

**Transportation Standing Committee
July 5, 2012**

TO: Chair and Members of the Transportation Standing Committee



SUBMITTED BY: _____
Eddie Robar, Director, Metro Transit

DATE: June 11, 2012

SUBJECT: Five Big Moves for Transit - Update

INFORMATION REPORT

ORIGIN

- On September 22, 2011, the Transportation Standing Committee of Council (TSCC) approved the following motion:

MOVED by Councillor Watts, seconded by Councillor Hum, that the Transportation Standing Committee request Metro Transit staff to present at a future TSC meeting a brief report outlining five key steps/projects that Metro Transit needs to implement to increase ridership and provide improved service to residents of HRM with cost estimates. MOTION PUT AND PASSED.

- On November 24, 2011, after reviewing the staff report titled "Five Big Moves for Transit", the TSCC approved the following motion:

MOTION APPROVED that the Transportation Standing Committee request a staff report outlining the budget implications for implementation of all or part of the "Five Big Moves" outlined in the November 7, 2011 information report, including the impact on current capital and operating budgets and alternatives, for the next Transportation Standing Committee meeting, if possible.

- A report dated December 16, 2011, outlining Implementation for Year 1 and Year 2 of the Five Big Moves was discussed as an Information Item at the January 9, 2012 meeting of the TSCC.
- The 2012/2013 Annual Budget was approved, including funding to support Year 1 Implementation of the Five Big Moves.

BACKGROUND

The November 7, 2011 staff report, “Five Big Moves for Transit” (Attachment A), identified the five key projects that Metro Transit should undertake to increase ridership and provide improved service. They are:

Big Move #1 – High Frequency Corridors

Big Move #2 – Investing in Service Quality and Reliability

Big Move #3 – Focus On Cost Effective & High Ridership Service

Big Move #4 – Urban Express

Big Move #5 - Burnside/Dartmouth Crossing Realignment

The subsequent Information Report dated December 16, 2011, “Five Big Moves for Transit – Implementation Phase 1” (Attachment B), contained details on the recommended implementation for the first two years, along with estimated budget implications. This report stated that implementation of the Five Big Moves for the first year would be included as part of the Annual Service Plan and Annual Budget for approval by Regional Council.

Regional Council approved the 2012/2013 Budget, which did include all of the initiatives envisioned for the first year of implementation in the “Five Big Moves – Implementation Phase 1” report.

This intent of this report is to describe the relationship of the Five Big Moves to the existing Strategic Operations Plan for Metro Transit, as well as to summarize the initiatives within the Five Big Moves that have been approved to date and are planned for the next fiscal year, and to update the TSCC on the proposed direction for future implementation.

DISCUSSION

Relationship to the Metro Transit Five-Year Strategic Operations Plan

In 2009, the *Metro Transit Five-Year Strategic Operations Plan – Taking Transit to the Next Level* was adopted by Regional Council to provide direction for improving transit service over the period of 2010 to 2014. The scope of the Strategic Operations Plan is very broad and it includes recommendations on service improvements, infrastructure, operational concerns, service standards, financing, marketing, and more. Many improvements recommended in the Strategic Operations Plan have been achieved, such as the creation of a new route to service Russell Lake West (Route #57), and the conversion of existing peak service routes to urban express. Other initiatives are in progress, such as expansion of the Woodside Ferry service, while some others have not yet been realized, such as the conversion of Route #1 to higher order service.

The recommendations of the Strategic Operations Plan are intended to provide direction, but do not serve as an implementation plan. Specific timelines and details of service changes are approved by Regional Council on an annual basis as part of the Annual Service Plan and budget approval process.

The intent of the Five Big Moves was to identify key improvements to service that will increase ridership. As such, they serve as an additional layer on top of the Strategic Operations Plan, providing a level of prioritization and more focused direction to inform the Annual Service Plan.

Generally, the Five Big Moves align with the objectives and recommendations of the Strategic Operations Plan. The Strategic Operations Plan includes the following three goals:

Goal 1: To Improve Ridership and Mode Share

Goal 2: Improve Service Quality and Customer Satisfaction

Goal 3: Maintain Good Productivity and Cost-Effectiveness

The Five Big Moves serve to reinforce and expand on these goals. The consistency of each of the Five Big Moves to the Strategic Operations Plan is described in detail in Attachment C (*The Five Big Moves for Transit – Comparison to the Metro Transit Five-Year Strategic Operations Plan*).

The only significant diversion from the Strategic Operations Plan taken by the Five Big Moves is *Big Move #5 – Burnside Dartmouth Crossing Realignment*. For Burnside, the Strategic Operations Plan includes a specific realignment structure, which includes the construction of a transit terminal on John Savage Drive. As stated in the November 7, 2011 Information Report (Attachment A) that appeared before the TSCC, improved service is not contingent on the presence of a terminal, and an alternative service plan has been proposed.

Implementation of the Five Big Moves

The following is an update on the projected implementation of the Five Big Moves for Transit.

Year 1 (2012/2013)

Service Quality and Reliability – As per the approved 2012/2013 Budget, 17 buses will be purchased for Fleet Recapitalization, and five buses will be purchased for Schedule Adherence. As previously committed, the Route #52 Crosstown will be one of the routes targeted for schedule adherence, with the first phase of changes coming into effect in November, 2012.

High Frequency Corridors – The Portland Street Corridor is targeted to become a high frequency corridor in August, 2012, having 10 minute or better service on weekdays. The funding required for start-up/operating costs was approved as part of the 2012/2013 budget.

Year 2 (2013/2014)

The proposed implementation of the Five Big Moves for 2013/2014 is subject to change after further analysis and detailed scheduling, and will be described in more detail with firm costing in the 2013/2014 Annual Service Plan and 2013/2014 Budget for Regional Council's approval.

Service Quality and Reliability – The intent is for the majority of buses purchased to be used for Fleet Recapitalization, and for five buses to be used for Schedule Adherence in 2013/2014.

Focus on Cost Effective and High Ridership Service/Urban Express – By deferring some previously proposed MetroX services, focus can be placed on fleet recapitalization and the creation of urban express routes. With a new Woodside ferry slated for delivery in 2014, these urban express routes could be established to provide a direct link to support the improved ferry service.

Burnside/Dartmouth Crossing Realignment

At the January 9th, 2012 meeting of the TSCC, the Committee requested that staff meet with the Greater Burnside Business Association (GBBA) to discuss the changes to transit in Burnside proposed by the Five Big Moves. A meeting was scheduled, but was later delayed due to the labour disruption. Staff are in the process of rescheduling that meeting. There were no changes to the transit service in Burnside approved under the 2012/2013 budget, and staff will be consulting with the GBBA prior to preparation of the 2013/2014 Annual Service Plan.

Year 3 + (2014 +)

It was originally anticipated that staff would be returning with a detailed implementation plan and budget for the third year of implementation and beyond, accounting for the entirety of the Five Big Moves. Instead, staff intend to bring forward the principles of the Five Big Moves for consideration as part of the engagement/consultation process with Regional Council and the public during preparation of the next five year plan for Metro Transit.

The existing Strategic Operations Plan provides direction until 2014. The preparation of the next five year plan is anticipated to commence following the conclusion of RP+5, targeted for Spring 2013. This will allow the future direction for transit to be informed by any transit related amendments/policies to the Regional Plan as part of RP+5.

By including the principles of the Five Big Moves in that process, Council and the public will have the opportunity to consider the role of the Five Big Moves in context of the larger system-wide review. This will allow for a more comprehensive analysis of the Five Big Moves alongside any other principles that are derived through consultation.

In the interim, the Five Big Moves for Transit will be reflected in future annual service plans and future budget plans for Regional Council's consideration consistent with the current Strategic Operations Plan.

BUDGET IMPLICATIONS

There are no budget implications at this time. Any recommendations that have budget implications will be brought forward in future annual budgets for consideration by Regional Council.

FINANCIAL MANAGEMENT POLICIES/BUSINESS PLAN

This report complies with the Municipality's Multi-Year Financial Strategy, the approved Operating, Project and Reserve budgets, policies and procedures regarding withdrawals from the utilization of Project and Operating reserves, as well as any relevant legislation.

COMMUNITY ENGAGEMENT

Staff will be meeting with the Greater Burnside Business Association to discuss the Burnside/Dartmouth Crossing Realignment. Beyond 2013/2014, the role of the Five Big Moves in future plans will be determined through creation of the next Metro Transit Five Year Plan which will include consultation with Regional Council and the public.

ENVIRONMENTAL IMPLICATIONS

The overall objective of the Five Big Moves, improved service resulting in higher ridership, as well as individual objectives, such as fleet recapitalization, will have positive environmental implications.

ATTACHMENTS

Attachment A: November 7, 2011 Information Report, "Five Big Moves for Transit"

Attachment B: December 16, 2011 Information Report, "Five Big Moves for Transit – Implementation Phase 1"

Attachment C: The Five Big Moves for Transit Comparison to the Metro Transit Five-Year Strategic Operations Plan (table)

Transportation Standing Committee
November 24, 2011

TO: Chair and Members of the Transportation Standing Committee



SUBMITTED BY: _____
Eddie Robar, Director, Metro Transit

DATE: November 7, 2011

SUBJECT: **Five Big Moves for Transit**

INFORMATION REPORT

ORIGIN

At the September 22, 2011 Transportation Standing Committee meeting, following a presentation on the "It's More Than Buses" series by the Dalhousie Planning and Design Centre and Fusion Halifax, the following motion was approved:

MOVED by Councillor Watts, seconded by Councillor Hum, that the Transportation Standing Committee request Metro Transit staff to present at a future TSC meeting a brief report outlining five key steps/projects that Metro Transit needs to implement to increase ridership and provide improved service to residents of HRM with cost estimates. MOTION PUT AND PASSED.

BACKGROUND

Metro Transit currently has a number of significant projects underway. They are:

Bridge Terminal – The 16-bay Bridge Terminal is now under construction and is expected to be completed by summer 2012.

Woodside Ferry - A fourth conventional ferry has been identified by staff as a priority investment to improve the harbour ferry service between Woodside and Downtown Halifax. The final design is expected to be complete by February 2012 and the new ferry in service in 2014.

Airport/Fall River Metro X - This service will launch in May of 2012, travelling between Scotia Square, Bridge Terminal, Fall River, Barnes Drive and the Halifax International Airport 7 days a week. Vehicles have been procured and the Fall River park and ride lot is now in the preliminary construction stage.

Staff have identified the following key projects that Metro Transit should implement to increase ridership and provide improved service. They are:

Big Move #1 – High Frequency Corridors

Big Move #2 – Investing in Service Quality and Reliability

Big Move #3 – Focus On Cost Effective & High Ridership Service

Big Move #4 – Urban Express

Big Move #5 - Burnside/Dartmouth Crossing Realignment

DISCUSSION

BIG MOVE #1 – HIGH FREQUENCY CORRIDORS

Concept:

HRM has a number of existing transit corridors served by several key routes that would benefit from enhanced service. Some of these “corridors” experience uneven frequencies and caravanning of buses, particularly during peak travel times; while others are connecting growing suburban areas to major terminals offering frequent connections to a variety of locations. A review of other transit agencies revealed that most offering ‘frequent service corridor service’ have a frequency of 15 minutes or better throughout the day (week days), typically from early morning until evening (ie. 5am to 9pm). Metro Transit would develop a specific service standard for High Frequency Corridors.

Advantages:

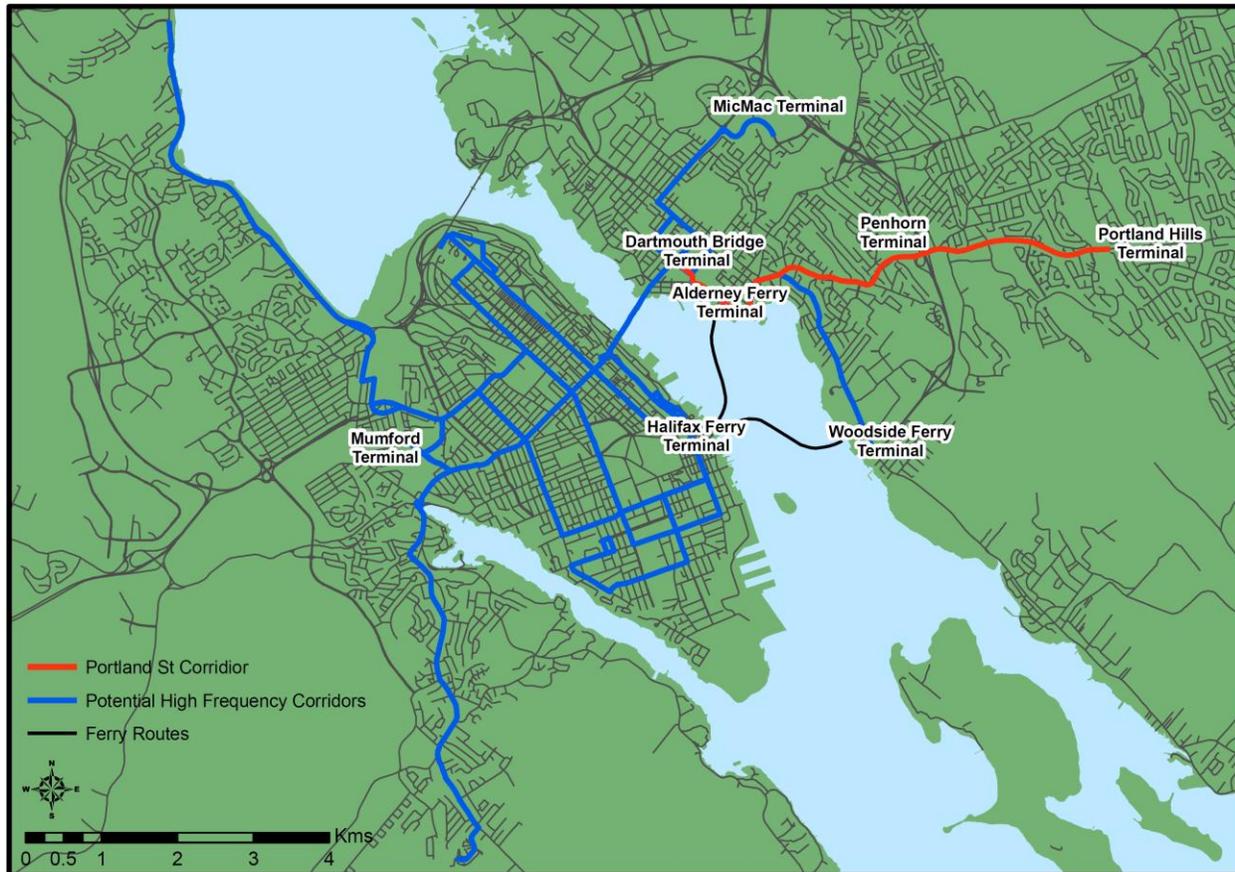
- Branding these busy corridors as “Frequent Service”, would enable Metro Transit to correct uneven headways and improve the overall consistency of service.
- The end result would be increased reliability and more frequent service offering a convenient and efficient way to get to major transportation hubs.
- Implementation of Frequent Service Corridors could be achieved at a relatively low cost compared to implementing new services.

Possibilities:

Potential “Frequent Service Corridors” include:

- Portland Street (Portland Hills Terminal to Bridge Terminal)
- Pleasant Street (Woodside to/from Bridge Terminal)
- Herring Cove Rd (Greystone to/from Mumford Terminal)
- Bedford Highway
- North Street to Mumford Terminal
- Route 1 Spring Garden
- Route 7, 9 and 10 are existing routes that could be converted to high frequency service in the future

High Frequency Corridors



Example:

Portland Street is a key corridor in Dartmouth and would benefit from a rebrand as a “Frequent Service Corridor”. By optimizing the resources within the corridor, Metro Transit could offer weekday frequencies of 15 min or better as well as weekday peak service to Halifax.

Cost implications:

Additional trips would be required to provide the required frequency. The additional annual operating cost is estimated at \$840,000.

BIG MOVE #2 - INVESTING IN SERVICE QUALITY AND RELIABILITY

Metro Transit should concentrate on improving the customer experience by investing significantly in service quality and reliability. The following areas would greatly benefit from investment and improvement:

Schedule Adherence:

In a recent stakeholder consultation and web survey study conducted by the IBI Group for Metro Transit's Five Year Strategic Operations Plan, the number one stated preference for transit service improvements was "reliable schedules". In addition, over 40% of respondents felt that more reliable schedules would cause them to use transit significantly more often.

Exhibit 2-19: Stated preferences for Transit Service Improvements.

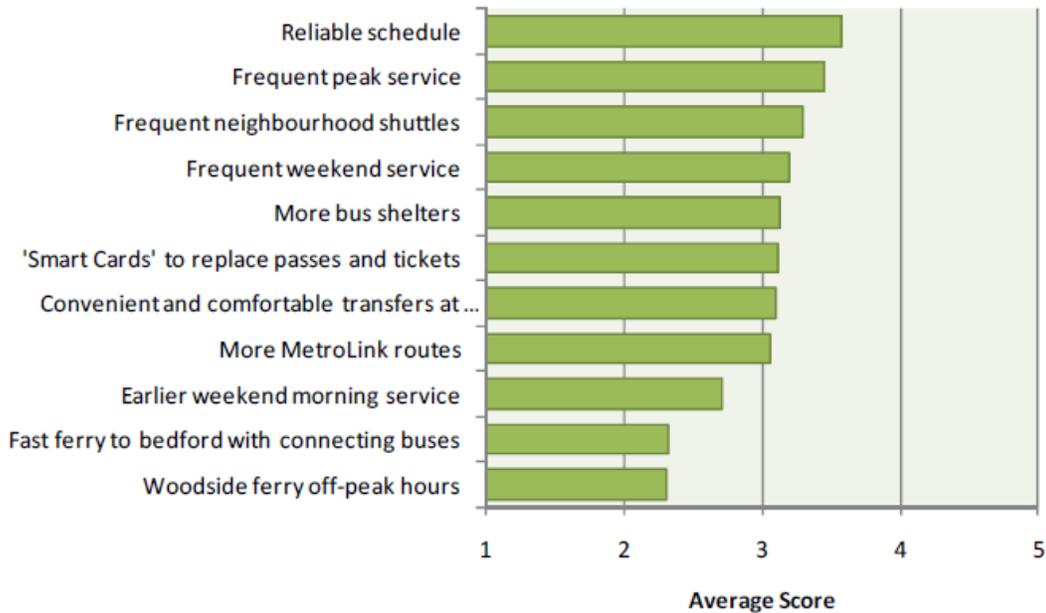
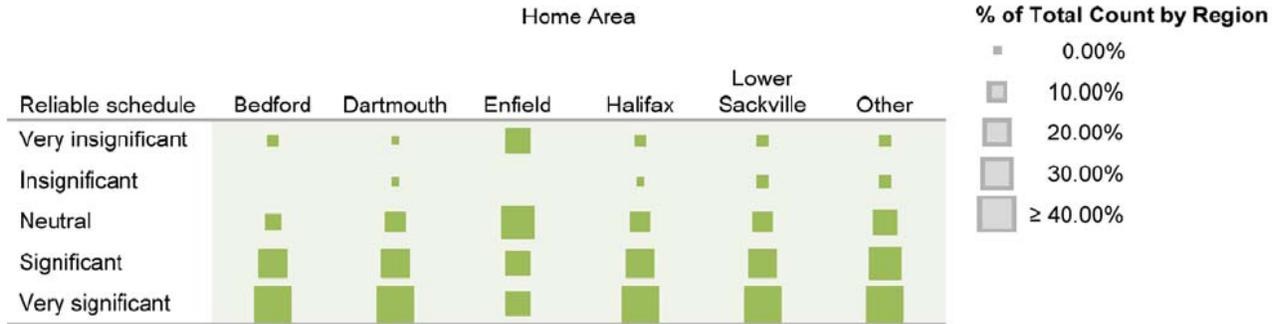


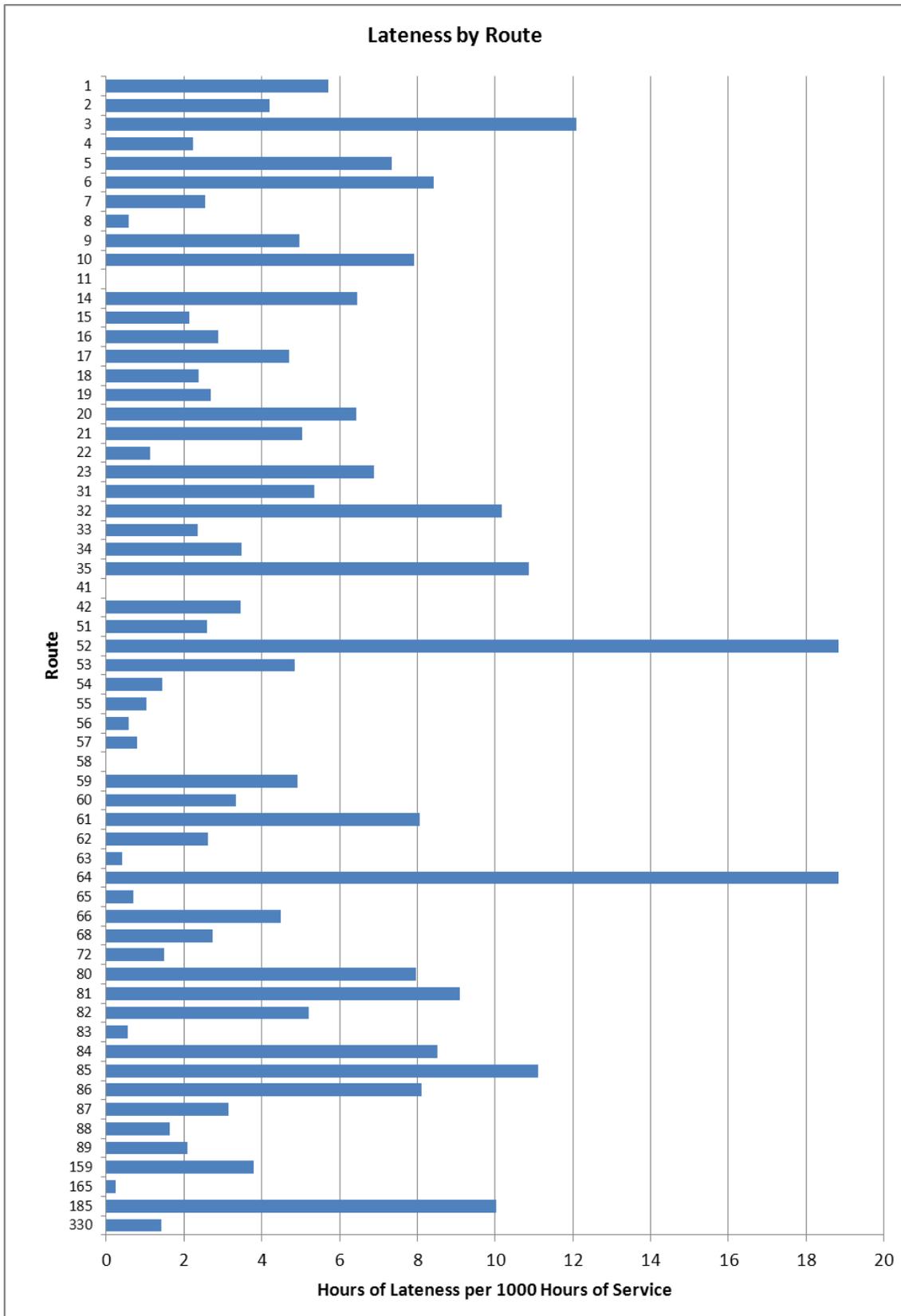
Exhibit 2-20: Potential For a More Reliable Schedule to Increase Ridership.



Emphasis should be placed on service reliability when allocating available resources. Lateness is prevalent throughout the system and resources should be allotted to travel time improvements on a consistent basis. A portion of all new buses ordered should be designated for this purpose. It is also important to note that as traffic congestion increases in HRM, trip travel times also increase, meaning schedules need to be adjusted to maintain consistent on-time performance.

Increasing traffic congestion has been an issue in peninsular Halifax for a number of years. In 2002, staff reviewed the actual running time for trips between Summer and Duke Streets. Although the allocated time was 10 minutes, it was determined that 73% of all the trips between 4pm and 6pm were late. Due to limited budget, a small number of trips were adjusted by 3 minutes to improve running times; however a significant number of trips still run late on a consistent basis. In fact, the Dartmouth routes are still to this day running with 10 minutes between Summer & Duke.

The following chart outlines the lateness of scheduled service for the first half of the 2011/12 fiscal year per 1000 hours of service.



Lacewood Terminal

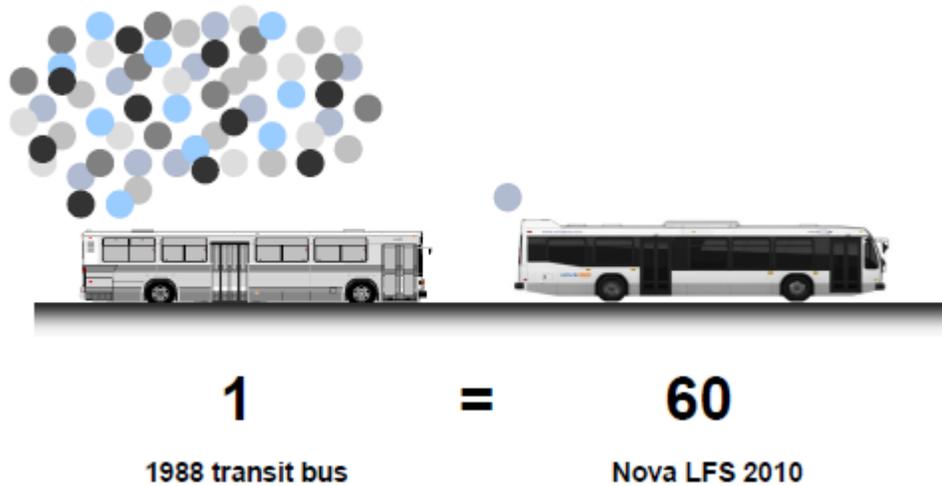
Transit terminals are an integral part of a positive customer experience. Efficient terminals improve service quality and offer opportunities for schedule efficiencies. The current Lacewood Terminal is at capacity and must be replaced in order to meet these objectives. There is no expansion room at the current location therefore HRM has been exploring alternate locations near the existing terminal. Space for up to 8 buses would be required as well as expanded passenger and bus operator amenities in a new terminal.

Fleet Recapitalization:

Metro Transit has fleet of 315 buses, 21 of which are over 18 years of age. Late model buses are more fuel efficient and reliable, resulting in lower maintenance costs, while older buses are more costly to maintain. Fleet recapitalization clearly represents a capital challenge for HRM. The following table outlines when buses should be replaced, based on an 18 year replacement cycle:

| 18 Year Replacement Cycle | | | |
|----------------------------------|----------------|-----------------|---------------------------|
| Replacement Year | Retired | Replaced | Cost (in millions) |
| 2012 | 45 | 45 | \$27.7 M |
| 2013 | 8 | 8 | \$4.2 M |
| 2014 | 15 | 15 | \$6.6 M |
| 2015 | 10 | 10 | \$1.5 M |
| 2016 | 10 | 10 | \$2.0 M |
| 2017 | 19 | 19 | \$7.3 M |
| 2018 | 4 | 4 | \$2.4 M |
| 2019 | 7 | 7 | \$1.3 M |
| 2020 | 42 | 42 | \$22.0 M |
| 2021 | 0 | 0 | \$0.0 M |
| 2022 | 37 | 37 | \$20.2 M |
| 2023 | 52 | 52 | \$30.9 M |
| 2024 | 29 | 29 | \$18.1 M |
| 2025 | 33 | 33 | \$18.2 M |
| 2026 | 26 | 26 | \$17.4 M |
| 2027 | 17 | 17 | \$8.5 M |
| 2028 | 15 | 15 | \$18.1 M |
| 2029 | 14 | 14 | \$13.1 M |
| Total | 383 | 383 | \$219.5 M |

Another benefit of the above recapitalization strategy is a more environmentally friendly bus fleet. Advancements in clean air technology and the reduction of GHG emissions have drastically reduced diesel pollution, meaning a cleaner, quieter transit fleet. In fact, it would take 60 new 2010 clean diesel buses to equal the soot emissions of one 1988 transit bus.



Technology

There are a variety of technologies available that would help improve transit efficiency. Improved fare box technology along with the introduction of smart cards would streamline the boarding process, provide ease of use for the customer and ensure more accurate data collection to better monitor service standards. The addition of APCs (automatic passenger counting devices) would also allow Metro Transit to better manage passenger boarding and alighting data. Many properties are able to offer real time schedule information, providing today's tech-savvy customer with the ability to receive accurate, up to the minute bus arrival information in a variety of ways (ie. Smart phones, internet, etc.). There is no doubt that the Metro Transit customer experience would be improved with the adoption of real time technology. In addition, the ability to provide stop annunciation would move Metro Transit even closer to universal accessibility.

BIG MOVE #3 - FOCUS ON COST EFFECTIVE & HIGH RIDERSHIP SERVICE

Metro Transit currently operates a variety of transit services including:

Conventional and Urban Express: The Conventional and Urban Express routes are the core of our public transportation system.

Number of routes = 56

Average weekday boardings in 2010 = 89,873

Metrolink: A premium bus rapid-transit service offering a faster and enhanced commuting option into downtown Halifax. A park and ride lot is an important component of this service.

Number of routes = 3

Average weekday boardings in 2010 = 2,995

MetroX: MetroX is a premium express service linking outlying rural areas with key destinations in HRM. MetroX customers rely on availability of park and ride lots. A park and ride lot is an important component of this service.

Number of routes = 1

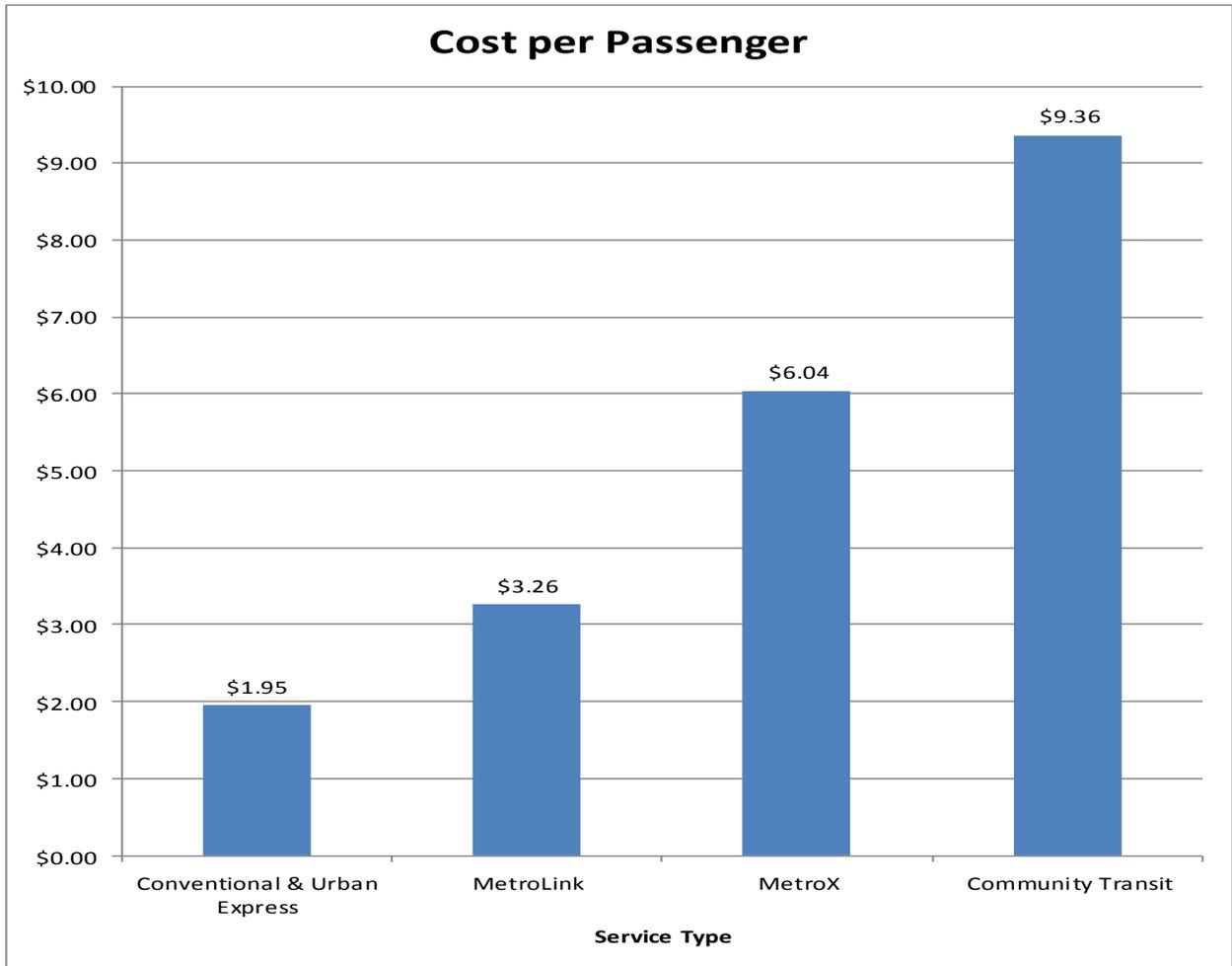
Average weekday boardings in 2010 = 336

Community Transit: Community Transit buses run from transit terminals to smaller communities. Community Transit services are currently available in Porters Lake, Beaverbank and Sambro areas.

Number of routes = 3

Average weekday boardings in 2010 = 325

The following chart outlines the cost per passenger on the various service types.



In order to improve the efficiency and effectiveness of the transportation system with the resources available, Metro Transit should focus on a cost effective and high ridership service.

Example:

Increased service frequencies have the potential to generate significant additional ridership on key conventional routes. The following table outlines two investment scenarios: #1 - investing in service expansion (ie. MetroX) and #2 - investing in service frequency improvements (existing conventional routes):

| Investing in MetroX Service or Conventional Service Frequency Increases | | |
|--|-----------------------------|---|
| | Original MetroX Plan | Conventional Service Frequency Increases |
| Capital Cost | \$10,540,000 | \$5,400,000 to \$6,750,000 |
| Equivalent in 40' Transit Buses | 23 | 12 to 15 |
| Operating Cost | \$2,100,000 | \$3,048,998 |
| New Annual Passengers | 255,000 | 460,000 to 631,000 |
| Operating Cost per New Passenger | \$8.24 | \$4.83 to \$6.63 |
| Service Hours | 27,851 | 40,363 |
| Capital Cost per New Passenger | \$41.90 | \$8.57 to \$14.70 |

Note:

- *Airport/Fall River MetroX service is not included as it is not a typical MetroX route*
- *Not all of the MetroX Plan is currently funded in the five-year Capital Budget.*
- *Conventional ridership increase ranges are based on elasticity rates of 0.3 and 0.4 calculated from previous service increases*

Above table shows that ridership can be increased in a more cost effective way by improving the conventional service.

BIG MOVE #4 - URBAN EXPRESS

Concept:

Urban Express routes operate as limited stop service after leaving the local residential area, thereby improving service reliability to and from the downtown core. Urban Express is similar to Metrolink services in this regard however; it reduces the need to transfer and includes local stops in the suburban area meaning customers can board buses close to their homes without having to drive to a park and ride lot.

Advantages:

- Reliance on park and ride lots is eliminated. In addition, potential future parking capacity issues are avoided and cost related savings are achieved.
- Residential pick-ups/drop offs
- More stops in desirable locations (ie. hospitals, dockyards, major employers, universities)
- No premium fare
- Flexibility of bus type – By avoiding the need for a branded fleet, schedules can be integrated with other conventional service, increasing efficiency.

Possibilities:

Potential Urban Express services include:

- Lacewood: Improving existing Urban Express
- Bedford West and South
- Wildwood/Mount Edward to Woodside Ferry Terminal
- Woodside Metrolink converted to Urban Express
- Eastern Passage/Heritage Hills to Woodside Ferry Terminal

Example:

The proposed Clayton Park/Lacewood Metrolink would provide service from the Lacewood Terminal to Scotia Square with a park and ride lot at Geizer's Hill. The schedule would operate at a 10 minute frequency at peak, and 60 minutes off-peak. The service would require up to 7 specially branded Metrolink buses.

It is proposed that the Metrolink resources would be reallocated to enhance the Urban Express service that already exists in this area resulting in:

- Combined peak service between Lacewood and downtown of 5 minutes or better
- Improved service levels on existing Urban Express routes
- Weekday peak headway of 15 minutes or better on all routes; 60 minutes off-peak on Route 31.

Focus on Urban Express would also mean that there would no longer be a requirement for the Geizer's Hill Park and ride and therefore no risk of parking demand exceeding parking capacity. In addition, Urban Express buses would not be branded (like MetroLink), meaning schedules could be integrated with other conventional service, increasing efficiency.

Cost Implications:

- Capital Cost Savings of Urban Express (vs Metrolink). The elimination of the Geizer's Hill Park and Ride would provide a savings of \$1.5 to \$2 million (parking lot construction and access ramp modifications)
- The operating cost for the MetroLink or the Urban Express would be similar, but the Urban Express offers opportunities for scheduling efficiencies and flexibility.

BIG MOVE #5 - BURNSIDE/DARTMOUTH CROSSING REALIGNMENT

Concept:

The current 5 Year Strategic Operations Plan outlines changes to Burnside bus routes that would significantly increase service above the level needed for a suburban industrial/business park and requires the construction of a new transit terminal in Burnside. Previous off-peak service increases have generated minimal ridership. This plan focuses on the level of service desired instead of the level of service required.

The suggested plan would rightsize the Burnside routes thereby realigning supply with demand. Service would be reduced in areas of Burnside with low transit demand and/or little opportunity for ridership growth (typically older industry) while increasing service in those areas with higher demand and greater potential for ridership growth (typically newer offices/retail).

Resources from underperforming off-peak service would be redeployed to meet growing business needs and provide better coverage of higher ridership areas and the route network rationalized to remove duplicate services. A direct connection from the Bridge Terminal and Halifax to Dartmouth Crossing would also be added as well as a direct connection from Clayton Park/Lacewood to Burnside.

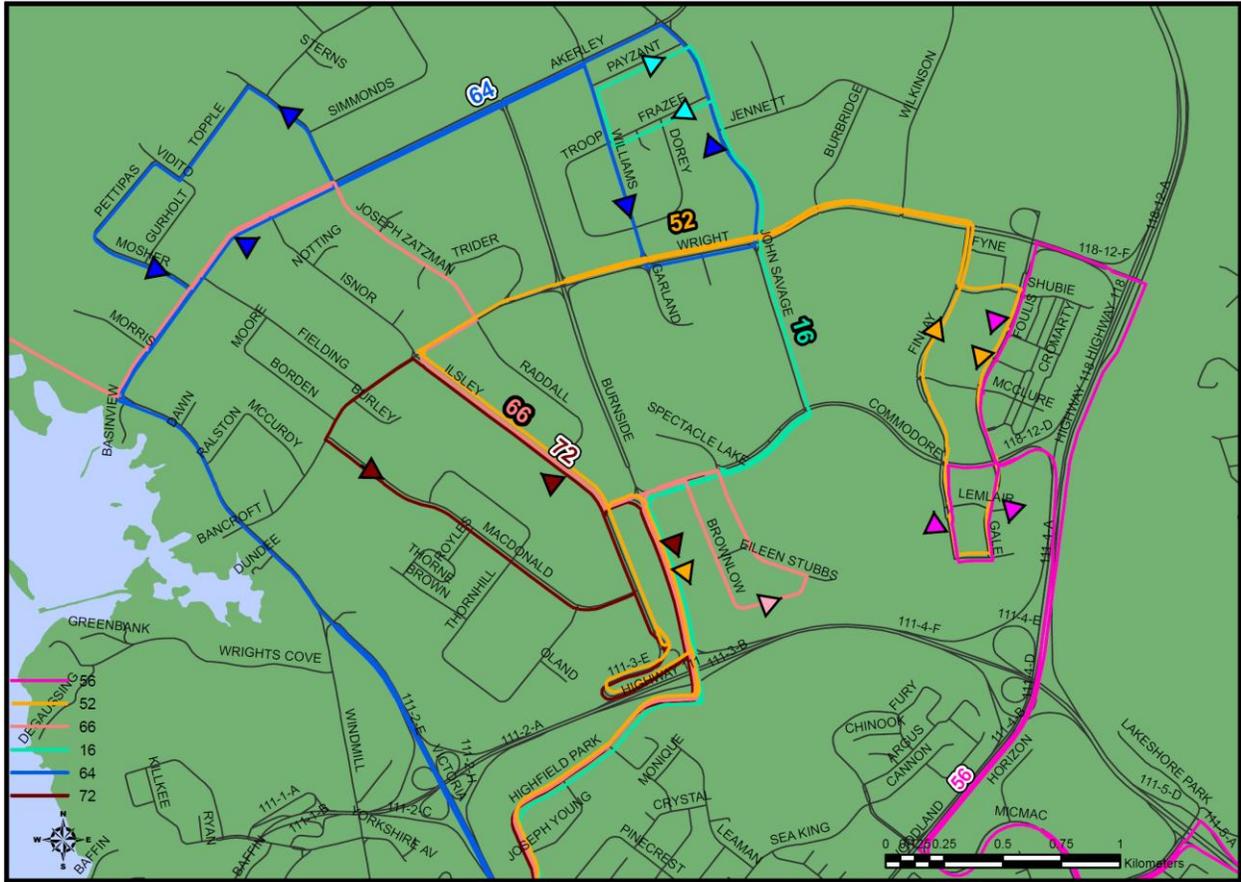
Advantages:

- Avoids the capital cost of constructing the Burnside terminal, estimated at \$4,595,000.
- Allows HRM to sell the Burnside terminal site at full market value.
- Offers a direct connection with Clayton Park
- Offers a direct connection from Bridge Terminal to Dartmouth Crossing

Cost Implications:

- Additional annual operating cost (estimated) = \$35,000

Suggested Burnside/Dartmouth Crossing Realignment



BUDGET IMPLICATIONS

There are no budget implications associated with this information report.

FINANCIAL MANAGEMENT POLICIES / BUSINESS PLAN

This report complies with the Municipality’s Multi-Year Financial Strategy, the approved Operating, Project and Reserve budgets, policies and procedures regarding withdrawals from the utilization of Project and Operating reserves, as well as any relevant legislation.

**Transportation Standing Committee
January 9, 2012**

TO: Chair and Members of the Transportation Standing Committee



SUBMITTED BY: _____
Eddie Robar, Director, Metro Transit

DATE: December 16, 2011

SUBJECT: Five Big Moves for Transit - Implementation Phase 1

INFORMATION REPORT

ORIGIN

On November 24, 2011, the Transportation Standing Committee approved the following motion:

MOTION APPROVED that the Transportation Standing Committee request a staff report outlining the budget implications for implementation of all or part of the "Five Big Moves" outlined in the November 7, 2011 information report, including the impact on current capital and operating budgets and alternatives, for the next Transportation Standing Committee meeting, if possible.

BACKGROUND

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Staff presented a report, dated November 7, 2011 (Attachment A) to the TSC. The report identified the five key projects that Metro Transit should undertake to increase ridership and provide improved service. They are:

Big Move #1 – High Frequency Corridors

Big Move #2 – Investing in Service Quality and Reliability

Big Move #3 – Focus On Cost Effective & High Ridership Service

Big Move #4 – Urban Express

Big Move #5 - Burnside/Dartmouth Crossing Realignment

The TSC subsequently requested a report outlining the budget implications for implementation of all or part of the Five Big Moves including the impact on current capital and operating budgets.

The following is a discussion of the potential implementation of the Five Big Moves for the next two years (Phase 1). The remainder of the initiatives will be described in more detail in a future report (Phase 2).

DISCUSSION

The Five Big Moves identified represent a change in direction of transit improvements and spending in HRM. Taken together, they represent improving and strengthening the existing transit service to be faster, more reliable, and more attractive to existing and new riders in the most cost effective way. This is a change from recent years, when the focus has been on service expansion, and bringing transit to new areas. Although expansion is important, it is prudent to first step back and invest in the quality of the existing transit system.

The objective of this report is to outline the improvements that are achievable in the first two years (Phase 1). For the most part, the following service enhancements can be accomplished with existing or planned resources by reallocating funds and changing the way resources are directed.

Of the Five Big Moves, *Big Move #2 – Investing in Service Quality and Reliability*, is perhaps the most urgent. It can be broken into two key parts: fleet recapitalization and schedule adherence.

Fleet Recapitalization - As discussed in the previous report, fleet recapitalization is essential to providing reliable and cost effective transit. A staff report for the purchase of 2012/2013 transit vehicles has been prepared and is scheduled to appear before Regional Council on January 10, 2012. Of the 22 conventional transit buses being purchased, 17 would be replacement buses and 5 would be for service expansion.

The 2013/2014 capital budget includes \$3.545 million for transit bus replacement, and \$5.075 million for transit bus expansion. To advance fleet recapitalization, this allocation should be shifted, allowing \$6.2 million for replacement (approximately 13 buses), and leaving \$2.4 million for expansion purposes (approximately 5 buses). As replacing transit vehicles does not result in any inherent increase to operating costs, this shift also reduces operating costs of new vehicles from approximately \$2.27 million to \$1.13 million.

Schedule Adherence - Reliable schedules are necessary, both for attracting new riders and providing a quality service to existing users that rely on transit. For this reason, it is recommended that the ten expansion buses discussed above that are budgeted for the next two years be used for schedule adherence. This would mean five buses in 2012/2013, and five buses for 2013/2014 be used primarily to address schedule adherence. Staff will be reviewing current trip patterns to determine where the most profound delays occur, and where the resources will have the greatest positive impact on the overall system. Details on which routes are targeted and how those buses are used will be brought forward as part of the 2012/2013 and 2013/2014 Annual Service Plans. For the upcoming year, adjustments to the Route 52 will be one of the highest priorities as the service is chronically late and restructuring the route may be required to address some of the travel time issues.

Big Move #1 – High Frequency Corridors can be initiated in 2012/2013 with the introduction of a Portland Street Corridor. This is a relatively low cost project that will make transit more frequent and reliable on Portland Street by restructuring existing routes to ensure buses travelling down the corridor are less than 15 minutes apart at all times. Staff are preparing a detailed plan for this service which will be brought forward as a business case and as part of the 2012/2013 Annual Service Plan. Additional trips would be necessary to provide the proposed frequency, resulting in an estimated \$840,000 in operating costs. At this preliminary stage there does not appear to be any capital costs associated with this project. Resources required to establish the additional high frequency corridors found in the November 7, 2011 staff report will be outlined in the upcoming report for Phase 2.

Immediate measures can be taken to advance *Big Move #3 – Focus On Cost Effective & High Ridership Service* by deferring MetroX services for 2013/2014 and using the capital previously allocated for these projects to enhance conventional services. This includes using this funding for *Big Move #2 – Investing in Service Quality and Reliability* and *Big Move #4 – Urban Express*. In 2013/2014 shifting approximately \$4.3 million in capital funding from MetroX to vehicle purchases would allow approximately nine buses to be purchased.

With a new Woodside ferry slated for delivery in 2014, urban express services from both Eastern Passage to the Woodside Ferry Terminal and Wildwood/Mount Edward Road to the Woodside Ferry Terminal could be established to provide a direct link to support the improved ferry service. Depending on scheduling and routing, approximately four buses would be required for this service, and \$906,000 in associated operating costs. The remaining five buses would be devoted to further fleet recapitalization. When added to the 13 replacement vehicles discussed above, this would result in a total of 18 replacements for 2013/2014.

Big Move #5 - Burnside/Dartmouth Crossing Realignment is initially estimated to cost an additional \$35,000 annually in operating costs, while realizing a large capital cost savings (approximately \$4.595 million) by not requiring the construction of a terminal in Burnside. The realignment hinges on the scheduled upgrading of the Highfield Terminal, which should be completed in time for the 2013/2014 service year. The 2013/2014 Annual Service Plan will include a detailed breakdown of the realignment and further cost analysis.

| Five Big Moves – Implementation Phase 1 | |
|--|---|
| Year 1 – 2012/2013 | |
| <i>Service Quality and Reliability</i> Fleet Recapitalization (17 buses) Schedule Adherence (5 buses) | Proposed capital budget of \$3.82 million for schedule adherence, \$12.292 million for replacement vehicles. |
| <i>High Frequency Corridors</i> Portland Street Corridor (15 minute or better frequency) | Further analysis required and will be presented in Annual Service Plan. Initially estimated as \$840,000 in annual operating costs. |
| Year 2 – 2013/2014 | |
| <i>Service Quality and Reliability</i> Fleet Recapitalization (18 buses) Schedule Adherence (5 buses) | Increase capital budget for replacement vehicles from \$3.545 to \$6.2 million while decreasing budget for expansion vehicles from \$5.075 to \$2.4 million, and using those expansion vehicles solely for schedule adherence. Associated operating costs are reduced from \$2.27 to \$1.13 million. Also reallocate an additional \$2.4 million from MetroX capital budget for fleet recapitalization (noted below). |
| <i>Focus on Cost Effective and High Ridership Service/Urban Express</i> Defer MetroX service Urban Express (4 buses) | Reallocate \$4.3 million in capital funding from MetroX for fleet recapitalization (\$2.4 million) and to create urban express routes to the Woodside Ferry Terminal (\$1.92 million in capital costs, and \$906,000 in associated operating costs). |
| <i>Burnside/Dartmouth Crossing Realignment</i> | Capital cost savings of \$4.595 million. Estimated increase of \$35,000 in operating costs. |

The implementation described above will be reflected in the 2012/2013 Metro Transit Annual Service Plan and in future budget and service plans as applicable. Implementation Phase 2,

The Five Big Moves for Transit - Comparison to the Metro Transit Five-Year Strategic Operations Plan

Big Move #1 – High Frequency Corridors

| | |
|--|---|
| Relationship to Strategic Operations Plan: | Consistent with recommendations and goals of the Strategic Operations Plan, but includes a more refined strategy. |
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Discussion: The Strategic Operations Plan does propose increasing the frequency of urban routes along the corridors identified by the Five Big Moves. It also proposes consolidating routes that serve similar areas, and/or shifting headways so that coverage is more frequent. The concept of a High Frequency Corridor as presented in the Five Big Moves furthers the objectives of the Strategic Operations Plan, with a more defined product.

Big Move #2 – Investing in Service Quality and Reliability

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| Relationship to Strategic Operations Plan: | Consistent with recommendations and goals of the Strategic Operations Plan. |
|--|---|

Discussion: The Strategic Operations Plan includes a customer satisfaction survey that identifies service quality and reliability as a major area for improvement. The actions targeted by the Five Big Moves to achieve this are all supported by the Strategic Operations Plan. These include schedule adherence, fleet recapitalization, and improvements to technology.

Big Move #3 – Focus On Cost Effective & High Ridership Service

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| Relationship to Strategic Operations Plan: | Although generally consistent with the overall goals of the Strategic Operations Plan, this was not contemplated by the Strategic Operations Plans. |
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Discussion: The Strategic Operations Plan considers improvements to both Conventional transit and MetroLink service, but specifically excludes MetroX and Community Transit services. These rural transit services were reviewed as part of the *HRM Regional Transit Plan – Park & Ride, Express and Regional Transit Services* as a separate process. As such, there has been no comparative review of the different service types, analyzing cost and ridership potential. The Five Big Moves identify the opportunity to focus resources based on these criteria.

Big Move #4 – Urban Express

| | |
|--|---|
| Relationship to Strategic Operations Plan: | Generally consistent with the goals of the Strategic Operations Plan, but includes a more refined strategy. |
|--|---|

Discussion: The Strategic Operations Plan does encourage all higher order transit services, such as MetroLink and urban express. When the Strategic Operations Plan was prepared, MetroLink service was the model for higher order transit service in HRM. The Strategic Operations Plan recommended the conversion of several existing conventional transit routes to urban express, which has been successfully achieved.

The Strategic Operations Plan did not compare MetroLink to urban express or attempt to define a preference. The Five Big Moves differ in that a preference for the creation of urban express routes has been identified.

Big Move #5 - Burnside/Dartmouth Crossing Realignment

Relationship to Strategic Operations Plan:

Although the goal is similar, the Five Big Moves represent a substantial deviation from the Strategic Operations Plan.

Discussion: The Strategic Operations Plan identifies the need to restructure the existing transit service in Burnside to provide an improved level of service, and proposes the construction of a transit terminal on John Savage Drive. The route structure proposed by the Five Big Moves differs substantially from that proposed by the Strategic Operations Plan. The Five Big Moves proposes a service that will provide coverage and service consistent with demand, while eliminating the need to build a transit terminal, resulting in significant capital cost savings. Further discussion with the Greater Burnside Business Association will be scheduled prior to moving forward with this initiative.