\$\$</div> <div>MODERATE</div>	No active projects in 2024.
C14.2	Consider seating arrangements, seat types, accessibility features, heating, air conditioning, and windows to maximize passenger safety and comfort when buying new vehicles.	<div><div>SHORT TERM</div><div>IN DEVELOPMENT</div></div>	<div>\$\$\$</div> <div>HIGH</div>	Air conditioning is now standard on all new vehicles such as 40' buses, shuttles, and Calgary Transit Access vehicles. The introduction of vinyl-padded seating on fixed-route shuttles also supports an improved customer experience on service vehicles, with 27 new Calgary Transit Access vehicles arriving in 2024, and more expected in 2025.
C15.1	Use real-time information to fine-tune schedules to improve connections.	<div><div>MEDIUM TERM</div><div>IN PROGRESS</div></div>	<div>\$\$</div> <div>MODERATE</div>	Support for CAD/AVL replacement; general transit feed specification review; evaluation of ESRI GeoEvent Server.

No.	Strategy	Timeline and progress	Cost	2024 update
C15.2	Review feedback, passenger counts, and other data to identify key locations where customers have challenging connections and identify improvements to address concerns.	<div><div>ONGOING</div><div>IN PROGRESS</div></div>	<div>\$\$</div> <div>MODERATE</div>	Bus APC data warehouse complete and ready for data population, Power BI revamp underway; CTrain APC data warehouse pilot unsuccessful, moving to new data and process model for reporting and integration.
C15.3	Improve feeder bus timing during evenings and weekends to facilitate better connections to the Primary Transit Network.	<div><div>SHORT TERM</div><div>IN PROGRESS</div></div>	<div>\$\$</div> <div>MODERATE</div>	General schedule optimization that is on-going with every service booking.
C16.1	Develop priorities for service improvements on the transit network through analysis of travel times, delays, operational data, and customer feedback.	<div><div>ONGOING</div><div>IN DEVELOPMENT</div></div>	<div>\$\$</div> <div>MODERATE</div>	Transit engineers reviewing operational safety, speed and reliability concerns within the entire transit network. 2024 reviews included: 4 St SW corridor and 9 Ave SE corridor, implementation expected in March 2025.
C16.2	Improve response to disruptions and delays through real-time information, current technology, and communication among staff.	<div><div>SHORT TERM</div><div>IN PROGRESS</div></div>	<div>\$\$</div> <div>MODERATE</div>	The installed communication systems technology allows for audio announcements via PA system to be made by PS100 - Calgary Transit's camera and help phone monitoring team - in real time, and through the digital display signs about next train arrival information. Reliability improvements for these systems are being maintained through state of good repair investments. Upgrades of older obsolete components.
C16.3	Expand the use of light rail transit system investigative equipment to proactively locate areas requiring immediate repair.	<div><div>SHORT TERM</div><div>IN PROGRESS</div></div>	<div>\$\$</div> <div>MODERATE</div>	"SCOUT" is a retired CTrain car that has been redesigned as a high-tech inspection vehicle that travels along the transit system and records data about the rails, tracks and overhead cables. Scout helps Calgary Transit improve CTrain reliability and safety, which is part of our customer commitment and is in alignment.



No.	Strategy	Timeline and progress	Cost	2024 update
C17.1	Develop an action plan to address on-time performance issues, including service hours, fleet, maintenance strategies, and facilities.	<div><div>SHORT TERM</div><div><div></div><div></div><div></div></div><div>IN DEVELOPMENT</div></div>	<div>\$\$\$</div> <div>HIGH</div>	Continued work on the Maintenance Management Modernization Project.
C17.2	Reduce risks of service disruptions through proactive repairs, lifecycle maintenance, and infrastructure upgrades.	<div><div>ONGOING</div><div><div></div><div></div><div></div></div><div>IN PROGRESS</div></div>	<div>\$\$\$</div> <div>HIGH</div>	Victoria Park/Stampede Station rebuild, Haysboro Storage Expansion, 7/9 Northwest stations have been migrated to corporate network updates, GIS glass tracking and dispatch within 24-48 hours, and the initiation of the Calgary Transit Industrial Control System Cybersecurity program. Continuous weekly, monthly and annual maintenance is performed on all Rail Systems assets.
C17.3	Adapt infrastructure to withstand climate change and extreme weather events.	<div><div>MEDIUM TERM</div><div><div></div><div></div><div></div></div><div>IN PROGRESS</div></div>	<div>\$\$\$</div> <div>HIGH</div>	Climate Resilience & Risk Assessment and Economic Analysis (CRRRA) project kicked off in 2024, to be finished in 2025 with recommendations. Calgary Transit will add these resilience recommendations to list of projects and prioritize amongst others with limited budget. This is a multi-year strategy.
C17.4	Conduct repairs and lifecycle maintenance of CTrain facilities and systems using scheduled maintenance windows.	<div><div>ONGOING</div><div><div></div><div></div><div></div></div><div>IN PROGRESS</div></div>	<div>\$\$</div> <div>MODERATE</div>	Victoria Park/Stampede Station rebuild including station lighting upgrades, glass repairs/replacements, and executing on the Communication Systems Operations & Maintenance Plan.
C17.5	Develop robust asset management systems to mitigate the risk of asset failure and unplanned disruptions.	<div><div>SHORT TERM</div><div><div></div><div></div><div></div></div><div>IN PROGRESS</div></div>	<div>\$\$\$\$</div> <div>VERY HIGH</div>	Update to Calgary Transit Asset Management Plan continued in 2024 and will be re-done in 2025. Initiated Hexagon EAM implementation for track and way assets, intended to manage planned maintenance inspections. ENMAX Control Centre to TSC, and light rail track Switchgear Upgrade Design near SAIT.

No.	Strategy	Timeline and progress	Cost	2024 update
C18.1	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.	<div><div>SHORT TERM</div><div><div></div><div></div><div></div></div><div>IN PROGRESS</div></div>	<div>\$\$</div> <div>MODERATE</div>	Target supervisor-to-operator ratio updated to 135 to 1 in 2024.
C18.2	Evaluate the potential for additional technology and tools to better enable operators to assist customers and report problems with vehicles and facilities.	<div><div>SHORT TERM</div><div><div></div><div></div><div></div></div><div>IN PROGRESS</div></div>	<div>\$\$</div> <div>MODERATE</div>	No active projects in 2024.
C18.3	Modernize onboard technologies that will help improve CTrain on-time performance reporting and real-time location tracking of trains for customers.	<div><div>SHORT TERM</div><div><div></div><div></div><div></div></div><div>IN PROGRESS</div></div>	<div>\$\$</div> <div>MODERATE</div>	Same approach can be adapted as bus CAD/AVL system for real time tracking for train functions such as real time train arrival information for customers, safety, on time performance, telemetry data for service maintenance optimization etc. Funding plan in development.
C18.4	Continue to build and develop the Transit Ambassador group to help support customers on the system.	<div><div>SHORT TERM</div><div><div></div><div></div><div></div></div><div>IN PROGRESS</div></div>	<div>\$\$</div> <div>MODERATE</div>	No active projects in 2024.
C18.5	Explore new online tools to help customers get transit information faster and easier, without the need to call in.	<div><div>MEDIUM TERM</div><div><div></div><div></div><div></div></div><div>IN PROGRESS</div></div>	<div>\$\$</div> <div>MODERATE</div>	Implementing Google Maps showing shuttle stops, walking routes to the shuttle stops, and station-specific travel information for closures that customers can essentially take with them – accessed via QR code.
C18.6	Consider all steps of the customer transit journey and each customers' unique transit experience when developing new plans, projects, and initiatives.	<div><div>ONGOING</div><div><div></div><div></div><div></div></div><div>IN PROGRESS</div></div>	<div>\$</div> <div>LOW</div>	Began customer journey mapping work with a focus on accessibility and safety. Surveys and focus groups expected in early 2025.
N1.1	Increase operational investment to reach the 10-minute, 15 hours a day, seven days a week goal of the Primary Transit Network through frequent transit routes.	<div><div>LONG TERM</div><div><div></div><div></div><div></div></div><div>IN DEVELOPMENT</div></div>	<div>\$\$\$\$</div> <div>VERY HIGH</div>	Primary Transit Network improvements: MAX routes operating at 20 minutes or better frequencies, 7 days per week, 15 hours per day. Effective December 2024, CTrains have minimum 10-minute frequencies (exclude late evening), 7 days per week, 15 hours per day. Peak frequency is 5 minutes.



No.	Strategy	Timeline and progress	Cost	2024 update
N1.2	Prioritize operational investments first on the CTrain lines, MAX lines, and significant cross-town routes to create a skeletal network.	<div><div>SHORT TERM</div><div>IN DEVELOPMENT</div></div>	\$\$\$ HIGH	No active projects in 2024.
N1.3	Revise existing routes and design future routes to better align with Primary Transit Network corridors during transit service reviews.	<div><div>MEDIUM TERM</div><div>IN PROGRESS</div></div>	\$\$ MODERATE	Implementation of the new Route 26 – Sarcee Trail Crosstown, creating connections from Tuscany to Westbrook via Bowness.
N1.4	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.	<div><div>ONGOING</div><div>IN PROGRESS</div></div>	\$\$\$ HIGH	Input for Local Area Plans continues alongside reviews for land use and development permit applications near transit stations. Exploring options to partner with a private land developer to support design and construction of upgraded MAX BRT stations.
N1.5	Invest in cross-town routes to link all quadrants and communities of the city for a reliable and connected service.	<div><div>ONGOING</div><div>IN PROGRESS</div></div>	\$\$\$\$ VERY HIGH	Implementation of the new Route 26 – Sarcee Trail Crosstown, creating connections from Tuscany to Westbrook via Bowness.
N2.1	Redesign routes to focus on frequency, directness, and connective grids during transit service reviews.	<div><div>ONGOING</div><div>IN PROGRESS</div></div>	\$\$ MODERATE	Transit service reviews completed in 2023/2024 include: Silver Springs, Rockland Park, Tuscany.
N2.2	Engage customers during transit service reviews to develop community-specific first-mile and last-mile solutions to maintain and improve transit accessibility.	<div><div>ONGOING</div><div>IN PROGRESS</div></div>	\$\$ MODERATE	Calgary Transit regularly reviews and updates service (routes and schedules) to respond to a growing city, changing ridership demands, to address routes with poor performance, and to efficiently use constrained resources (operating hours, staff, and vehicles).
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.	<div><div>ONGOING</div><div>IN PROGRESS</div></div>	\$\$ MODERATE	On Demand service expanded from 2 to 11 communities in 2024.
N2.4	Establish service standards based on frequency targets, for introductory, base, frequent, and Primary Transit Network service.	<div><div>SHORT TERM</div><div>NOT STARTED</div></div>	\$ LOW	No active projects in 2024.
N2.5	Implement a pilot project to investigate the benefits and costs of late-night transit service on key corridors.	<div><div>MEDIUM TERM</div><div>IN PROGRESS</div></div>	\$\$\$ HIGH	No active projects in 2024.

No.	Strategy	Timeline and progress	Cost	2024 update
N2.6	Establish a frequency of at least 30 minutes on the base transit network to support connection to the Primary Transit Network.	<div><div>LONG TERM</div><div>IN PROGRESS</div></div>	\$\$\$\$ VERY HIGH	Calgary Transit regularly reviews and updates service (routes and schedules) to respond to a growing city, changing ridership demands, to address routes with poor performance, and to efficiently use constrained resources (operating hours, staff, and vehicles).
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.	<div><div>LONG TERM</div><div>IN PROGRESS</div></div>	\$\$\$ HIGH	No active projects in 2024.
N2.8	Develop a station area access policy to enhance access for all customers and guide improvement of potential transit-oriented development areas.	<div><div>MEDIUM TERM</div><div>IN DEVELOPMENT</div></div>	\$\$ MODERATE	Work planning and approval in development.
N3.1	Evaluate every Primary Transit Network capital project for opportunities to implement transit priority improvements.	<div><div>ONGOING</div><div>IN PROGRESS</div></div>	\$\$ MODERATE	As part of the functional studies underway, various operational opportunities have been included within the project scope to advance designs and prepare for potential funding opportunities including: a future bus terminal at Seton and Keystone, and identification of operational improvements in Saddletowne Circle.
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.	<div><div>SHORT TERM</div><div>IN DEVELOPMENT</div></div>	\$ LOW	Proactive stories are being developed to highlight the value and benefits of specific transit service enhancements.
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.	<div><div>ONGOING</div><div>IN PROGRESS</div></div>	\$\$ MODERATE	Transit engineers reviewing operational safety, speed and reliability concerns within the entire transit network. 2024 reviews include: Bridgeland Memorial Station CTRS stop. 2024 completed projects include: 19 St - 14St/20 Ave NW, Heritage Dr/14 St SW, Southland Dr/Sacramento Dr SW.



No.	Strategy	Timeline and progress	Cost	2024 update
N3.4	Review the feasibility of upgrading the light rail transit signal system to improve frequency and reliability on existing and future CTrain lines.	<div><div>MEDIUM TERM</div><div>IN PROGRESS</div></div>	<div>\$\$</div> <div>MODERATE</div>	Conducting feasibility study to upgrade existing directional signaling on the Northeast, Northwest, and South CTrain lines. These upgrades would potentially enhance operational efficiency, safety, resiliency, downtimes, environmental impacts, traffic flow, and operational flexibility throughout the transit network.
N3.5	Implement transit-only lanes on key corridors in the downtown and along key Primary Transit Network corridors.	<div><div>MEDIUM TERM</div><div>IN DEVELOPMENT</div></div>	<div>\$\$</div> <div>MODERATE</div>	Removal of 5 Avenue SW queue jump pilot as a precursor to additional transit-only lanes downtown. MAX infrastructure on North Central Bus Rapid Transit (south of Beddington Tr N).
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.	<div><div>SHORT TERM</div><div>IN DEVELOPMENT</div></div>	<div>\$</div> <div>LOW</div>	General transit education campaigns are being planned for ongoing engagement in 2025.
N3.7	Ensure all Primary Transit Network corridors have first priority snow clearing.	<div><div>SHORT TERM</div><div>IN PROGRESS</div></div>	<div>\$</div> <div>LOW</div>	No active projects in 2024.
N3.8	Pilot bus stop consolidation, using bus boarding and unloading data, to improve bus travel time.	<div><div>SHORT TERM</div><div>IN PROGRESS</div></div>	<div>\$</div> <div>LOW</div>	2024 reviews include: 4 St SW corridor and 9 Ave SE corridor (implementation: March 2025).
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.	<div><div>ONGOING</div><div>IN DEVELOPMENT</div></div>	<div>\$\$</div> <div>MODERATE</div>	Several functional studies are included in an "Advance Design to Shovel Ready Funding" program to maximize future funding opportunities and move projects into the highest state of readiness, green. Currently six projects on the Primary Transit Network Capital project list are underway.
N4.2	Align Primary Transit Network capital projects with citywide project evaluation and investment programs to progress high priority, short-term transit projects.	<div><div>SHORT TERM</div><div>IN DEVELOPMENT</div></div>	<div>\$</div> <div>LOW</div>	Several functional studies are ongoing to progress planned Primary Transit Network projects into higher states of readiness.

No.	Strategy	Timeline and progress	Cost	2024 update
N4.3	Initiate preliminary design for high priority, short-term Primary Transit Network capital projects to further project readiness and increasing funding opportunities.	<div><div>MEDIUM TERM</div><div>IN DEVELOPMENT</div></div>	<div>\$\$</div> <div>MODERATE</div>	Several functional studies are ongoing to progress planned Primary Transit Network projects into higher states of readiness.
N4.4	Investigate maintenance and storage needs to build new facilities in strategic locations throughout the city as required.	<div><div>LONG TERM</div><div>IN DEVELOPMENT</div></div>	<div>\$\$\$</div> <div>HIGH</div>	To enable redevelopment of lots in East Village, Calgary Transit is opening a new power systems facility with help from Facilities Management, Fleet & Inventory, IT, and Corporate Security.
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).	<div><div>SHORT TERM</div><div>IN DEVELOPMENT</div></div>	<div>\$</div> <div>LOW</div>	Building Condition Assessment program ongoing to assist identifying and prioritizing potential projects. Building Condition Assessments completed to date include Anderson Garage, Victoria Park Garage, Spring Gardens Admin Building and Storage Garage, OBMF, Westbrook Admin Building, Calgary Transit Access Garage, and Franklin, Heritage, Lions Park, and Southland CTrain Stations.
N5.1	Procure more buses through the fleet replacement program, to address future growth in ridership and city development.	<div><div>ONGOING</div><div>IN PROGRESS</div></div>	<div>\$\$\$</div> <div>HIGH</div>	Community (160) and Calgary Transit Access (67) shuttles, and 40' compressed natural gas buses (120) were ordered for delivery in 2025-26. Calgary Transit also has 40 light rail vehicles on order, which are scheduled to arrive by the end of 2027, replacing 40-year-old U2 light rail vehicles. The request for proposal for the battery electric bus has closed and negotiations with the top ranked proponent have begun and the contract should be finalized and awarded early in the second quarter of 2025.



No.	Strategy	Timeline and progress	Cost	2024 update
N5.2	Prioritize ongoing lifecycle and state of good repair investments in the existing network to improve service reliability, passenger safety, and comfort.	<div><div>ONGOING</div><div>IN PROGRESS</div></div>	\$\$\$ HIGH	Annual Investment Program Audit Implementation used to prioritize funding toward to critical projects; the Calgary Transit Asset Management Plan continued in 2024, will be re-done in 2025; University to Crowfoot OCS upgrade; crossing gate repairs and refurbishment across system; lift station control improvement/lifecycle; and initiating the Calgary Transit ICS Cybersecurity program to improve Transit's security posture for increased service reliability (also see C17.5 C11.1, C11.3, and N5.2).
N5.3	Evaluate capacity and resourcing required to sustain rail systems and support current and future service changes.	<div><div>ONGOING</div><div>IN PROGRESS</div></div>	\$\$\$ HIGH	Annual Investment Program Audit Implementation included completion of capacity planning annually to support Annual Investment Program work scopes.
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.	<div><div>ONGOING</div><div>IN PROGRESS</div></div>	\$ LOW	Continuously supporting regional transit service providers by integrating their services into Calgary's main transit hubs and Primary Transit Network connections.
N6.2	Promote growth in transit service in the region by connecting with regional partners to collaborate on initiatives and share expertise.	<div><div>ONGOING</div><div>IN PROGRESS</div></div>	\$ LOW	While the dissolution of the Calgary Metropolitan Region Board removes a critical platform where regional transit initiatives can be advanced, the City's leadership of the Canada Public Transit Fund Metro-Region Agreement Stream is ensuring regional transit is planned for through the Integrated Regional Plan that is part of the application. Additionally, participation in various Intermunicipal Committees continue to promote regional transit service. The City provides feedback and collaborates with neighboring municipalities on new community plans to create neighbourhoods with good potential to introduce or improve regional transit service.

No.	Strategy	Timeline and progress	Cost	2024 update
N6.3	Create policy guidance to respond to future requests to extend transit service outside the Calgary city limits.	<div><div>SHORT TERM</div><div>NOT STARTED</div></div>	\$ LOW	No active projects in 2024.
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.	<div><div>ONGOING</div><div>IN DEVELOPMENT</div></div>	\$\$ MODERATE	Supporting the Calgary-Banff Rail Link project. Participation in various initiatives and working groups to promote regional transit service including Infrastructure Canada's Canada Public Transit Fund.
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.	<div><div>LONG TERM</div><div>COMPLETE</div></div>	\$ LOW	The Calgary Metropolitan Region Board (CMRB) is winding down with the regulation to be rescinded by May 1, 2025. The CMRB Growth Plan is now rescinded and all CMRB initiatives have been closed out. Despite this, led the City's leadership of the Canada Public Transit Fund Metro-Region Agreement Stream is ensuring regional transit is planned for through the Integrated Regional Plan that is part of the application.
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.	<div><div>SHORT TERM</div><div>IN PROGRESS</div></div>	\$ LOW	Working closely with the City Building Program on developing a new Calgary Plan, Zoning Bylaw, and Street Manual.
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.	<div><div>LONG TERM</div><div>IN PROGRESS</div></div>	\$\$ MODERATE	4 Local Area Plans completed that enable increased density. 3 Area Structure Plans initiated. Follow the New Community Guidebook within the Municipal Development Plan which support more grid-based street networks. 4 Local Area Plans in progress that support increased density and redevelopment in key strategic areas.



No.	Strategy	Timeline and progress	Cost	2024 update
N7.4	Review and update the Primary Transit Network capital project list as Calgary grows, changes, completes planned projects, and approves local area plans.	<div><div>LONG TERM</div><div>IN DEVELOPMENT</div></div>	\$ LOW	Community shuttle procurement for Calgary Transit Access underway.
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.	<div><div>LONG TERM</div><div>IN PROGRESS</div></div>	\$ LOW	New Primary Transit Network map was developed and communicated through the preparation of the Calgary Plan in the City Building Program.
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.	<div><div>LONG TERM</div><div>IN PROGRESS</div></div>	\$ LOW	4 Local Area Plans completed that enable increased density. 3 Area Structure Plans initiated. Follow the New Community Guidebook within the Municipal Development Plan which support more grid-based street networks. 4 Local Area Plans in progress that support increased density and redevelopment in key strategic areas.
N7.7	Work with the development community to ensure land use planning, street design, and outline plans create transit-supportive communities.	<div><div>ONGOING</div><div>IN PROGRESS</div></div>	\$\$ MODERATE	Detailed design of streetscapes completed for Ramsay-Inglewood Station Area project. Construction scheduled for April 2025.
N8.1	Include the latest best practices for carbon mitigation and adaptation performance measures into future revisions of the capital project list evaluation.	<div><div>LONG TERM</div><div>IN DEVELOPMENT</div></div>	\$ LOW	Initiated energy audit project with Climate & Environment group in 2024, confirmed energy audits will be completed in 2025 for the top three transit facilities contributing greenhouse gas emissions. Initiated with funding provided through Climate & Environment.
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.	<div><div>LONG TERM</div><div>IN DEVELOPMENT</div></div>	\$ LOW	The Calgary Transit Project Management Framework has processes that can include climate mitigation elements as considerations in future projects. This idea was pitched to the Program Review Board in December 2024 for Calgary Transit projects.

No.	Strategy	Timeline and progress	Cost	2024 update
N8.3	Explore opportunities to work towards achieving net-zero transit infrastructure emissions for stations and shelters.	<div><div>MEDIUM TERM</div><div>IN DEVELOPMENT</div></div>	\$\$\$ HIGH	Projects include Victoria Park/Stampede Station Rebuild, Haysboro Storage Extension.
N8.4	Evaluate and incorporate low and zero emissions vehicle technology for buses.	<div><div>LONG TERM</div><div>IN PROGRESS</div></div>	\$\$\$ HIGH	Electric shuttle bus trails - funding was terminated in November 2024, which has prevented the team from pursuing procurement of electric shuttle buses. The project is being closed out. BEB infrastructure - a request for proposals was released in October 2024. Project 3 - Hydrogen feasibility study - was kicked off in November 2024 and is anticipated to be completed in the Fall of 2025.
F1.1	Review the use of fare discounts by continuing to transition to an ability to pay model.	<div><div>MEDIUM TERM</div><div>IN PROGRESS</div></div>	N/A	Fares are subsidized through a mature program of work in Calgary Transit called the Low-Income Transit Pass Program.
F1.2	Update the Fare and Revenue Strategy in alignment with The City's User Fees and Subsidies Policy.	<div><div>SHORT TERM</div><div>IN PROGRESS</div></div>	N/A	Fare Payment System consultant hired in December 2024. Recommendations will inform Calgary Transit's Fare and Revenue Strategy.
F1.3	Monitor the revenue/cost ratio to respond to unique funding challenges and enable service improvements and growth.	<div><div>ONGOING</div><div>IN PROGRESS</div></div>	N/A	Ongoing review. Continuing work includes calculating cost of the Low-income Transit Pass program and change in products sold; monthly and annual fare revenue analysis; and annual revenue shortfall forecast.
F1.4	Direct revenues from ridership to fund additional transit service and system growth.	<div><div>ONGOING</div><div>NOT STARTED</div></div>	N/A	No active projects in 2024.
F2.1	Consider operating costs when evaluating capital projects, to ensure there is capacity to operate new services.	<div><div>ONGOING</div><div>IN PROGRESS</div></div>	N/A	Operating costs are required as part of the Calgary Transit Project Management Framework and review process through Project Review Board, implemented in 2024.



No.	Strategy	Timeline and progress	Cost	2024 update
F2.2	Optimize service on low-performing routes by focusing on frequency for efficient use of funds, enabling other improvements throughout the system.	<div><div>ONGOING</div><div>IN PROGRESS</div></div>	<div>\$</div> <div>LOW</div>	Regular transit service reviews are conducted to optimize service on low-performing routes. In 2024, these included Routes 115, 120, 134.
F2.3	Optimize service delivery by considering vehicle type and efficient allocation of staff across the system.	<div><div>ONGOING</div><div>IN PROGRESS</div></div>	<div>N/A</div>	Field Supervisors are tasked with monitoring system service levels through schedule and location checks. Transit schedule data is collected so that service adjustments can be made for better customer connections. Field Supervisors regularly check with operators to make sure that they are supported when concerns arise for buses/trains and passenger loads to maintain service level.
F2.4	Manage demand for peak period capacity through travel demand management by incentivizing off-peak travel.	<div><div>MEDIUM TERM</div><div>IN DEVELOPMENT</div></div>	<div>\$</div> <div>LOW</div>	Fare Payment System consultant hired in December 2024. Recommendations will inform Calgary Transit's approach to fare products and pricing models.
F2.5	Review the current challenges, cost and demand for Calgary Transit Access service and identify future growth and budget requirements.	<div><div>ONGOING</div><div>IN PROGRESS</div></div>	<div>\$</div> <div>LOW</div>	Service Canvas Model completed in 2024, but further work is required to understand the full cost analysis in Calgary Transit Access.
F2.6	Review asset management plans and allocate adequate funding for lifecycle maintenance, repairs, and replacements of all Calgary Transit assets.	<div><div>ONGOING</div><div>IN PROGRESS</div></div>	<div>\$\$\$\$</div> <div>VERY HIGH</div>	Continuous updates provided through Calgary Transit's Asset Management Plan. Calgary Transit defined Annual Investment Program Management processes in 2024 in response to implement recommendations from the Rail Systems Annual Investment Program Audit in 2023. Prioritization of funds are included as an element in the Annual Investment Program Management processes.

No.	Strategy	Timeline and progress	Cost	2024 update
F2.7	Regularly review service delivery by applying service standards and adjust routes that do not meet service standards to ensure cost effectiveness.	<div><div>ONGOING</div><div>NOT STARTED</div></div>	<div>\$</div> <div>LOW</div>	Service standards have not been established although regular review of service is ongoing.
F3.1	Address the deficit between the Calgary Transportation Plan targets and current annual investment levels, by implementing a minimum annual addition of service.	<div><div>SHORT TERM</div><div>NOT STARTED</div></div>	<div>\$\$</div> <div>MODERATE</div>	No active projects in 2024.
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.	<div><div>MEDIUM TERM</div><div>IN PROGRESS</div></div>	<div>\$\$</div> <div>MODERATE</div>	Service Delivery continues to assess supervisory and support staffing levels to adjust for future workforce/ service hour changes. Employee and Operations Support have determined staffing needs. Field Support is determining their future needs dependent on geographical service area and duration of service hours.
F3.3	Implement a new operator recruitment model to meet increases in service and offset operator turnover.	<div><div>SHORT TERM</div><div>IN PROGRESS</div></div>	<div>\$</div> <div>LOW</div>	The recruitment process for the Hiring Strategy was revised in 2024, with a plan to return to a pre-hiring strategy process in 2025. A certification program to mitigate operator turn over and support continued training has been created and will enter the pilot phase in 2025.
F3.4	Review approaches used by other agencies regarding maintenance facility efficiency (e.g., centralized body shop, size of facilities) to implement best practices.	<div><div>SHORT TERM</div><div>NOT STARTED</div></div>	<div>\$\$</div> <div>MODERATE</div>	No active projects in 2024.
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.	<div><div>MEDIUM TERM</div><div>IN PROGRESS</div></div>	<div>\$\$</div> <div>MODERATE</div>	7 Ave Rehabilitation Pilot Project between 3rd St SW and 4th St SW. A request for proposals for major materials released with contracts expected to be awarded in March 2025; design/engineering work starting thereafter.



No.	Strategy	Timeline and progress	Cost	2024 update
F3.6	Review operator training practices and introduce greater use of technology (e.g., e-learning and simulators).	<div><div>ONGOING</div><div>IN PROGRESS</div></div>	\$ LOW	CTrain simulator is used during initial operator mainline training to help orientate operators on signals, speeds, and the CTrain right of way. The simulator is also used for supplementary training to assist operators when required.
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.	<div><div>ONGOING</div><div>IN DEVELOPMENT</div></div>	\$ MODERATE	Released a request for proposal to investigate the use of battery electric buses and alternative fuels was released in 2024. A feasibility study to pilot hydrogen fuel is also under development.
F4.1	Promote new projects, services, and customer experience improvements to increase ridership on the transit network.	<div><div>ONGOING</div><div>IN PROGRESS</div></div>	\$ MODERATE	On Demand was launched and promoted in 9 communities in 2024.
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.	<div><div>ONGOING</div><div>IN PROGRESS</div></div>	\$ MODERATE	Planned and implemented route changes for each quarterly booking and transit service reviews in 2024. Currently developing the 2025/2026 transit service review workplan and route changes for each booking in 2025.
F4.3	Continue cooperative relationships with other City services whose efforts lead to transit-supportive land use; sustainable development patterns; and higher ridership.	<div><div>ONGOING</div><div>IN PROGRESS</div></div>	\$ LOW	Updates in the draft Calgary Plan's city structure map enable growth near transit.
F4.4	Invest service hours in the Primary Transit Network to realize high ridership and return on investment.	<div><div>ONGOING</div><div>IN PROGRESS</div></div>	\$ VERY HIGH	Blue Line CTrain reached Primary Transit Network service levels in 2025.
F5.1	Strengthen the role of comprehensive 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.	<div><div>ONGOING</div><div>IN DEVELOPMENT</div></div>	\$ MODERATE	Work underway to make City-owned land ready for development near existing and funded Primary Transit Network stations.

No.	Strategy	Timeline and progress	Cost	2024 update
F5.2	Partner with organizations such as special event facilities, care centers, schools, and employment centers that benefit directly from service improvements.	<div><div>ONGOING</div><div>IN PROGRESS</div></div>	\$ LOW	No active projects in 2024.
F5.3	Partner with post-secondary institutions to provide transit fare options such as the UPass.	<div><div>ONGOING</div><div>IN PROGRESS</div></div>	\$ LOW	UPass has been an existing program used in post-secondary learning institutions with an updated agreement was signed in 2024 for some institutions. Bow Valley College will also be entering into the formal program.
F5.4	Investigate the potential for fares based on frequency of use, distance, zones, or other criteria.	<div><div>SHORT TERM</div><div>IN DEVELOPMENT</div></div>	\$ MODERATE	Fare Payment System consultant on board. Recommendations will inform Calgary Transit's approach to zone-based pricing.
F6.1	Advocate to the province for cities to be able to use funding sources other than property and business tax.	<div><div>ONGOING</div><div>IN DEVELOPMENT</div></div>	\$ LOW	No active projects in 2024.
F6.2	Advocate for permanent transit operating funding to the provincial and federal governments to ensure transit service levels can be maintained and improved.	<div><div>SHORT TERM</div><div>IN DEVELOPMENT</div></div>	\$ LOW	Created an internal Transit Advocacy Strategy and obtained a commitment from Canada Public Transit Fund Baseline Stream for \$25 million in federal funding annually towards state of good repair projects.
F6.3	Identify opportunities to fund the operating gap to implement the Primary Transit Network.	<div><div>SHORT TERM</div><div>IN DEVELOPMENT</div></div>	\$ LOW	No active projects in 2024.
F6.4	Convey the benefits of public transit to inform Calgarians of the value of their investment and to foster support for public transit.	<div><div>SHORT TERM</div><div>IN PROGRESS</div></div>	\$ LOW	Proactive stories are being developed to highlight the value and benefits of specific transit service enhancements.
F6.5	Explore implementation of the benefit area tax based on residential properties' access to transit service.	<div><div>LONG TERM</div><div>NOT STARTED</div></div>	\$ LOW	No active projects in 2024.



No.	Strategy	Timeline and progress	Cost	2024 update
F6.6	Investigate collection of a tax on paid parking to fund transit service.	<div><div>SHORT TERM</div><div><div></div><div></div><div></div></div><div>IN DEVELOPMENT</div></div>	N/A	Updated Park and Ride policy under development, in concert with Mobility and Real Estate and Development Services. Anticipating approvals in 2025, which will include a new revenue model.
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.	<div><div>MEDIUM TERM</div><div><div></div><div></div><div></div></div><div>NOT STARTED</div></div>	\$ LOW	No active projects in 2024.
F6.8	Explore additional operating funding opportunities implemented through partnerships with other levels of government.	<div><div>ONGOING</div><div><div></div><div></div><div></div></div><div>IN DEVELOPMENT</div></div>	N/A	Exploring Infrastructure Canada's: Canada Transit fund, Zero-Emission Bus & Transit Funds.
F6.9	Explore Opportunities for private sponsorship to contribute to operating funds.	<div><div>MEDIUM TERM</div><div><div></div><div></div><div></div></div><div>IN PROGRESS</div></div>	\$ LOW	Sponsorships is a mature program of work in Calgary Transit: TD Free Fare Zone naming rights agreement, as well as a sponsorship of complimentary transit service for 2024 New Year's Eve. Continuing to explore further opportunities to grow this program of work.





Calgary



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