

P.O. Box 1749 Halifax, Nova Scotia B3J 3A5 Canada

Item No. 4 Budget Committee January 22, 2020

TO: SUBMITTED BY:	Chair and Members of Budget Committee (Standing Committee of the Whole on Budget) Original Signed by Jacques Dubé, Chief Administrative Officer
DATE:	December 17, 2019
SUBJECT:	Proposed 2020/21 Halifax Transit Budget and Business Plan

<u>ORIGIN</u>

As per Administrative Order 1 and the Budget and Business Plan consultation schedule presented to Regional Council on June 4, 2019, staff is required to present the draft 2020/21 Business Unit Budget and Business Plans to the Budget Committee for review and discussion prior to consideration by Regional Council.

At the May 22, 2012 meeting of Regional Council, the following motion was put and passed:

Request that Metro Transit come to Regional Council one month prior to budget presentations to present any proposed changes to Metro Transit service so that Council has ample time to debate the proposed changes before the budget comes to Council.

LEGISLATIVE AUTHORITY

Halifax Charter, section 35 (1) The Chief Administrative Officer shall (b) ensure that an annual budget is prepared and submitted to the Council.

RECOMMENDATION

It is recommended that the Budget Committee direct the CAO to prepare the Halifax Transit 2020/21 Budget and Business Plan, incorporating Regional Council's fiscal direction as per the January 7, 2020 Budget Committee meeting and as proposed in the accompanying presentation, and with transit service modifications as proposed in the accompanying Annual Service Plan, and furthermore to prepare Over and Under items for that Plan as directed by Regional Council's Committee of the Whole on Budget.

BACKGROUND

As part of the design of the 2020/21 Budget and Business Plan development process, the Budget Committee is reviewing each business unit's budget and proposed plans, in advance of completing detailed HRM Budget and Business Plan preparation.

At the October 29, 2019 Committee of the Whole meeting, Regional Council considered the 2020/21 Strategic Priorities Plan and at the November 12, 2019 session of Regional Council, confirmed and directed the CAO to proceed to prepare the 2020/21 Budget and Business Plan in support of Council's Priority Outcomes, consistent with the Outcome Plans as presented in Attachment C of the 2017-2021 Multi-year Priority Outcome Update.

DISCUSSION

Staff has prepared the proposed 2020/21 Halifax Transit Budget and Business Plan consistent with the 2020/21 Strategic Priorities Plan approved on November 12, 2019.

Following direction from the Budget Committee, staff will proceed to prepare the detailed Budget and Business Plan for inclusion in the proposed 2020/21 HRM Budget and Business Plan documents to be presented to Regional Council's Committee of the Whole, as per the process and schedule approved on June 4, 2019.

As part of the Budget process, Regional Council will be provided with a list of possible service increases and decreases that will allow them to more fully direct changes to the budget.

Regional Council has directed Halifax Transit to bring Annual Service Plans to Regional Council a minimum of one month ahead of final budget deliberation. Therefore, the Halifax Transit 2020/21 Annual Service Plan is included as an attachment to this report. In the upcoming year, modifications are proposed to the following existing routes: Route 5, Route 7, Route 32, Route 54, Route 55, Route 60, and Route 401.

There is a long lead time required to implement routing and schedule changes and these are typically finalized six to twelve months prior to the launch date. Any changes that occur after time period cannot typically be incorporated into public facing data and information, and can lead to passenger confusion. Furthermore, depending on the extent of the changes, they may not be achievable within the allotted running time, having budget and resource impacts, or may result in unnecessary bus stop infrastructure costs. As such, it is critical that the Annual Service Plan, including the routing changes contained within, be approved by Regional Council as part of the budget approval process.

FINANCIAL IMPLICATIONS

The recommendations in this report will lead to the development of a proposed 2020/21 Budget. There are no immediate financial implications from this recommendation. The broader financial implications will be discussed and debated as the budget is developed in more detail.

RISK CONSIDERATION

Although there is no immediate risk related to financial decisions, there may be risks associated with individual decisions during the budget debate that could favour short- term results over longer term strategic outcomes. Individual decisions made during budget debate will however, be considered for both short- and long-term impacts to levels of service, asset condition, and cost.

In addition, the administration seeks to reduce these risks in three ways: by providing Regional Council with several fiscal options to assist in the achievement of longer-term strategic outcomes, by assessing both corporate and capital project risk, and by providing the opportunity to draw Regional Council's attention to project or program related risks when reports are presented for consideration.

HRM implemented Enterprise Risk Management in 2015. Corporate and operational risks are evaluated annually during the business planning process and mitigating strategies are implemented to reduce the overall risk to the organization. Project related risk is evaluated during the capital planning process. Project managers use the same risk assessment tools as those used to assess corporate risk to rate each discrete project.

COMMUNITY ENGAGEMENT

An extensive public engagement was undertaken for the 2020/21 Budget over the month of September. This engagement included nine community pop-up events and on-line survey through the Shape Your City community engagement portal. The results of the Shape Your City Budget engagement were provided in an information report presented to Reginal Council on October 29, 2019.

The 2020/21 budget consultation process also seeks to solicit public comment on community priorities. Members of the public are invited to provide feedback following each business unit budget and business plan presentation. Furthermore, members of the public may use the "Budget Allocator" located on the Shape your City Webpage to offer opinions on spending priorities.

ENVIRONMENTAL IMPLICATIONS

None

ALTERNATIVES

The Budget Committee can choose to amend the Budget and Business Plan as proposed in the accompanying presentation through specific motion, and direct staff to proceed to prepare the Budget and Business Plan for inclusion in the proposed 2020/21 HRM Budget and Business Plan documents.

ATTACHMENTS

Attachment A - Halifax Transit 2020/21 Budget and Business Plan Presentation Attachment B - Halifax Transit 2020/21 Draft Budget and Business Plan Attachment C - Halifax Transit 2020/21 Annual Service Plan

A copy of this report can be obtaine	d online at Halifax.ca or by	y contacting the Office of the Municipa	ı
Clerk at 902.490.4210.			

Report Prepared by: Kimberley Cusack, Office Coordinator, Halifax Transit, 902.476.3129

Financial Approval by:	Original Signed

Jane Fraser, CFO, Director of Finance and Asset Management &ICT, 902.490.4630

Original Signed

Report Approved by: ______ Dave Reage, Director Halifax Transit, 902.490.5138

Attachment A

HALIFAX TRANSIT

2020/21 Budget & Business Plan Committee of the Whole on Budget January 22, 2020

ΗΛLΙΓΛΧ

HALIFAX TRANSIT





MISSION

Working together to provide a safe, reliable and sustainable transit system

SERVICE AREAS

Access-A-Bus Transit Service

Para-transit service for those who cannot use the conventional transit service

Conventional Transit Service

Fixed-route transit service, limited stop rapid transit service and express route transit service

Ferry Service

Fixed route ferry service

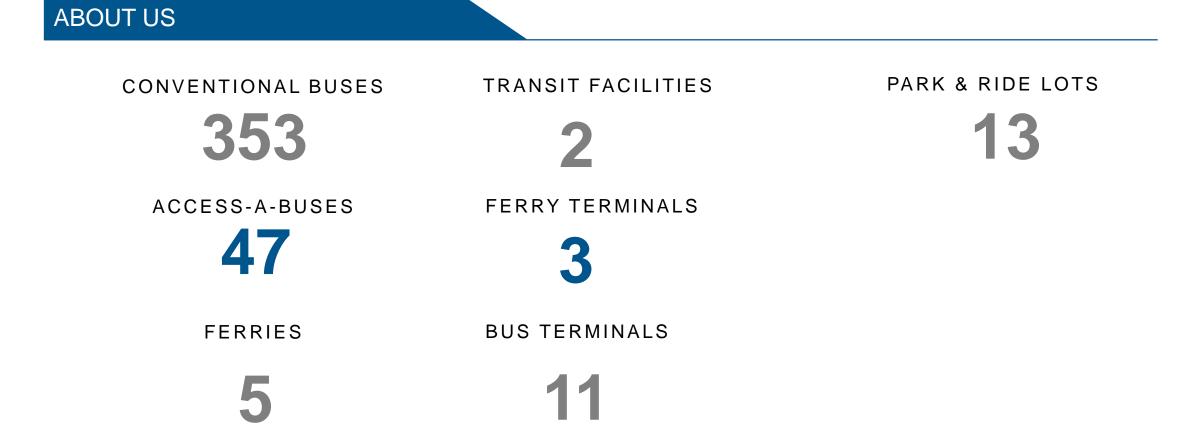
ABOUT US

Transit Service

- More than 1000 employees working to provide transit service
- 66 bus routes, 2 ferry routes
- 900,000 hours of service
- 20 million passengers trips
- 27 million passenger boardings

Community Support and Economic Development

- Vehicles and infrastructure support to film productions
- Transit service to volunteer groups
- Support to not-for-profit community events



HALIFAX TRANSIT

SUCCESSES



Continued ridership increases



Improved Low Income Transit Program



Implementation of the Moving Forward Together Plan



Continued growth of the Department of Community Services transit program



Launch of the youth under 12 free pilot



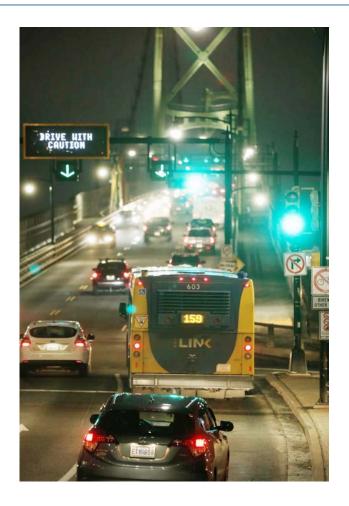
Renovations at the Halifax Ferry Terminal and construction at the Woodside Ferry Terminal

CURRENT & PLANNED INITIATIVES

COUNCIL PRIORITIES TRANSPORTATION

2019/20

- Implementation of Moving Forward Together Plan
- Access-A-Bus Service Improvements
- Transit Priority Measures
- Fare Strategy



CURRENT & PLANNED INITIATIVES

COUNCIL PRIORITIES TRANSPORTATION

2020/21

- Fleet Transformation Project Office
- Moving Forward Together Plan
- Access-A-Bus Continuous Service Improvement Plan
- Transit Priority Measures



CURRENT & PLANNED INITIATIVES



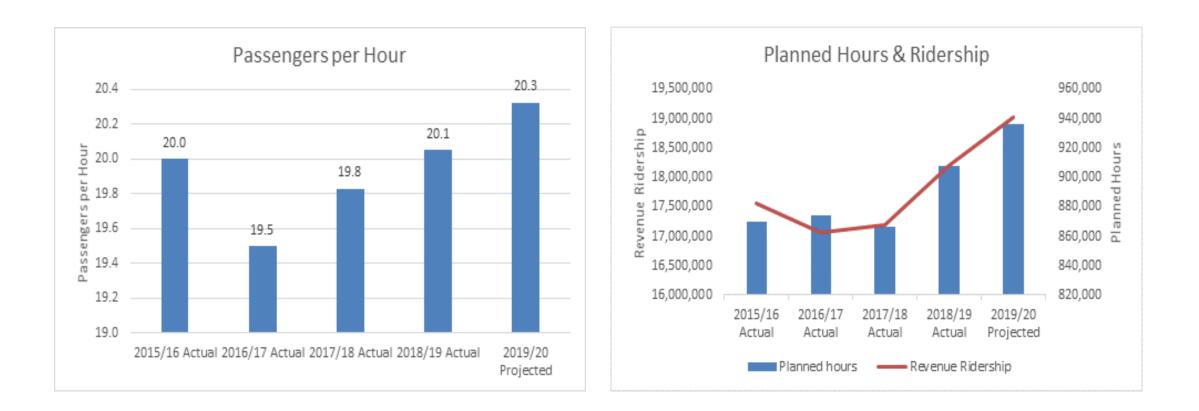
DIVERSITY & INCLUSION

2019/20

- Improved Accessible Transit
- Equitable Employment
- Accessible Information and Communication



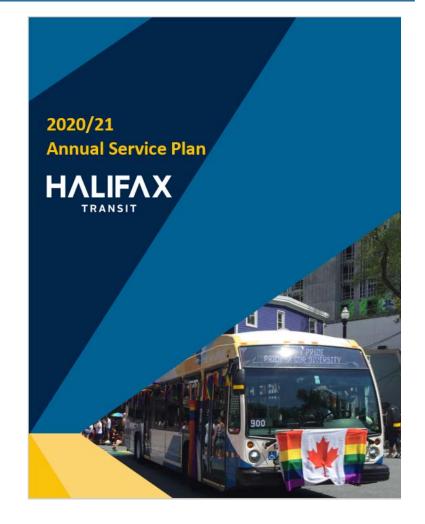
KEY PERFORMANCE INDICATORS



ANNUAL SERVICE PLAN

The 2020/21 Annual Service Plan includes impacts to the Routes 5, 7, 32, 54, 55, 60, 63, and 401.

Service changes must be approved as part of the budget approval process to allow time for implementation.



OVERVIEW

Summary of Expenditures & Revenue											
		2018/19		2019/20		2019/20	2020/21				
Expenditures		Actual		Budget	F	Projections		Budget	Δ1	9/20 Budget	Δ%
Compensation and Benefits	\$	74,581,634	\$	81,968,000	\$	80,504,600	\$	84,817,800	\$	2,849,800	3.5
Office		782,963		1,201,200		1,226,900		1,438,200		237,000	19.7
External Services		1,920,918		2,022,000		2,096,600		2,272,000		250,000	12.4
Supplies		1,018,930		1,040,900		1,144,150		1,078,100		37,200	3.6
Materials		163,031		150,000		149,000		150,000		-	-
Building Costs		2,858,697		2,540,400		2,702,900		2,635,400		95,000	3.7
Equipment & Communications		1,083,263		1,005,500		1,227,900		1,250,500		245,000	24.4
Vehicle Expense		21,950,315		23,190,100		23,780,800		22,035,100		(1,155,000)	(5.0)
Other Goods & Services		1,814,607		1,460,600		1,531,600		1,630,600		170,000	11.6
Interdepartmental		(36,944)		(100,000)		(64,600)		(100,000)		-	-
Debt Service		3,361,251		3,840,300		3,840,300		-		(3,840,300)	(100.0)
Other Fiscal		5,638,448		2,872,700		2,872,700		520,000		(2,352,700)	(81.9)
Total Expenditures		115,137,113		121,191,700		121,012,850		117,727,700		(3,464,000)	(2.9)

		2018/19	2019/20	2019/20		202	20/21	
Revenues		Actual	Budget	Projections	Budget	Δ ′	19/20 Budget	Δ%
Tax Revenue	\$	(35,471,000)	\$ (37,118,400)	\$ (37,118,400)	\$ -	\$	37,118,400	(100.0)
Area Rate Revenue		(45,344,288)	(47,633,600)	(47,687,500)	(47,304,300)		329,300	(0.7)
Fee Revenues		(33,713,043)	(35,391,700)	(35,845,200)	(36,507,400)		(1,115,700)	3.2
Other Revenue		(1,283,478)	(1,048,000)	(1,127,000)	(1,173,000)		(125,000)	11.9
Total Revenues	((115,811,810)	(121,191,700)	(121,778,100)	(84,984,700)		36,207,000	(29.9)
Net Total	\$	(674,697)	\$ -	\$ (765,250)	\$ 32,743,000	\$	32,743,000	

SERVICE AREA OVERVIEW

Service Area Budget Overview											
		2018/19		2019/20		2019/20	2020/21				
Service Area		Actual		Budget	P	Projections		Budget	Δ1	9/20 Budget	Δ%
Access-A-Bus Service	\$	5,707,386	\$	7,482,200	\$	6,889,000	\$	7,544,400	\$	62,200	0.8
Conventional Service		56,505,029		63,008,700		62,102,750		63,504,200		495,500	0.8
Ferry Service		2,246,302		3,343,100		3,801,500		3,873,700		530,600	15.8
Transit Facilities		4,510,491		4,060,900		4,313,600		4,360,900		300,000	7.4
Fiscal Transit		(69,643,905)		(77,894,900)		(77,872,100)		(46,540,200)		31,354,700	(40.3)
Net Total	\$	(674,697)	\$	-	\$	(765,250)	\$	32,743,000	\$	32,743,000	

STAFF COUNTS

Full Time Equivalent	2019/20 Approved	2020/21 Planned Change (+/-)	2020/21 Planned
Full Time	1,030.0	13.6	1,043.6
Seasonal, Casual & Term	6.1	(3.2)	2.9
Total	1,036.1	10.4	1,046.5

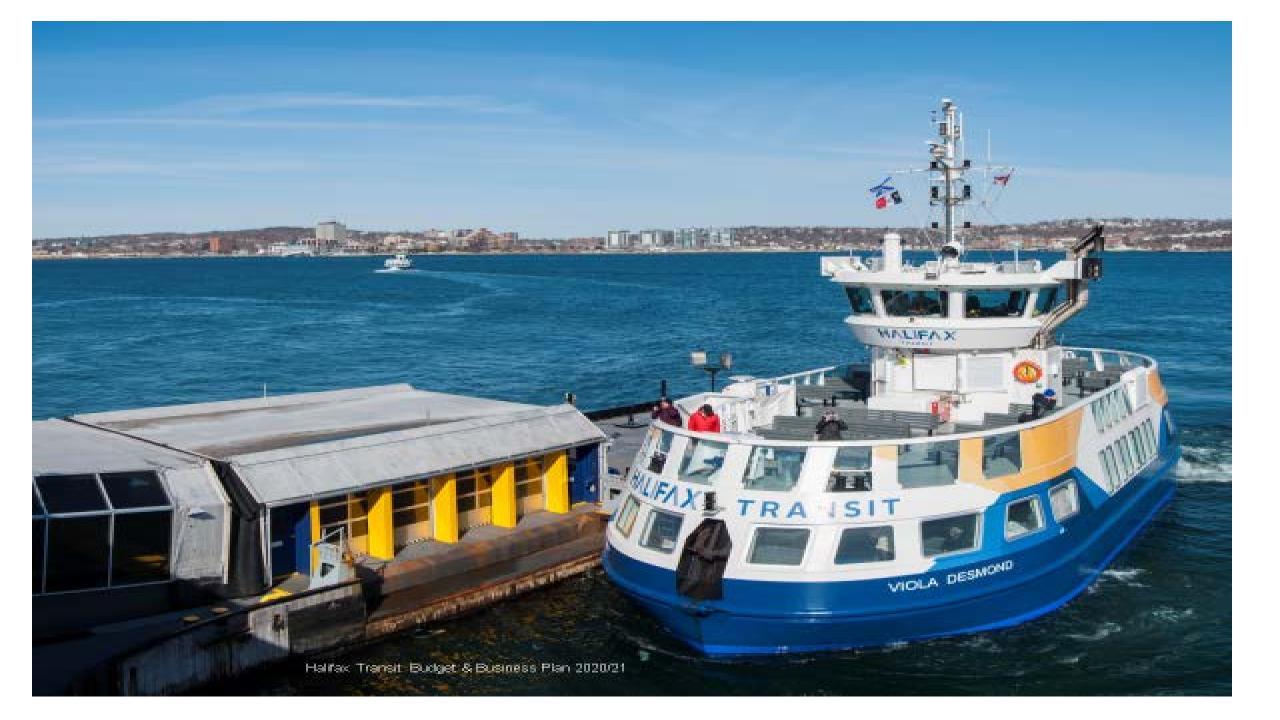
Includes full & part-time and permanent positions. Calculated value based on the normal working hours of each position.

SUMMARY OF CHANGES

Change Description / Service Impact	Amount
Approved 2019/20 Budget	\$ -
Compensation Changes:	
New positions and salary increases	2,849,800
Revenue Adjustments:	
Area rate revenue	329,300
Increase to fare revenue	(1,105,700)
Other revenue adjustments	(135,000)
Net revenues and expenses moved to Fiscal	30,405,400
Other Budget Adjustments:	
Fuel Price Decrease - \$0.80 to \$0.68 per litre	(1,296,500)
Annual Ferry Refit	425,000
Facility/Maintenance Space Rentals	120,000
Vehicle expenses	(288,500)
Rural Transit Funding	520,000
Computer software licenses increase	230,000
Equipment and building repairs (related to aging infrastructure)	310,000
Other expenses - Office/Bldgs/Supplies/Services	379,200
Total Proposed Changes	\$ 32,743,000
Proposed 2020/21 Budget	\$ 32,743,000

PRESSURES

Options Description / Service Impact	One-time / On-Going	2020/21 Amount
Commodity price fluctuations (fuel)	On-going	Unknown
Facility Conditions - costs related to aging infrastructure	On-going	Unknown



Attachment B

ΗΛLΙΓΛΧ

HALIFAX TRANSIT

2020/21 BUDGET AND BUSINESS PLAN

MISSION

WORKING TOGETHER TO PROVIDE A SAFE, RELIABLE AND SUSTAINABLE TRANSIT SYSTEM

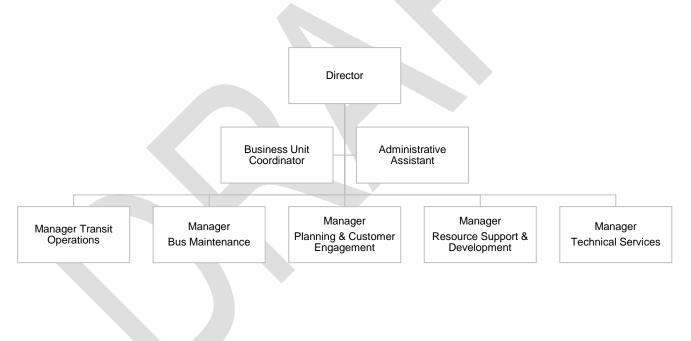
HALIFAX TRANSIT OVERVIEW

Halifax Transit is committed to advancing Regional Council's priority outcomes of:

- Transportation Interconnected and Strategic Growth;
- Transportation A Well-maintained Transportation Network;
- Transportation A Safe and Accessible Transportation Network; and
- Healthy, Liveable Communities Energy and Environment.

This is achieved through public transit services that support approximately 20 million passenger trips, 27 million passenger boardings annually. Halifax Transit operates 353 conventional buses, 5 ferries and 47 Access-A-Bus vehicles. Halifax Transit employs a workforce of more than 1000 employees and services two transit facilities, three ferry terminals, 11 bus terminals, and 13 Park & Ride lots.

HALIFAX TRANSIT ORG CHART



FUNDED FULL TIME EQUIVALENTS (FTES)

Funded FTEs	2019/20 Budget	Change (+/-)	2020/21 Budget
Full Time	1,030.0	13.6	1043.6
Seasonal, Casual and Term	6.1	(3.2)	2.9
Total	1,036.1	10.4	1,046.5

Includes full & part-time and permanent positions. Calculated value based on the normal working hours of each position.

BUSINESS UNIT TAX ALLOCATION

Table will be updated in final draft.

Tax Allocation	2018/19 Budget	2019/20 Budget	2020/21 * Budget
Percent of the average tax bill spent on Halifax Transit	15.7%	16.0%	<mark>16.5%</mark>
Average tax bill amount spent on Halifax Transit	\$301.50	\$315.00	<mark>\$329.10</mark>

* Based on an average tax bill for a single-family home (assessed at \$241,400 in 2020)

STRATEGIC INITIATIVES (2020/21)

TRANSPORTATION - A WELL-MAINTAINED TRANSPORTATION NETWORK

Transit Asset & Infrastructure Renewal

Halifax Transit will continue to promote transit as a key component of an integrated transportation system, as a competitor to the single occupant vehicle. To create an enhanced and more accessible experience for its customers, Halifax Transit will continue investment in the renewal of on-street infrastructure including construction of stop locations as well as replacement of Conventional and Access-A-Bus vehicles.

TRANSPORTATION - A SAFE AND ACCESSIBLE TRANSPORTATION NETWORK

Transit Accessibility

Halifax Transit is committed to improving the accessibility of transit services in HRM. This includes improvements to the conventional service to make it an inclusive, viable option for more persons with reduced mobility, as well as improvements to the Access-A-Bus system to ensure it is meeting the needs of people who rely on that service. This includes physical infrastructure, policy and process improvements, engagement with the community, staff training and vehicle improvements.

Transit Technology

Through the implementation of improved transit technology including Electronic Fare Management Systems, Halifax Transit is transforming the way customers interact with the transit system. In addition to providing improved service reliability and enhanced customer experience, new technology will provide data and management opportunities to inform increased efficiency of the transit system.

TRANSPORTATION - INTERCONNECTED AND STRATEGIC GROWTH

Transit Service Plan

Halifax Transit intends to offer its residents a significantly improved transit service. Guided by principles of integrated mobility, high ridership opportunity, and future sustainability, Halifax Transit is undertaking a multi-year initiative that includes a holistic and comprehensive review of the transit system and implementation of approved recommendations.

DIVERSITY & INCLUSION

All HRM business units are undertaking initiatives to advance diversity and inclusion to foster innovation and support an improved understanding of the community. Over the next two years, Halifax Transit will focus on equitable employment and accessible information and communication.

HALIFAX TRANSIT BUDGET

KEY CAPITAL INVESTMENTS

Regional Council Outcome Supported	Capital Project Name	2020/21 Gross Budget (\$)	2020/21 OCC (\$)
Transportation			
	Moving Forward Together Plan Implementation	3,470,000	833,800
Interconnected and Strategic Growth	Ragged Lake Transit Centre Expansion	3,500,000	
	West Bedford Park & Ride (design)	315,000	
A Safe and Accessible Transportation Network	Bus Stop Accessibility/Improvements	300,000	100,000
	Conventional Bus Replacement	19,720,000	
A Well-Maintained	Access-A-Bus Replacement	1,170,000	
Transportation Network	Woodside Ferry Terminal Upgrades	4,500,000	
	Transit Facility Investment Strategy	600,000	

OPERATING - BUDGET BY SERVICE AREA

Service Area Budget Overview											
	2018/19 2019/20 2019/20 2020/21										
Service Area		Actual		Budget	F	Projections	Budget Δ 19/20 Budget			Δ%	
Access-A-Bus Service	\$	5,707,386	\$	7,482,200	\$	6,889,000	\$	7,544,400	\$	62,200	0.8
Conventional Service		56,505,029		63,008,700		62,102,750		63,504,200		495,500	0.8
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Net Total	\$	(674,697)	\$	-	\$	(765,250)	\$	32,743,000	\$	32,743,000	

OPERATING - SUMMARY OF CHANGES - PROPOSED BUDGET

Change Description / Service Impact	Amount
Approved 2019/20 Budget	\$ -
Compensation Changes:	
New positions and salary increases	2,849,800
Revenue Adjustments:	
Area rate revenue	329,300
Increase to fare revenue	(1,105,700)
Other revenue adjustments	(135,000)
Net revenues and expenses moved to Fiscal	30,405,400
Other Budget Adjustments:	
Fuel Price Decrease - \$0.80 to \$0.68 per litre	(1,296,500)
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Equipment and building repairs (related to aging infrastructure)	310,000
Other expenses - Office/Bldgs/Supplies/Services	379,200
Total Proposed Changes	\$ 32,743,000
Proposed 2020/21 Budget	\$ 32,743,000

OPERATING- SUMMARY OF EXPENSE & REVENUE

	2018/19	2019/20	2019/20	2020/21		
Expenditures	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ%
Compensation and Benefits	\$ 74,581,634	\$ 81,968,000	\$ 80,504,600	\$ 84,817,800	\$ 2,849,800	3.5
Office	782,963	1,201,200	1,226,900	1,438,200	237,000	19.7
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Other Goods & Services	1,814,607	1,460,600	1,531,600	1,630,600	170,000	11.6
Interdepartmental	(36,944)	(100,000)	(64,600)	(100,000)	-	-
Debt Service	3,361,251	3,840,300	3,840,300	-	(3,840,300)	(100.0)
Other Fiscal	5,638,448	2,872,700	2,872,700	520,000	(2,352,700)	(81.9)
Total Expenditures	115,137,113	121,191,700	121,012,850	117,727,700	(3,464,000)	(2.9)

	2018/19	2019/20	2019/20			
Revenues	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ%
Tax Revenue	\$ (35,471,000)	\$ (37,118,400)	\$ (37,118,400)	\$-	\$ 37,118,400	(100.0)
Area Rate Revenue	(45,344,288)	(47,633,600)	(47,687,500)	(47,304,300)	329,300	(0.7)
Fee Revenues	(33,713,043)	(35,391,700)	(35,845,200)	(36,507,400)	(1,115,700)	3.2
Other Revenue	(1,283,478)	(1,048,000)	(1,127,000)	(1,173,000)	(125,000)	11.9
Total Revenues	(115,811,810)	(121,191,700)	(121,778,100)	(84,984,700)	36,207,000	(29.9)
Net Total	\$ (674,697)	\$-	\$ (765,250)	\$ 32,743,000	\$ 32,743,000	

HALIFAX TRANSIT SERVICE AREA PLANS (2020/21) DIRECTOR'S OFFICE

DIRECTOR'S OFFICE KEY DELIVERABLES (2020/21)

2020/21 Deliverables with Estimated Completion

Our People

Equitable Employment (Target: March 31, 2021)

Halifax Transit will continue to improve recruitment marketing and communication to remove barriers and provide equal opportunity to all. In 20/21 marketing campaigns and community outreach sessions will be held.

Employee Engagement Action Items (Target: March 31, 2021)

Halifax Transit will continue to implement employee engagement action items related to improving communication, training and development, with the goal to improve employee satisfaction.

Social Development

Accessible Information and Communication (Target: March 31, 2021)

Halifax Transit will continue to consider inclusivity when planning information and communication tactics related to transit route network changes. This will include developing a strategy to reduce language and access barriers, and working with stakeholders to ensure communities are actively engaged.

Governance and Engagement

Strategic Communications Plan (Target: March 31, 2021)

Halifax Transit will implement a strategic communications plan, to include marketing and social media plans.

ACCESS-A-BUS SERVICE

Access-A-Bus Service is committed to supporting Regional Council priorities through the provision of a specialized shared ride, demand-based, door-to-door transit service for persons who are unable to use the conventional transit system due to physical or cognitive disabilities, and declared eligible through a registration process. The Access-A-Bus service supplements the Halifax Transit fixed route system. The service area coverage includes locations that are within 1000 metres of an existing conventional route. Access-A-Bus utilizes 47 vehicles, traveling 2,000,000 kilometers annually to provide more than 165,000 passenger trips each year.

Services Delivered

TRANSPORTATION - A SAFE AND ACCESSIBLE TRANSPORTATION NETWORK

Paratransit Service

Paratransit service for persons who are unable to use the conventional transit system.

SERVICE DELIVERY MEASURES

Performance Measures	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Planned
Ridership	163,179	173,901	181,704	185,875
Revenue/Cost Ratio	.04	.04	.04	.04
Customer Service (requests addressed within standard)	77%	80%	85%	90%

ACCESS-A-BUS RIDERSHIP

Access-A-Bus ridership has increased over the last few years, largely due to the approval of the Access-A-Bus Continuous Improvement Service Plan and scheduling system software upgrades. As the execution of this plan continues, further streamlining processes and improving service delivery, ridership is expected to continue to grow as more requests can be accommodated.

ACCESS-A-BUS SERVICE KEY DELIVERABLES (2020/21)

2020/21 Deliverables with Estimated Completion

Transportation– A Safe and Accessible Transportation Network

Continuous Service Improvement Plan (Target: March 31, 2021)

The Access-A-Bus Continuous Service Improvement Plan provides an actionable framework that will result in streamlined processes and operating efficiencies. Plan implementation will provide increased capacity and ridership, improved booking windows, and reduced wait-list times.

CONVENTIONAL TRANSIT SERVICE

The Conventional Transit Service is committed to supporting Regional Council priorities through the provision of a network of routes that operate throughout the defined service area. This service serves over 20 million passenger trips annually and travels more than 19,000,000 kilometres.

Services Delivered

TRANSPORTATION - INTERCONNECTED AND STRATEGIC GROWTH

Operating Conventional Transit Routes

consisting of 62 fixed-route services, 1 MetroLink limited stop bus rapid route, 3 Regional Express routes to outlying rural areas.

Employee and Customer Support

providing bus operator training, along with support related to administration, employee development, customer service and technology.

Transit Planning and Scheduling

planning short, medium, and long term service changes and improvements in route scheduling including operator duties and rosters.

Sustainable Transportation Programs

developing, delivering, and managing a variety of programs to encourage use of sustainable forms of transportation.

TRANSPORTATION - A WELL-MAINTAINED TRANSPORTATION NETWORK

Bus Fleet Planning, Acquisition, and Disposal

strategic and tactical bus fleet planning, related analysis and reporting, supporting bus procurement, readying buses for service once they arrive, and preparing buses for disposal when they are no longer suitable for use by HRM.

Bus Cleaning, Servicing, Repair and Maintenance

servicing and cleaning of transit buses and providing maintenance and repair to keep buses in good running order, compliant with legislation, and fit for use.

Bus Stop Improvements

monitoring and maintaining the condition of existing bus stops and identifying the need for new bus stops, and bus stop amenities such as benches and shelters.

Capital Projects

strategic and capital planning for Halifax Transit as well as for acquiring and/or construction of new assets including vehicles, buildings, and land. This service is also responsible for implementation of new transit service.

SERVICE DELIVERY MEASURES

Performance Measures	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Planned
Ridership	17,186,133	18,206,404	19,023,290	19,607,685
Number of Regular Service Passenger Trips per Capita in Service Area	55.0	55.0	57.1	58.4
Passengers per Service Hour	19.8	20.1	20.3	20.3
Revenue Vehicle Hour per Capita in Service Area	2.8	2.7	2.8	2.9
Total Cost (Expenses) per Revenue Vehicle Hour	\$102.54	\$101.85	\$106.80	\$105.15
Operating Expense per Passenger	\$5.17	\$5.08	\$5.25	\$5.17
Passenger Revenue per Passenger / Average Fare	\$1.71	\$1.68	\$1.68	\$1.68
Revenue/Cost Ratio**	.33	.33	.32	.33

Performance Measures	2017/18	2018/19	2019/20	2020/21
	Actual	Actual	Projected	Planned
Requests Addressed within Standard	96%	96%	93%	90%

* Municipal Benchmarking Network Canada

** Direct operating costs

<u>Note</u>: MBNCanada measures are based on data provided from other transit agencies and include multiple service types (including streetcar, light rail, heavy rail, commuter rail, and ferry) in addition to conventional service.

Ridership growth in recent years has exceeded expectations. As part of the Moving Forward Together Plan, service changes in November 2017 resulted in over a 50% increase in ridership for the impacted routes, and kicked off a series of increases, driving overall network-wide performance indicators. This trend is expected to continue, as passengers adapt to the November 2019 service changes. Additional transit network changes are planned for 2020/21, but are more modest than in recent years.

CONVENTIONAL TRANSIT SERVICE KEY DELIVERABLES (2020/21)

2020/21 Deliverables with Estimated Completion

Transportation - Interconnected and Strategic Growth

Moving Forward Together Plan 20/21 Changes (Target: Nov 30, 2020)

To improve the efficiency and effectiveness of the transit network, Halifax Transit will implement the 20/21 network design changes, including introduction of new service, changes to existing routes, and removal of service, as part of the implementation of the Moving Forward Together Plan

Transit Priority Measures - Bayers Road, Young Street/Robie Street (Target: March 31, 2021)

Halifax Transit will continue to pursue the implementation of transit priority measures on major strategic multimodal corridors. Specifically, the first phase of a project to include transit lanes on Bayers Road will commence, and construction will also occur on the first phase of the Young Street/Robie Street corridor.

West Bedford Park and Ride - Design (Target: March 31, 2021)

In 2015, Halifax Transit purchased land on Innovation Drive for the purposes of building a Park & Ride facility to accommodate a 350-400 car Park & Ride, and a four-bay bus platform. In 20/21, the design of this facility will be completed, in preparation for construction.

Transportation - A Well Maintained Transportation Network

2020/21 Deliverables with Estimated Completion

Ragged Lake Transit Centre Expansion – Begin Construction (Target: March 31, 2021)

The Burnside Transit Centre is at capacity and the Ragged Lake facility is nearing capacity. Expansion of the Ragged Lake Transit Facility is required to allow for the growth associated with the Moving Forward Together Plan (MFTP). Functional designs are complete, and in 20/21, the design will be finalized, and construction will commence, and will last for two years.

Healthy, Liveable Communities - Energy and Environment

Electric Bus Pilot - Establish a project management office (Target: Sept 30, 2020)

To support an electric bus pilot project, Halifax Transit will establish a project management office and begin to develop a procurement plan, implement necessary infrastructure and support efforts to reduce Green House Gas emissions.

Service Excellence – Performance Excellence

Fare Management Project – Phase 2 (Target: March 31, 2021)

To improve the fare payment options available to riders, increase boarding efficiency, and reduce the reliance on currency and tickets, Halifax Transit will begin implementation of the second phase of a fare management solution. In 20/21, additional payment methods will be introduced.

Fixed Route Planning, Scheduling and Operations - Complete Implementation (Target: March 31, 2021)

The primary objective of this project is to implement a Planning, Scheduling and Operations software solution that enables Halifax Transit to operate more efficiently. The existing software is not capable of supporting the streamlined existing or new business processes required by Halifax Transit. Implementation will begin in 20/21.

FERRY SERVICE

Halifax Transit's Ferry Services supports Regional Council priorities through the operation of a network of two fixed ferry routes providing public transit services within Halifax Harbour. The Ferry Service serves more than 1,600,000 riders each year with passenger terminals located in Dartmouth (Alderney), Halifax, and Woodside. Halifax Transit supports ferry service operations through the provision of repair and preventative maintenance services.

Services Delivered

TRANSPORTATION - INTERCONNECTED AND STRATEGIC GROWTH

Ferry Service

Responsible for a network of fixed routes providing public transit services within Halifax Harbour. There are currently 2 fixed routes.

TRANSPORTATION - A WELL-MAINTAINED TRANSPORTATION NETWORK

Ferry Service Maintenance

Responsible for maintaining and repairing ferry boats and dock pontoons to keep them in good order, compliant with legislation, and fit for use.

SERVICE DELIVERY MEASURES

Performance Measures	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Planned
Ridership	1,707,312	1,597,113	1,668,772	1,670,000
Passengers per Capita within Service Area	5.4	4.8	5.0	5.0
Passengers per Service Hour	115.4	107.9	114.3	112.3
Service Hours per Capita within Service Area	0.05	0.04	0.04	0.04
Cost to Operate a Ferry for Each In- service Hour	\$369	\$354	\$469	\$463

2020/21 Budget and Business Plan (Proposed)

Performance Measures	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Planned
Operating Expense per Passenger	\$3.19	\$3.28	\$4.11	\$4.12
Passenger Revenue per Passenger / Average Fare	\$1.73	\$1.71	\$1.71	\$1.71
Revenue/Cost Ratio	.54	.52	.42	.40
Requests Addressed within Standard	94%	90%	77%	90%

FERRY RIDERSHIP

In 2018/19, ferry ridership decreased relative to the significant gains that resulted from The Big Lift and associated Macdonald Bridge closures. Ridership is expected to rebound slightly in 19/20, and remain steady thereafter.

FERRY SERVICE KEY DELIVERABLES (2020/21)

2020/21 Deliverables with Estimated Completion

Transportation – A well maintained transportation network

Woodside Ferry Terminal Renovation – Phase 2 Construction (Target: March 31, 2021)

The Woodside Ferry Terminal requires significant rehabilitation to all aspects of the building, including exterior structure and finishes, mechanical and electrical systems, and customer waiting areas. In 20/21, construction will continue.

2020/21 Annual Service Plan

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Proposed Service Adjustments 2020/21



Proposed Service Adjustments 2020/21

This Annual Service Plan outlines upcoming adjustments for Halifax Transit's Moving Forward Together Plan in the fiscal year 2020/21. This redesigned transit network represents a significant improvement to existing transit service in Halifax. It prioritizes service to areas with high ridership and areas with higher ridership potential. It proposes new service in growth areas and reduces inefficient, low ridership services. It describes a network which is easier to understand and easier to navigate for existing and potential transit users and identifies a clear need for the introduction of Transit Priority Measures to make transit service faster and more competitive with private vehicles. It also provides a more consistent and cohesive approach to service provision, designed to better meet the needs of residents today and into the future.



Service changes described in the *Moving Forward Together Plan* are being implemented over several years. The 2019/20 fiscal year included changes to 19 transit routes, representing approximately a quarter of the existing transit service.

Ridership increases associated with the *Moving Forward Together Plan* have exceeded expectations. Service changes in November 2017 have resulted in over a 50% increase in ridership for the impacted routes. This has helped to drive overall network wide ridership increases, resulting in a 4.8% ridership increase in 2018/19, and upwards of an 8% increase in the first half of 2019/20.

The implementation of the redesigned network on an annual basis is contingent on resource availability and is subject to change. Several factors, including a major project to implement new scheduling software, have reduced available resources for 2020/21 and therefore has shifted the schedule. Five conventional expansion vehicles will be received in 2020/21 that will increase service provision as described below.

Variability of this Plan

As the number of routes impacted by service changes increases, the more difficult it becomes to accurately anticipate the resources required to make the changes. As multiple routes undergo changes in service, not only is the service provided to customers impacted, but the changes also impact the underlying operational structure of the schedules, including interlining opportunities for routes, layovers, and deadheading. These operational elements can be more accurately estimated for smaller scale service changes, but the level of efficiencies that can be achieved when modifying multiple routes is less predictable. As a result, when service adjustments are operationalized, they may require more, or less resources than anticipated.

Several groupings of potential service adjustments have been proposed for 2020/21, which can largely be implemented independently of one another. The groupings represent those changes that must be made together and the order in which they must be implemented. Halifax Transit aims to implement select

service adjustment groupings on August 31, 2020; however, this is subject to resource availability and detailed schedule adherence data. Should it not be possible to implement all the adjustments outlined below, any deviations from this plan will be outlined in the 2019/20 Q4 Report scheduled for presentation to the Transportation Standing Committee in July 2020.

Modifications to this Plan

There is a long lead time required to implement routing and schedule changes and these are typically finalized six to twelve months prior to the launch date. Any changes that occur after this time period cannot be easily incorporated into public facing data and information and can lead to passenger confusion. Furthermore, depending on the extent of the changes, they may not be achievable within the allotted running time, having budget and resource impacts, or may result in unnecessary bus stop infrastructure costs. As such, it is critical that the Annual Service Plan, including the routing changes contained within, be approved by Regional Council as part of the budget approval process.

Detailed Service Adjustments

The following service adjustments are planned for implementation in 2020/21. Maps for all new routes can be found in Appendix A.

Grouping	Route	Details	Hours	Cost
	60 & 63 /	& 63 / Routes 60 Eastern Passage and 63 Woodside will be replaced by new		\$68,000
	6+	0	\$08,000	
	5/26	Route 5 Springvale will be renumbered Route 26 Springvale and undergo	(300)	(\$20,000)
А		routing and scheduling adjustments	(300)	
	32/127	Route 32 Cowie Hill Express will be renumbered as Route 127 Cowie Hill	0	\$0
	52/127	Express an undergo minor schedule adjustments	0	Ψ
		Grouping A Total	(300)	\$48,000
	54	Route 54 Montebello will undergo routing and schedule adjustments	2,400	\$185,000
	55	Route 55 Port Wallace will be renamed Route 55 Waverley and undergo		
В		routing and schedule adjustments. This route will be shortened to end	400	\$3,000
		near Waverley Road at Montague Road.		
		Grouping B Total	2,900	\$188,000
6	7	Route 7 Robie will be replaced by new Route 7 A/B Peninsula Corridor	6,500	\$431,000
C		Grouping C Total	6,500	\$431,000
		Rural Route 401 Porters Lake will undergo routing and scheduling		
	401	adjustments. This route will be shortened to end at Lakeview Shopping	0	\$0
D		Centre no longer provide service to Grand Desert and Seaforth.		
	Grouping D Total			\$0
		Grand Total	9,000	\$667,000

Grouping A:

Conventional

Route 6A Woodside/6B Eastern Passage/6C Heritage Hills

- This new route will provide corridor level service between the Bridge Terminal and Woodside Ferry Terminal.
- This route will be a branched route, with three branches serving Woodside, Eastern Passage and Heritage Hills respectively, this will reduce the amount of service on the Cow Bay Road, Caldwell Road, Shore Road loop; and will increase service to Heritage Hills, which currently only receives weekday peak hour service. This will provide more equitable service to these two areas.
- Routes 60 Eastern Passage/Heritage Hills and 63 Woodside will be removed with this service change. No service will be provided on Irving Street, Franklyn Street or Everette Street.

Route 26 Springvale

- This new route will provide service between Springvale and Mumford Terminal.
- This route will follow the same routing as the existing Route 5 Chebucto, but will not continue beyond Mumford Terminal to Downtown Halifax, to reduce redundancy with the abundance of other available routes serving Mumford Terminal to downtown.

Express

As described in the *Moving Forward Together Plan*, new express routes are a hybrid of the successful MetroLink and the former Urban Express services. As new express routes are implemented, they will replace existing express routes and MetroLink service in communities, and these former route categories will be phased out. New express routes are being numbered between 100 and 199 and will cost the regular fare.

Route 127 Cowie Hill Express

- This new route will provide peak hour express service from Cowie Hill and surrounding areas to Downtown Halifax in the AM peak and in the opposite direction at PM peak.
- This new route will have the same level of service and follow similar routing as Route 32 Cowie Hill Express, but travelling on Chebucto Road instead of Quinpool Road to be consistent with other express service routing, this route was shown on Quinpool Road in the *Moving Forward Together Plan*.

Grouping B:

Conventional

Route 54 Montebello

• The existing route 54 Montebello will be extended to service the Bridge Terminal and will also expand to service more of the community.

• This routing will remove service from the section of Breeze Drive between Lexington Avenue and Appian Way and the section of Appian Way between Breeze Drive and Columbo Drive, in order to expand service coverage on Breeze Drive, Columbo Drive and Appian Way.

Route 55 Waverley

- The existing route 55 will be removed from Thistle Street and moved to Wyse Road, Alderney Drive, King Street, Queen Street, and Ochterloney Street to provide service to the Alderney Ferry Terminal.
- Service to the Portobello turning loop will be discontinued, due to low ridership, this route will instead use Craigburn Drive instead as the turn around loop.

Grouping C:

Conventional

Route 7 Peninsula

- The Route 7 Peninsula will provide corridor level service between the north and south of the peninsula.
- This route will travel a similar routing and provide similar level of service as the existing Route 7, but will operate as a two-way loop to simplify the routing; Route 7A will travel clockwise and Route 7B with travel counter clockwise, enabling frequent transfer connections with other routes.
- Routing and bus stops will be adjusted in the north end of the Peninsula to accommodate this change.

Grouping D:

Rural Routes

Route 401 Porters Lake

- The existing Rural Route 401 Porters Lake will be shortened to provide service between Porters Lake Park & Ride and Portland Hills Terminal.
- Service beyond Lakeview Shopping Centre to Grand Desert will be discontinued, due to low ridership. Resources recovered from the truncation of this route will allow additional trips to be provided on this route.

Other Minor Service Adjustments

The Halifax Regional Centre for Education (HRCE) has begun transporting students between the Woodbine Mobile Home Park and Monarch Drive Elementary School. The routing originally proposed in the *Moving Forward Together Plan* for the Route 86 Beaver Bank included trips to and from the school at arrival and dismissal times, as has been longstanding practice. As these route variations are not necessary at this time, they are not occurring. Should this become a permanent function of the HRCE transportation provider, this route will be amended to reflect that it will no longer turn onto Monarch Drive, discontinuing service to Monarch Drive Elementary School.

Route 78 Mount Edward Express and Route 79 Cole Harbour Express

Route 78 Mount Edward Express and 79 Cole Harbour Express have achieved relatively low ridership uptake and will undergo a review, including public engagement, to consider options for modifying the service and determine how these resources could be better used in future years.

Service Quality & Reliability

When implementing the service adjustments found in this *Annual Service Plan*, Halifax Transit will analyze automated vehicle location (AVL) data, including schedule adherence and running time data, to ensure that the resultant routes have a high level of reliability. After implementation, quarterly route performance reports will be analyzed to identify schedules that require further adjustments.

Appendices

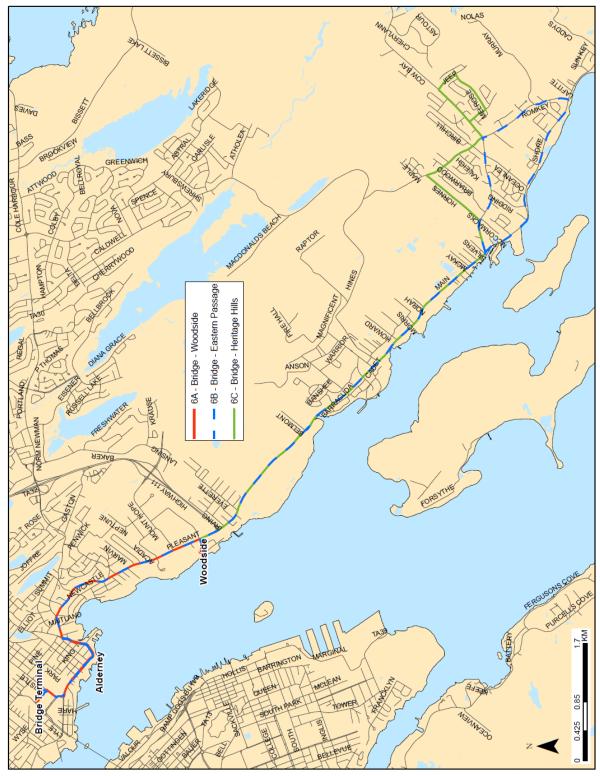
- A. 2020/21 New Route Maps
- B. Route Implementation Progress



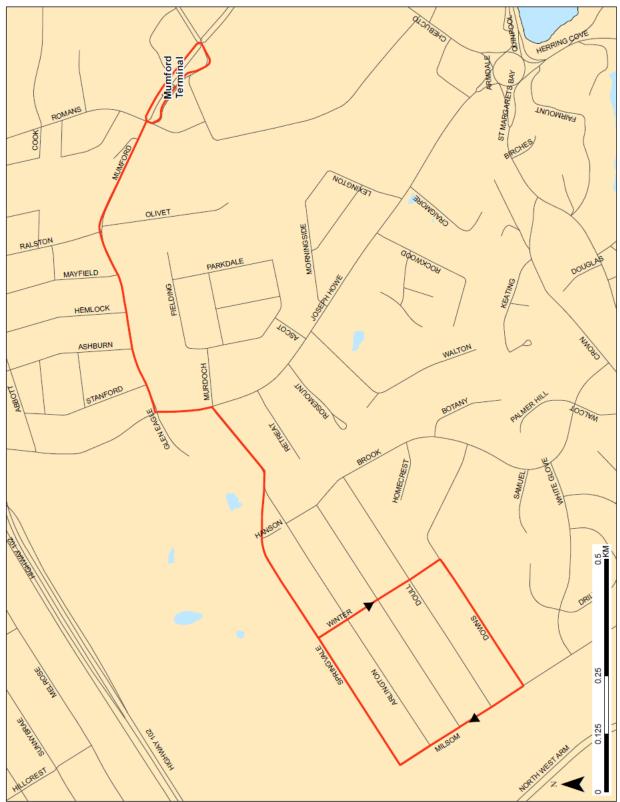
Appendix A: 2020/21 New Route Maps

Grouping A:

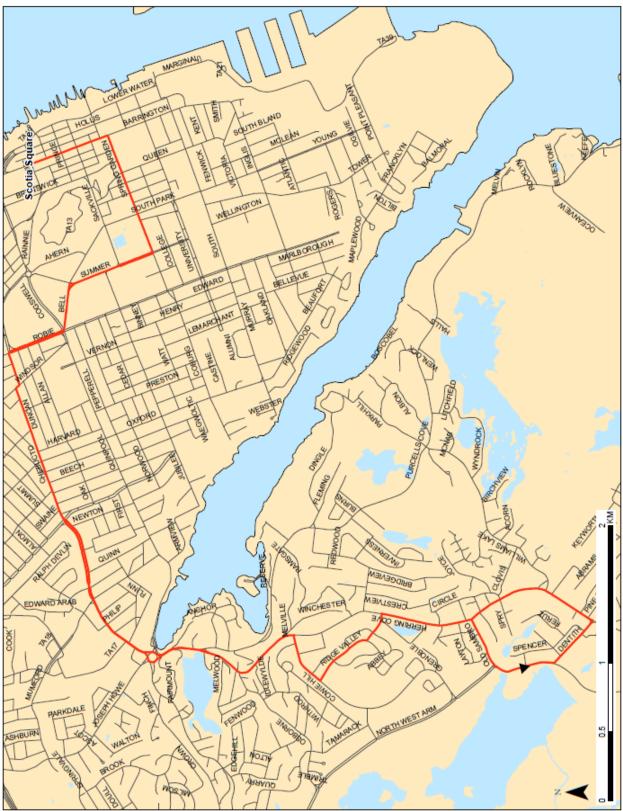
Route 6 Eastern Passage



Route 26 Springvale

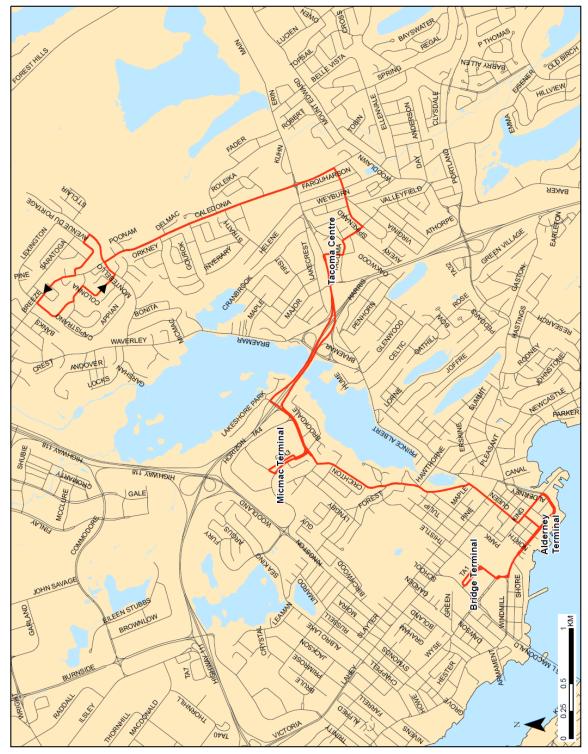


Route 127 Cowie Hill Express

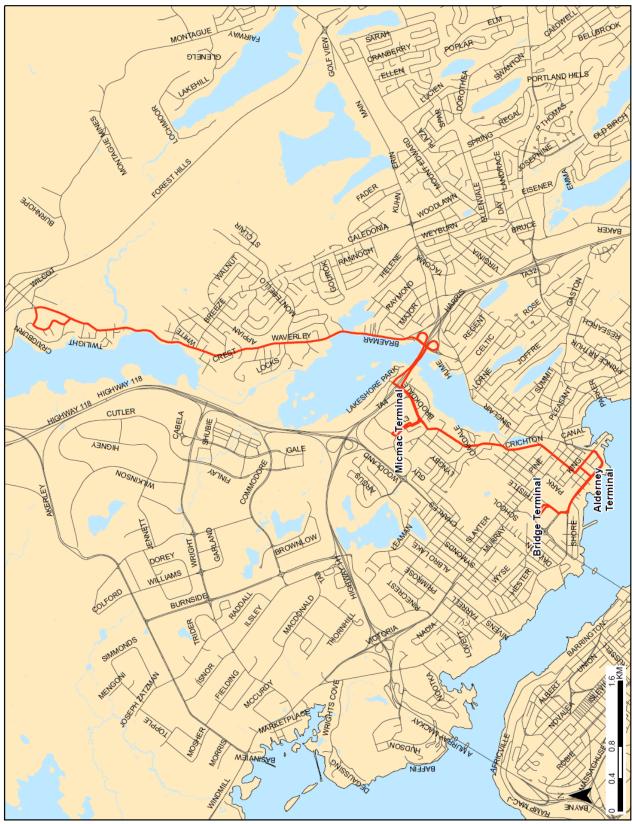


Grouping B:

Route 54 Montebello

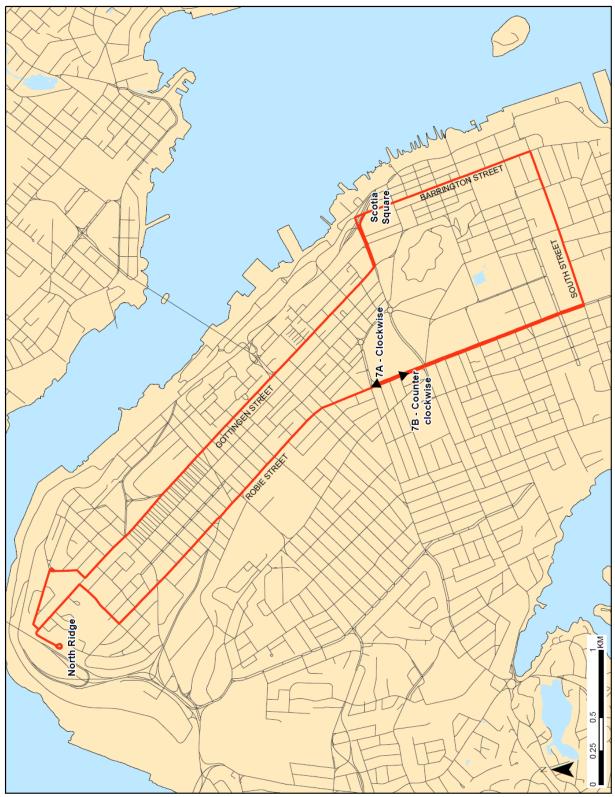






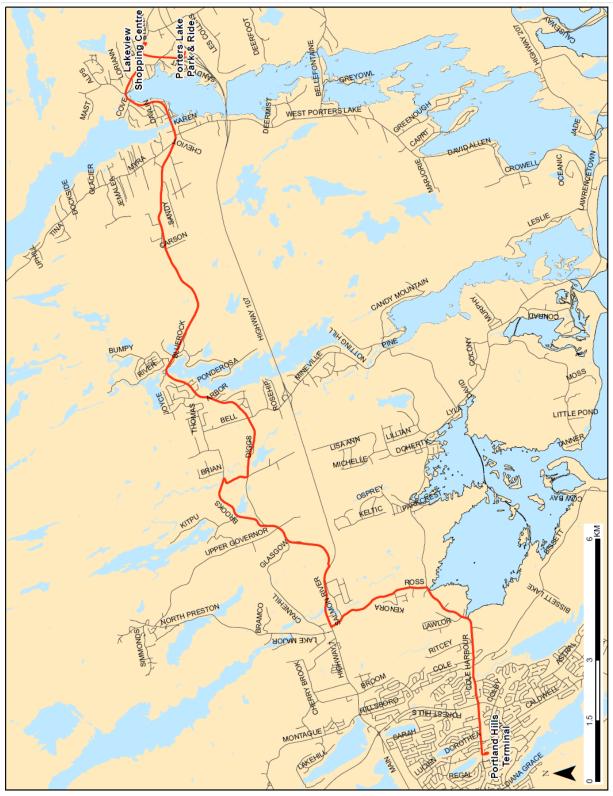
Grouping C:

Route 7 Peninsula



Grouping D:

Route 401 Porters Lake



Appendix B: Route Implementation Progress

Route Implementation Chart

Service Type	mpr	n · ··			and be		
			2016/17	2017/18	2018/19	2019/20	2020/21
	1	Spring Garden					
	2	Fairview			Aug. 20, 2018		
	3	Crosstown			Aug. 20, 2018		
Corridor 6	4	Universities			Aug. 20, 2018		
		Portland					
		Eastern Passage					
	7	Peninsula Controlla				Nov. 25, 2010	
	8	Sackville				Nov. 25, 2019	
	9	Herring Cove		Nov. 27, 2017			
	10	Micmac					
	21	Timberlea			Aug. 20, 2018		
	22	Armdale		Nov. 27, 2017			
	24	Leiblin Park					
	25	Governors Brook				Nov. 25, 2019	
	26	Springvale					
	28	Bayers Lake			Aug. 20, 2018		
	29	Barrington		Nov. 27, 2017			
	30	Clayton Park West			Aug. 20, 2018		
	39	Flamingo			Aug. 20, 2018		
	50	Dockyard/Shipyard					
	51	Windmill					
	53	Highfield					
	54	Montebello					
	55	Waverley					
	56	Dartmouth Crossing *	🛛 🗹 Feb. 20, 2017 (phase 1)				
	57	Portland Estates					
	58	Woodlawn					
1	59	Colby					
Local	61	North Preston					
	62	Grahams Grove					
	63	Mount Edward					
	64	Burnside				Nov. 25, 2019	
	65	Caldwell					
	67	Baker Drive					
	68	Cherry Brook					
	72	Portland Hills					
	82	First Lake				Nov. 25, 2019	
	83	Springfield				Nov. 25, 2019	
	84	Glendale				Nov. 25, 2019	
	85	Millwood				Nov. 25, 2019	
	86	Beaver Bank				Nov. 25, 2019	
	87	Sackville - Dartmouth				Nov. 25, 2019	
	88						
		Bedford Commons					
	90 91	Larry Uteck					
	91	Hemlock Ravine					
		Bedford Highway					
	123	Timberlea Express			Aug. 20, 2018		
	127						
		Cowie Hill Express					
	135	Cowie Hill Express Flamingo Express			☐ ✓ Aug. 20, 2018		
	135 136	Cowie Hill Express Flamingo Express Farnham Gate Express			Aug. 20, 2018		
	135 136 137	Cowie Hill Express Flamingo Express Farnham Gate Express Clayton Park Express			✓ Aug. 20, 2018 ✓ Aug. 20, 2018 ✓ Aug. 20, 2018 ✓ Aug. 20, 2018		
	135 136 137 138	Cowie Hill Express Flamingo Express Farnham Gate Express Clayton Park Express Parkland Express			↓ Aug. 20, 2018		
	135 136 137 138 158	Cowie Hill Express Flamingo Express Farnham Gate Express Clayton Park Express Parkland Express Woodlawn Express			↓ Aug. 20, 2018 ✔ Aug. 20, 2018 ✔ Aug. 20, 2018 ✔ Aug. 20, 2018 ✔ Aug. 20, 2018		
	135 136 137 138 158 159	Cowie Hill Express Flamingo Express Farnham Gate Express Clayton Park Express Parkland Express Woodlawn Express Colby Express			↓ Aug. 20, 2018		
	135 136 137 138 158 159 161	Cowie Hill Express Flamingo Express Farnham Gate Express Clayton Park Express Parkland Express Woodlawn Express Colby Express North Preston Express			Aug. 20, 2018 O		
	135 136 137 138 158 159 161 165	Cowie Hill Express Flamingo Express Farnham Gate Express Clayton Park Express Parkland Express Woodlawn Express Colby Express North Preston Express Caldwell Express			Aug. 20, 2018		
Express	135 136 137 138 158 159 161 165 168	Cowie Hill Express Flamingo Express Farnham Gate Express Clayton Park Express Parkland Express Woodlawn Express Colby Express North Preston Express Caldwell Express Cherry Brook Express			✓ Aug. 20, 2018		
Express	135 136 137 138 158 159 161 165 168 178	Cowie Hill Express Flamingo Express Farnham Gate Express Clayton Park Express Parkland Express Woodlawn Express Colby Express North Preston Express Caldwell Express Cherry Brook Express Mount Edward to Ferry Express			✓ Aug. 20, 2018 ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓		
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