



## Transit Advisory Committee Agenda

Lower Level Boardroom (LL-C)  
Regional Headquarters Building  
605 Rossland Road East, Whitby

**Tuesday, January 21, 2020**

**7:00 PM**

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**1. Declarations of Interest**

**2. Adoption of Minutes**

- A) Durham Region Transit Advisory Committee meeting –  
Tuesday, November 19, 2019

Pages 3-9

**3. Delegations**

- 3.1 Daryl Smith, Whitby resident, regarding Durham Region Transit's bus scheduling, bus shortages and the impact on riders

**4. Introduction of new Committee Members**

**5. Presentations**

There are no presentations to be considered.

**6. Correspondence**

There are no correspondence items to be considered.

**7. Information Items**

- 7.1 General Manager's Report – December 2019 (2019-DRT-23)

Pages 10-21

- 7.2 General Manager's Report – January 2020 (2020-DRT-01)

Pages 22-31

- 7.3 2020 Transit Strategic Issues and Financial Forecast Report  
(2020-DRT-02)

Pages 32-59

**8. Discussion items**

There are no discussion items to be considered.

**9. Reports**

There are no reports to consider.

**10. Other Business**

- A) Schedule coordination with Metrolinx/GO Transit services
- B) 2020 service plan
- C) Holiday service reductions

**11. Dates of Next Meetings**

- Tuesday, March 24, 2020 at 7:00 PM
- Tuesday, May 19, 2020 at 7:00 PM
- Tuesday, September 22, 2020 at 7:00 PM
- Tuesday, November 17, 2020 at 7:00 PM

**12. Adjournment**

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## **The Regional Municipality of Durham**

### **MINUTES**

#### **TRANSIT ADVISORY COMMITTEE**

**Tuesday, November 19, 2019**

A meeting of the Transit Advisory Committee was held on Tuesday, November 19, 2019 in the Lower Level Boardroom (LL-C), Regional Municipality of Durham Headquarters, 605 Rossland Road East, Whitby at 7:04 PM

**Present:** Commissioner Barton, Chair  
C. Antram, Ajax  
J. Beaton, Whitby  
R. Claxton-Oldfield, Clarington  
K. Ginter, Member at Large  
J. Hollingsworth, Member at Large  
J. Martin, Brock  
J. Nguyen, Student Association representative, Ontario Tech, Durham  
College and Trent University  
G. Weddel, Uxbridge

**Absent:** A. Macci, Pickering  
M. Roche, AAC

#### **Staff**

**Present:** W. Holmes, General Manager, Durham Region Transit, attended the meeting at 7:15 PM  
C. Norris, Manager, Customer Experience, Durham Region Transit  
J. Phelan, Planning Assistant, Service Design, Durham Region Transit  
C. Tennisco, Committee Clerk, Corporate Services – Legislative Services

#### **1. Declarations of Interest**

There were no declarations of interest.

#### **2. Adoption of Minutes**

Moved by J. Beaton, Seconded by J. Nguyen,  
That the minutes of the regular Durham Region Transit Advisory Committee meeting held on Wednesday, September 17, 2019, be adopted.

**CARRIED**

**3. Introduction of new Committee Members of Large who use Public Transit**

**3.1 2018 – 2022 Two Members at Large Selections**

Chair Barton welcomed Kayla Ginter and Jordan Hollingsworth as the two Member at Large representatives and invited the Committee members and staff present to introduce themselves.

For the benefit of the new Committee members, Chair Barton provided a brief overview on their responsibilities regarding stating a declaration of interest under the Municipal Conflict of Interest Act.

**4. Rural Transit Review Workshop**

**4.1 Michael Binetti, Supervisor, Service Design, Durham Region Transit, re: Rural Transit Reviews – Overview and Workshop**

In the absence of Michael Binetti, Jack Phelan, Durham Region Transit, conducted the Rural Transit Review workshop to hear the Committee's thoughts and suggestions regarding the future of transit services in Durham Region's rural areas. A copy of the Rural Transit Review Study was available to the members in attendance.

J. Phelan displayed boards depicting the following four main areas of focus to be considered:

- Rural Transit Review: A comprehensive review of all transit service in Durham's rural areas; scheduled on demand and specialized services
- Transit Network Concept Map: What should the rural transit system look like in Durham?
- Transit Experience: Tell us your thoughts on how you should be able to request trips, the vehicles and drivers, and paying your fees
- Getting information: Finding information about transit services in your community should be easy and intuitive

Discussion ensued regarding the next steps of the 2020 and 2021 rural transit review initiatives. C. Norris advised that DRT will be hosting eight drop-in events within the Townships of Brock, Scugog and Uxbridge and the Municipality of Clarington; and, that a drop-in event will be held in the Township of Brock on Wednesday, November 20, 2019, in the Town of Beaverton.

C. Norris encouraged the Committee members to submit their comments through the Rural Transit Review Study link available on the DRT website prior to November 30, 2019; or, in person at an upcoming drop-in event.

**5. Correspondence Items**

There were no items of correspondence to consider.

**6. Information Items**

**6.1 Acting General Manager's Report – October 2019 (2019-DRT-15)**

Report #2019-DRT-15 from W. Holmes, Acting General Manager, Durham Region Transit, was received. W. Holmes provided an update on the key performance measures, current activities and transit issues outlined in Attachment #1 to the Report.

W. Holmes and C. Norris responded to questions on the key performance indicators regarding the reliability of the on-time performance (OTP) data analytics; and the target measures for a bus departing a stop. DRT is currently reviewing and has implemented actions for December regarding the Ajax Station routes.

Discussion ensued regarding the 2019 preventable collisions; the inclusion of data for secondary preventable incidents; the usage of enhanced investigation surveillance systems; and, the reporting of incidents by employees.

The Committee suggested that staff revisit the methodology for future DRT surveys to include quarterly DRT surveys; conducting random surveys targeting transit users only; and Public Information Centres (PIC).

Moved by C. Antram, Seconded by G. Weddel,  
That Information Item 6.1 be received for information.

CARRIED

**6.2 Update on DRT Kids Ride Free Incentive Pilot Program (2019-DRT-16)**

Report #2019-DRT-16 from W. Holmes, Acting General Manager, Durham Region Transit, was received.

C. Norris provided an overview of the profiles for the 2018 – 2019 Child ridership and 2019 Child Summer ridership graphs detailed on pages 28 and 29 of the Report. Discussion followed regarding the positive impact the Kids Ride Free incentive program had on the 2019 Child ridership; and the potential to generate future transit ridership habits. It was also noted that a number of the Child ridership continued to take advantage of the Ride-to-Read summer program.

The Committee discussed the recent amendments to Report #2019-DRT-16 (2019-F-37) made by the Finance & Administration Committee at their meeting held on October 8, 2019 and adopted by Regional Council on October 23, 2019.

The Committee Clerk provided an overview of the amendments.

Detailed discussion ensued regarding Part B) and Part C) of the recommendations in terms of risks and the impact of the program on ridership and revenues. The Committee stated their support for Part B) and Part C) of the recommendations.

The Committee asked Staff that the Kids Ride Free uptake be part of the DRT deliberations during the 2020 budget process.

Moved by J. Beaton, Seconded by G. Weddel,  
That the Transit Advisory Committee recommends to the Transit Executive Committee:

That the Transit Advisory Committee concur with the recommendations, as outlined in Report #2019-DRT-16, as adopted at the Transit Executive Committee meeting held on October 2, 2019.

CARRIED

6.3 Durham Region Transit Budget Status Report to August 31, 2019 and Full Year Forecast (2019-DRT-17)

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Report #2019-DRT-17 from N. Taylor, Treasurer, Durham Region Transit, was received.

Moved by C. Antram, Seconded by J. Martin,  
That Information Item 6.3 be received for information.

CARRIED

6.4 Metrolinx Extension of Maintenance Support Agreement for PRESTO Equipment (2019-DRT-18)

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Report #2019-DRT-18 from W. Holmes, Acting General Manager, Durham Region Transit, was received.

C. Norris responded to questions regarding limited supply of PRESTO equipment; and the cost impact for DRT to manage the extension for the Metrolinx maintenance support contract for the PRESTO devices.

Moved by J. Nguyen, Seconded by J. Martin,  
That Information Item 6.4 be received for information.

CARRIED

6.5 Acting General Manager's Report – November 2019 (2019-DRT-19)

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Report #2019-DRT-19 from W. Holmes, Acting General Manager, Durham Region Transit, was received.

W. Holmes responded to questions regarding whether the rollout for the surveillance system on the DRT vehicles in November 2019 is on track; and if the new articulated DRT buses will be used on the PULSE 900 Highway 2 route. He also noted that projects recommended under the Federal Gas Tax program would provide access to eight battery electric buses and four depot chargers.

Discussion ensued regarding the 390 per cent increase in On Demand trips delivered in September.

Moved by C. Antram, Seconded by J. Hollingsworth,  
That Information Item 6.5 be received for information.

CARRIED

6.6 Investing in Canada Infrastructure Program – Public Transit Stream Funding Submissions (2019-DRT-20)

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Report #2019-DRT-20 from W. Holmes, Acting General Manager, Durham Region Transit, was received.

W. Holmes provided an overview on the Investing in Canada Infrastructure Program (ICIP) public transit stream funding; the Program guidelines and project submissions; the ICIP funding allocations in federal, provincial and Regional contributions for program-eligible costs; the \$52 million in ICIP funding to address capital projects for fleet renewal including PULSE articulated buses and hybrid electric conventional buses; safety and accessibility improvements; and opportunities for modernization and innovation initiatives.

C. Norris responded to questions regarding the introduction of the PULSE service along Simcoe Street in the City of Oshawa; and the completion of the ICIP projects by the March 31, 2027 deadline.

Moved by J. Hollingsworth, Seconded by R. Claxton-Oldfield,  
That Information Item 6.6 be received for information.

CARRIED

6.7 Durham-Scarborough Bus Rapid Transit – Update (2019-DRT-21)

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Report #2019-DRT-21 from W. Holmes, Acting General Manager, Durham Region Transit, was received.

C. Norris responded to questions regarding utilizing the concepts of electric buses or trolleys to support DRT along the constrained sections in Pickering Village, downtown Whitby and downtown Oshawa in order to minimize infrastructure costs.

Moved by J. Hollingsworth, Seconded by C. Antram,  
That Information Item 6.7 be received for information.  
CARRIED

**7. Discussion Items**

There were no discussion items to be considered.

**8. Other Business**

**A) TAC Process for Members to introduce New Business Items**

Chair Barton reviewed the process for members to introduce new business items at a TAC meeting. He asked that in going forward, the members email these items to staff, two weeks prior to the meeting, to ensure the process allows for an interactive experience and provides staff the opportunity to address these matters at the next meeting. C. Norris advised that the timelines to submit questions will be emailed to the members prior to the next meeting.

**B) Transit Advisory Committee (TAC) Six-Week Meeting Cycle**

C. Antram inquired on the status of a previous request by the Members, at the January 24, 2017 TAC meeting, that TAC meet two weeks prior to TEC to ensure that the timing of DRT reports and the current TAC meeting cycle provide the members the opportunity to comment or report into the Transit Executive Committee (TEC) on matters.

The Committee Clerk advised that the TEC now meets on a monthly schedule, which to date, appears to provide TAC the opportunity to comment on TEC matters.

C. Norris advised that the schedule for the year 2020 TAC meetings will be emailed to the Members.



C) Distance to bus stop locations along Simcoe Street and King Street in downtown Oshawa for Ontario Tech University Students

L. Nguyen reiterated the concerns raised at the May 21, 2019 TAC meeting regarding the University of Ontario Institute of Technology and Ontario Tech University downtown Oshawa students who are required to walk a longer distance to the bus stop locations along Simcoe Street and King Street in downtown Oshawa, particularly after a late evening class. It was suggested that DRT host a 'DRT Info Week' at the local colleges and universities in the City of Oshawa to discuss students concerns.

Discussion ensued on pedestrian safety at the bus shelters in terms of solar bus shelter lighting; the placement of the bus shelter; the impact of the local environment and infrastructure at a bus shelter / stop; and the engagement of transit enforcement officers.

W. Holmes advised that DRT staff will look at opportunities to meet with local stakeholders to review these concerns raised by the students.

**9. Date of Next Meetings**

- Tuesday, January 21, 2020 at 7:00 PM

**10. Adjournment**

Moved by C. Antram, Seconded by J. Hollingsworth,  
That the meeting be adjourned.  
CARRIED

The meeting adjourned at 8:57 PM.

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D. Barton, Chair, Transit Advisory Committee

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C. Tennisco, Committee Clerk

If this information is required in an accessible format, please contact 1-800-372-1102 ext. 3702



## Durham Region Transit Report

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To: Durham Region Transit Executive Committee  
From: General Manager, Durham Region Transit  
Report: #2019-DRT-23  
Date: December 4, 2019

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**Subject:**

General Manager's Report – December 2019

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**Recommendation:**

That the Durham Region Transit Executive Committee recommends:

That this report be received for information.

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**Report:**

**1. Purpose**

- 1.1 This report is submitted at each Transit Executive Committee (TEC), for information.

**2. Background**

- 2.1 The General Manager Report provides regular updates on key performance measures and summaries of current activities and transit issues in Attachment #1.

**3. Financial**

- 3.1 The General Manager's Report focuses mainly on performance and service standards. There are no financial impacts associated with TEC's receipt of this report.

**4. Attachment**

**Attachment #1:** General Manager's Report – December 2019

Respectfully submitted,

Original signed by

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Bill Holmes  
General Manager, DRT

Recommended for Presentation to Committee

Original signed by

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Elaine C. Baxter-Trahair  
Chief Administrative Officer



# General Manager Report

December 4, 2019

TEC

Attachment #1

Performance Measures Dashboard	2
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# Performance Measures Dashboard

## Safety

Key performance indicator	Description	Latest Measure	Current	Target <sup>1</sup>	Current Variance to Target	YTD Status <sup>2</sup>
Collisions	Preventable collisions per 100,000 km	October	0.53	0.46	15 per cent	15 per cent

## Ridership

Key performance indicator	Description	Latest Measure	Current	Target <sup>1</sup>	Current Variance to Target	YTD Status <sup>2</sup>
Conventional						
Ridership	Monthly passengers	October	1.12M	1.10M	2.9 per cent	2.8 per cent
PRESTO Ridership	Customers paying using PRESTO	October	37.4 per cent	32.1 per cent	16.5 per cent	16 per cent
Bus full occurrences	Number operator reported occurrences	October	365	437	-16 per cent	Not previously reported
On Demand (OD) and Specialized Services (SS)						
Ridership (OD)	Number customer trips	October	185	18	928 per cent	304 per cent
Ridership (SS)	Number customer trips	October	16,428	16,087	2 per cent	-0.7 per cent
Trip Demand (SS)	Total of trips delivered, no show or cancelled at door, unaccommodated	October	16,985	16,441	3 per cent	0.1 per cent
Unaccommodated Rate (SS)	Trip requests not scheduled	October	0.9 per cent	0.9 per cent	0	-23 per cent

## Service Delivery

Key performance indicator	Description	Latest Measure	Current	Target <sup>1</sup>	Current Variance to target	YTD Status <sup>2</sup>
On time performance	Percent on-time departures from all stops	October	77 per cent	70 per cent <sup>3</sup>	10 per cent	76 per cent <sup>4</sup>
Service availability	Percent scheduled service delivered	October	99.7 per cent	99.5 per cent <sup>3</sup>	0.2 per cent	99.1 per cent <sup>4</sup>

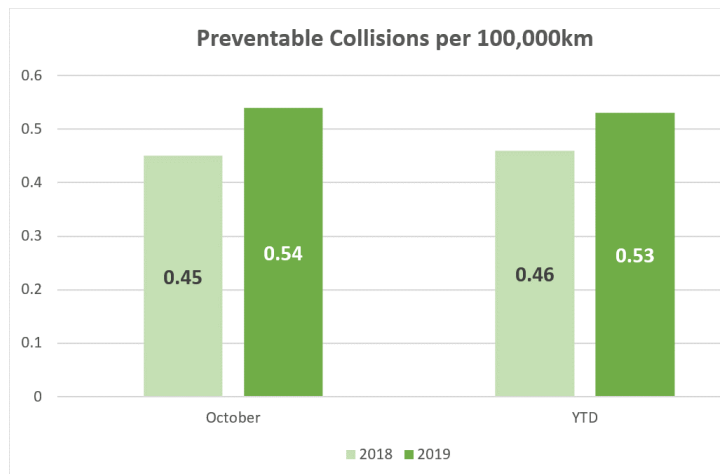
<sup>1</sup>Target is 2018 measure for the same period as latest measure

<sup>2</sup>Year to Date (YTD) compared to previous year

<sup>3</sup>Represents annual target, not previously monitored and reported monthly prior year

<sup>4</sup>Current YTD status, not previously monitored and reported monthly prior year

## Preventable Collisions per 100,000 km



**Definition:** A preventable collision is one in which the driver failed to do everything reasonable to avoid it. A collision may not be reportable to police based on the Highway Traffic Act, but for Durham Region Transit (DRT) purposes all collisions are documented and investigated.

### Analysis

The collision rate in October 2019 was 15 per cent higher than 2018, and year to date (YTD) remains at 0.53 collisions per 100,000 km.

The increase in preventable collision data in 2019 is a result of an improved reporting by bus operators, an enhanced investigation process and utilization of data from the expansion of the on-board surveillance system throughout the bus fleet.

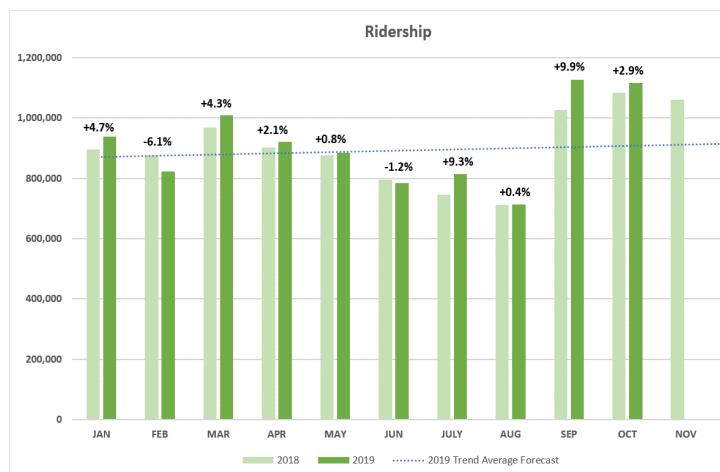
### Action Plan

DRT Safety and Training have implemented mandatory training, specific to the root cause of the collision, for any employee involved in a preventable collision or incident.

DRT Safety and Training and the Joint Health & Safety Committees continue to monitor collision trends with the objective to identify appropriate mitigation strategies.

# Ridership

## Conventional



**Definition:** Ridership is the sum of all passenger trips. A passenger trip is considered a one-way trip from origin to destination, regardless of the number of transfers that may be required. Ridership data is calculated from fare box data and data from PRESTO, GO Bus One Fare Anywhere, and On Demand.

### Results

Ridership on the conventional service continues to surpass 2018 and the current budget; 2.9 per cent in October, 2.8 per cent YTD, and 3.0 per cent compared to 2019 budgeted ridership.

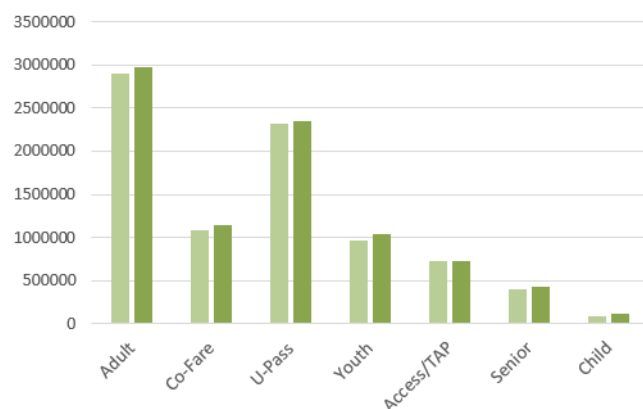
Customers continue to transition to PRESTO electronic fare payment, with a ten per cent increase in ridership using E-Purse YTD, and a 59 per cent increase in ridership using a monthly pass on PRESTO YTD. Overall, ridership using PRESTO is up approximately five per cent compared to the same period last

year, with 39 per cent of ridership now using PRESTO fare payment (six per cent using monthly pass on PRESTO, 33 per cent using PRESTO E-purse).

The introduction of PRESTO-based fare incentives in 2019 (such as Y10 and TAP) has significantly contributed to the increasing use of PRESTO electronic fare payment for monthly passes.

Ridership continues to improve in all fare categories.

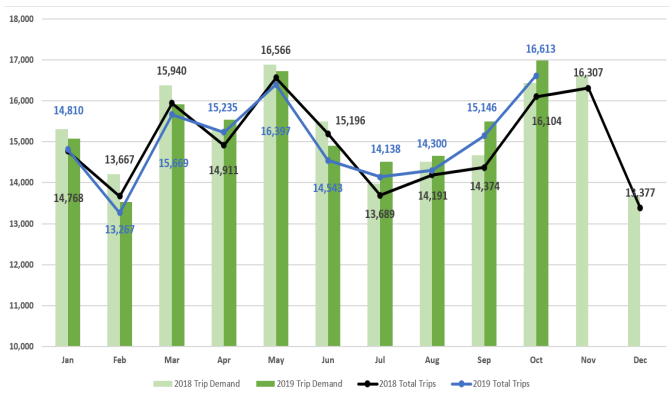
### YTD Ridership By Fare Category



### Action Plan

Additional analysis of ridership will be undertaken to inform ridership and revenue projections for the 2020 budget.

## On Demand / Specialized Services



### Definitions:

**Ridership:** A Specialized Services trip is considered a one-way passenger trip from origin to destination, regardless of the number of transfers that may be required. Ridership data is calculated from the scheduling system used by DRT Specialized Services.

**Trip Demand:** Trip demand is the sum of all trips delivered, no-shows and cancelled at the door, and unaccommodated trips.

**Unaccommodated Rate:** An unaccommodated trip is one where DRT is unable to schedule a trip for the specific requirements of the customer, or the customer declined to accept the trip option provided by the booking agent.

### Results

Ridership on the On Demand service continues to exceed expectations following the September implementation of service enhancements that improved access to public transit.

For October 2019 ridership increased by approximately 930 per cent compared to 2018,

with a YTD increase of 304 per cent. Residents are increasingly using DRT On Demand throughout the municipalities of Brock, Scugog and Uxbridge, accounting for 34 per cent, 52 per cent and 14 per cent of ridership, respectively.

For the second straight month ridership on the Specialized service exceed a 2018, increasing by two per cent in October and contributing to YTD ridership that is less than one per cent lower than last year. Similarly, trip demand increased by three per cent in October, and YTD demand now exceeds 2018 demand.

Unaccommodated trips for October were basically the same as last year, contributing to a YTD improvement of 23 per cent fewer unaccommodated trips.

### Action Plan

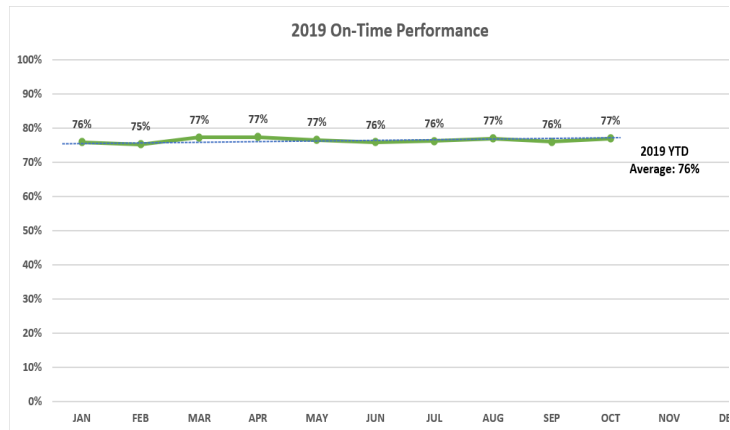
The Communications group continue to promote On Demand services through various channels, with additional opportunities to engage residents during the various Rural Review public information centres being held in late November.

Specialized service staff are monitoring the increased demand for Specialized services, which, until last month, had been declining. When the eligibility review program begins it is expected that some customers may no longer be eligible for Specialized Services, which will increase capacity to accommodate the increasing demand.



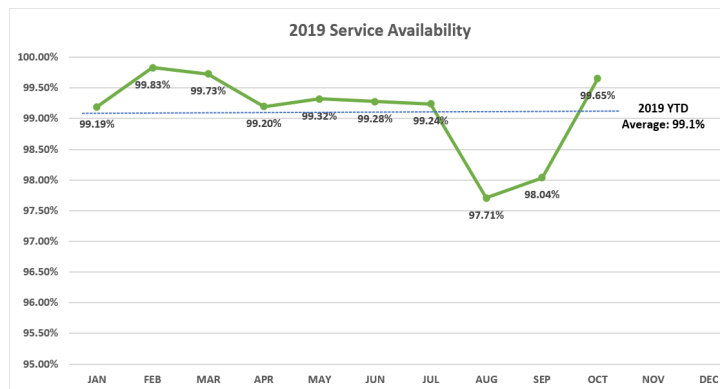
## Service Delivery

### On Time Performance & Availability (conventional)



#### Definition

On-Time Performance (OTP) is a measure of the percentage of buses departing a bus stop no more than zero minutes early and five minutes late. The annual OTP target is 70 per cent.



Service availability measures the actual service delivered by DRT compared to the scheduled revenue service.

#### Results

OTP through October continues to be in the 76-77 per cent range, exceeding the 70 per cent target.

DRT delivered 99.7 per cent of schedule service in October, with the YTD availability of 99.1 per cent.

The increased service availability is attributed to improved traffic conditions and availability of operator resources.

#### Action Plan

Transit Control continue to leverage and enhance service management actions to improve availability, and it is expected that the annual target of 99.5 per cent will be achieved for 2019.

## Updates

### Improving Access

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#### 1. Transit Assistant Program (TAP) Update

Following a targeted communications and training campaign in October with social assistance clients and caseworkers, DRT officially launched the Transit Assistance Program (TAP) pilot on November 1, 2019. TAP is a PRESTO-based Fare Incentive program for Ontario Works and Ontario Disability Support Program (ODSP) clients in Durham that provides free travel on DRT after 14 rides each month. TAP provides customers with certainty that they will not pay more than \$44.80 on DRT during any one month.

DRT installed a PRESTO sales terminal at the Durham Social Services Office at 200 John Street in Oshawa, allowing for PRESTO cards to be loaded and distributed directly to Ontario Works clients. The terminal is also being used to set up cards for distribution through other Durham Social Service office locations in Whitby, Ajax and Uxbridge. As part of the roll-out DRT assigned a customer service representative to 200 John Street to assist with card loading and registration and client questions. Between October 28 and November 18, 1,060 TAP PRESTO cards were distributed through Durham Social Service Offices.

TAP cards have also been made available through other DRT PRESTO points of sale, including DRT Customer Service in Ajax, Regional Headquarters in Whitby, the Oshawa Centre and the Pickering Town Centre, and have been provided to the ODSP Office in Oshawa for distribution in November. At this time DRT is awaiting confirmation on the number of TAP PRESTO cards issued by the ODSP office.

DRT customer service and point of sale staff have identified significant interest in TAP and a high volume of calls from customers to answer questions about how the card works. While initial system information indicates there are many TAP card users who are knowledgeable about the program and continued to ride DRT at no additional charge after exceeding the 14-ride cap, some customers are still getting accustomed to the program and are managing trips so as to not exceed 14 rides over the month. In the small number of cases where technical issues with TAP cards have occurred (e.g. unrecorded rides), DRT has worked with PRESTO to resolve issues as quickly as possible.

# Continuous Improvement

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## 1. No Show and Late Cancellation Policy

In 2016 DRT Specialized Services fully implemented the No Show and Late Cancellation policy to address the increasing incidents of customers wasting vehicle capacity by not showing for a scheduled trip or cancelling the trip late. The policy enabled staff to work with customers who trigger into the accountability framework to ensure the customer is aware of the expectation to notify staff in advance when scheduled trips are not required. The policy also considers unplanned incidents beyond the control of the customer, such as a medical episode or delays due to weather, for which the customer is not held accountable for the now show or late cancellation.

The points-based policy is progressive, starting with a letter reminding the customer about the policy and notifying the person of their no show or late cancelled trips. At each stage of the process the customer is encouraged to contact DRT to discuss incidents that may not fall within the policy. As the customer continues not to show up for a scheduled trip or cancel late, points accumulate and may trigger an outcome ranging from being unable to use the service for two to 90 days. At each stage the customer can appeal by notifying DRT, and if a resolution is not reached with the Manager, On Demand/Specialized, the appeal is then forwarded to the General Manager for a decision.

In the three years since the policy was implemented, no show and late cancelled trips have decreased by 20 per cent, with a further reduction predicted by the end of 2019.

Specialized Services has recently issued letters to customers who triggered the policy accountable thresholds and staff are responding to customer inquiries. This is the first time that a threshold has been reached where the customer will be unable to use the service for 60 days. Generally, customers do not progress beyond the first or second threshold, but at times customers continue to ignore the policy requirement to cancel scheduled trips in advance.

# General

## 1. December service highlights

The next service change will be implemented December 9, 2019 through January 5, 2019.

### Schedule changes & service improvements

Minor schedule changes are being made to better match actual running times and to improve connections.

Route 103 Weekdays:	Morning and afternoon peak schedule changes to improve GO Train connections at Rouge Hill Station.
Route 110 Saturday:	Updates to running time for some trips.  First trip around 06:30 hours to support earlier customer travel options and thirty-minute frequency until 20:00 hours to provide additional travel options and improve connections.
Route 112 Saturday:	First trip around 06:45 hours to support earlier customers travel options and thirty-minute frequency until 20:00 hrs to provide additional travel options and improve connections.
Route 120 Saturday:	Thirty-minute frequency until 20:00 hours to provide additional travel options and improve connections.
Route 217 Saturday:	First trip around 06:30 to support earlier customer travel options.
Route 223 Saturday:	First trip around 06:30 hours to support earlier customer travel options and thirty-minute frequency starting at 06:30 hours to improve connections.
Route 401 Saturday:	First trip around 06:00 hours to support earlier customer travel options.
Route 915 Weekdays:	Early evening scheduled changes to improve connections with GO Trains.  Weekday midday service will operate every fifteen minutes or better, all year.
Route 915 Saturday:	First trip around 06:00 hours to support earlier customer travel options and thirty-minute frequency until 20:00 hours to improve connections.

### December 2019 service level exceptions

Monday, December 23	Saturday schedule
Tuesday, December 24	Saturday schedule
Wednesday, December 25	Special schedule (check web site or call customer service)
Thursday, December 26	Sunday schedule
Friday, December 27	Saturday schedule
Tuesday, December 31	Weekday schedule with extended late evening service
Wednesday, January 1	Sunday schedule

On December 23, 24 and 27, Saturday schedules will be enhanced with supplemental trips earlier in the day and/or increased frequency on several routes including routes 110, 112, 120, 216, 223, 302, 305, 401, 403, 405, 407, 910, 915, 916, and PULSE 900 Highway 2.

### New Year's Eve

On New Year's Eve, extended late-night service will operate on routes 120, 216, 224, 302, 401, 403, 405, 910, 915, 916, and PULSE 900 Highway 2.

Additional late-night drop-off shuttle departures will operate from Pickering (181 from Platform 4), Ajax (283, 284 from platform 7) and Whitby (385 from platform 7) stations.

If this information is required in an accessible format, please contact 1-800-372-1102 ext. 3702



## Durham Region Transit Report

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To: Durham Region Transit Executive Committee  
From: General Manager, Durham Region Transit  
Report: #2020-DRT-01  
Date: January 8, 2020

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**Subject:**

General Manager's Report – January 2020

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**Recommendation:**

That the Durham Region Transit Executive Committee recommends:

That this report be received for information.

---

**Report:**

**1. Purpose**

- 1.1 This report is submitted at each Transit Executive Committee (TEC), for information.

**2. Background**

- 2.1 The General Manager Report provides regular updates on key performance measures and summaries of current activities and transit issues in Attachment #1.

**3. Financial**

- 3.1 The General Manager's Report focuses mainly on performance and service standards. There are no financial impacts associated with TEC's receipt of this report.

**4. Attachment**

**Attachment #1:** General Manager's Report – January 2020

Respectfully submitted,

Original signed by

---

Bill Holmes  
General Manager, DRT

Recommended for Presentation to Committee

Original signed by

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Elaine C. Baxter-Trahair  
Chief Administrative Officer



# General Manager Report

January 8, 2020

TEC

Attachment #1

Performance Measures Dashboard	2
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Ridership	4
Service Delivery	6
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# Performance Measures Dashboard

## Safety

Key performance indicator	Description	Latest Measure	Current	Target <sup>1</sup>	Current Variance to Target (per cent)	YTD Status <sup>2</sup> (per cent)
Collisions	Preventable collisions per 100,000 km	November	0.74	0.28	✗ 133	✗ 8.6

## Ridership

Conventional						
Ridership	Monthly passengers	November	1.10M	1.03M	✓ 6.8	✓ 3.4
PRESTO Ridership	Customers paying using PRESTO	November	37.6 per cent	31.8 per cent	✓ 22.6	✓ 15.8
Bus full occurrences	Number operator reported occurrences	November	398	391	✗ 1.8	Not previously reported
On Demand (OD) and Specialized Services (SS)						
Ridership (OD)	Number customer trips	November	171	21	✓ 714	✓ 396
Ridership (SS)	Number customer trips	November	15,833	16,286	✗ -2.8	🚩 -0.2
Trip Demand (SS)	Total of trips delivered, no show or cancelled at door, unaccommodated	November	16,215	16,392	✗ -1.1	🚩 0.9
Unaccommodated Rate (SS)	Trip requests not scheduled	November	1.0 per cent	0.7 per cent	🚩 0.3	✓ -20

## Service Delivery

Conventional						
On time performance	Per cent on-time departures from all stops	November	77 per cent	70 per cent <sup>3</sup>	✓ 10	✓ 76 <sup>4</sup>
Service availability	Per cent scheduled service delivered	November	99.2 per cent	99.5 per cent <sup>3</sup>	🚩 -0.3	🚩 99.1 <sup>4</sup>

<sup>1</sup>Target is 2018 measure for the same period as latest measure

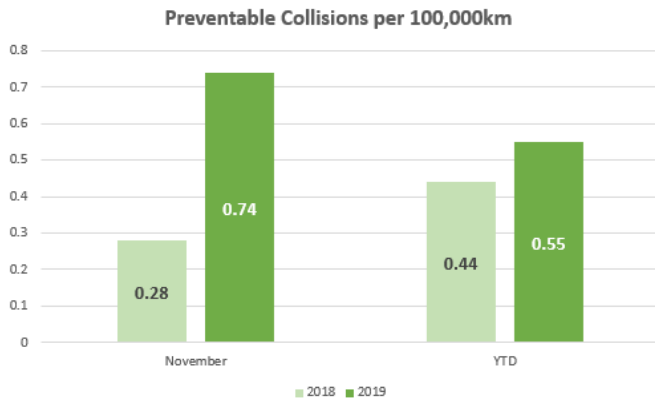
<sup>2</sup>Year to Date (YTD) compared to previous year

<sup>3</sup>Represents annual target, not previously monitored and reported monthly prior year

<sup>4</sup>Current YTD status, not previously monitored and reported monthly prior year

## Safety

### Preventable Collisions per 100,000 km



**Definition:** A preventable collision is one in which the driver failed to do everything reasonable to avoid it. A collision may not be reportable to police based on the Highway Traffic Act, but for Durham Region Transit (DRT) purposes all collisions are documented and investigated.

#### Analysis

The collision rate for the month of November 2019 was significantly higher than in 2018, with the year to date (YTD) rate of 0.55 collisions per 100,000 km or 25 per cent higher than last year at this time.

As previously reported generally the increase in preventable collision data in 2019 is a result of an improved reporting by bus operators, an enhanced investigation process and utilization of data from the expansion of the on-board surveillance system throughout the bus fleet.

During the month of November, half of the preventable collisions (four) occurred on the same day, November 12, during which the Region experienced light snow. For the past three years DRT recorded three to four preventable collisions for the month of November.

#### Action Plan

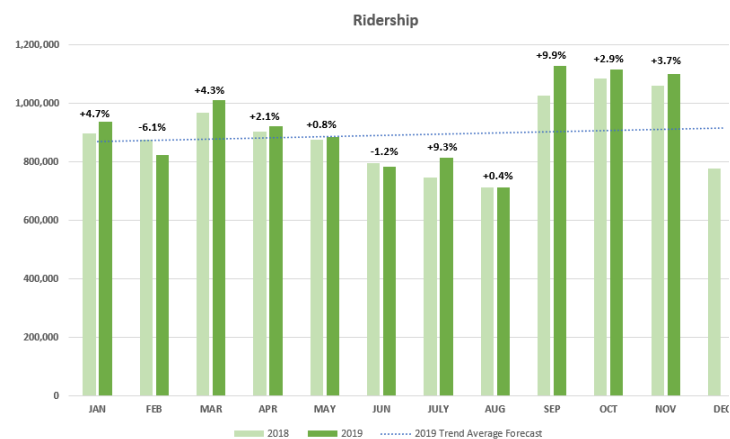
DRT Safety and Training and the Joint Health & Safety Committees continue to monitor collision trends with the objective to identify appropriate mitigation strategies.

In addition to the refresher training operators complete following a preventable collision, defensive driver refresher training is a significant module of the current cyclical training program. The initial cyclical training program, launched in 2016 but delayed due to staffing challenges, is scheduled to be completed by the end of the second quarter in 2020.

The training group have also implemented random driver safety checks to observe driver performance and coach operators on defensive driving techniques and skills when necessary.

# Ridership

## Conventional



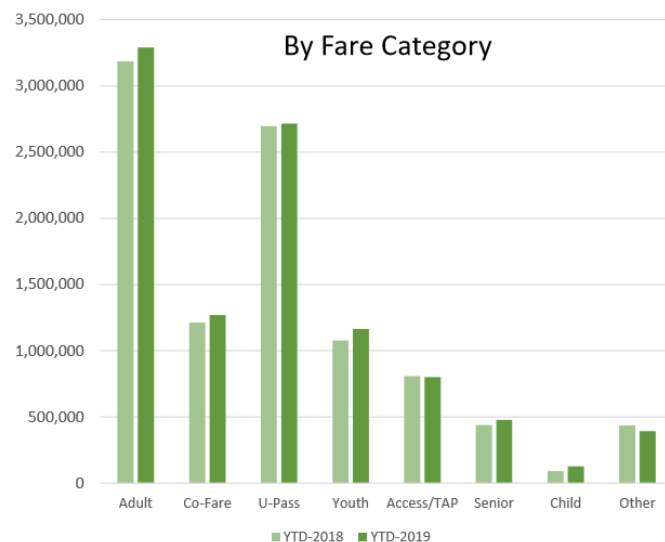
**Definition:** Ridership is the sum of all passenger trips. A passenger trip is considered a one-way trip from origin to destination, regardless of the number of transfers that may be required. Ridership data is calculated from fare box data and data from PRESTO, GO Bus One Fare Anywhere, and On Demand.

### Results

Ridership on the conventional service continues to surpass 2018 and the current budget; 3.7 per cent in November, 3.4 per cent YTD, and 2.9 per cent compared to 2019 budgeted ridership.

Customers continue to transition to PRESTO electronic fare payment, with a YTD increase of 15.8 per cent of ridership using PRESTO. Conversely, the percentage of ridership using cash and paper products continues to decline, down 7.6 per cent and 6.6 per cent, respectively.

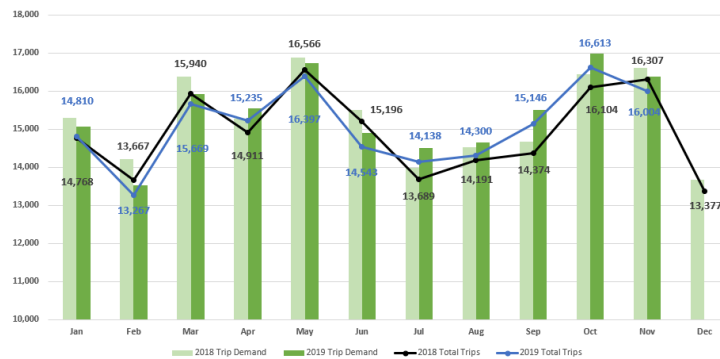
Ridership continues to improve in all fare categories.



### Action Plan

Additional analysis of ridership was undertaken to inform ridership and revenue projections for the 2020 budget.

# On Demand / Specialized Services



## Definitions:

**Ridership:** A Specialized Services trip is considered a one-way passenger trip from origin to destination, regardless of the number of transfers that may be required. Ridership data is calculated from the scheduling system used by DRT Specialized Services.

**Trip Demand:** Trip demand is the sum of all trips delivered, no-shows and cancelled at the door, and unaccommodated trips.

**Unaccommodated Rate:** An unaccommodated trip is one where DRT is unable to schedule a trip for the specific requirements of the customer, or the customer declined to accept the trip option provided by the booking agent.

## Results

Ridership on the On Demand service continues to exceed expectations following the September implementation of service enhancements that improved access to public transit.

Ridership increased by 714 per cent for the month of November compared to 2018, with a YTD increase of 396 per cent.

During November the trips delivered, and trip demand were lower than 2018, down 2.8 per cent and 1.1 per cent, respectively.

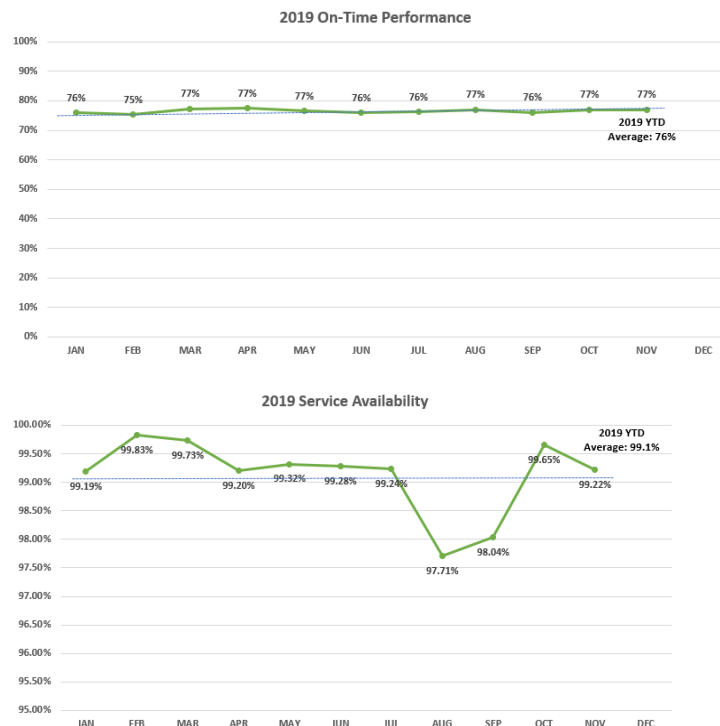
Unaccommodated trips for November were slightly higher than November 2018 (0.3 per cent), and a YTD unaccommodated rate of less than one per cent and 20 per cent lower than last 2018.

## Action Plan

Several pop-up rural transit review information sessions were completed during the month of November, during which staff continued to promote and communicate details about the enhanced-On Demand service.

## Service Delivery

### On Time Performance & Availability (conventional)



#### Results

OTP through November continues to be in the 76-77 per cent range, exceeding the 70 per cent target.

DRT delivered 99.2 per cent of schedule service hours in November, with the YTD availability of 99.1 per cent.

#### Action Plan

Transit Control continue to leverage and enhance service management actions to improve availability.

#### Definition

On-Time Performance (OTP) is a measure of the per centage of buses departing a bus stop no more than zero minutes early and five minutes late. The annual OTP target is 70 per cent.

Service availability measures the actual service delivered by DRT compared to the scheduled revenue service.

# Continuous Improvement

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## **1. Electronic Pre-Inspection Forms**

DRT has implemented an electronic pre-trip inspection record to replace the paper-based form that employees fill out when completing the pre-trip vehicle inspection and to document minor vehicle defects throughout the day. When the operator returned to the garage at the end of the shift, the forms were dropped off at the garage and managed through a manual tracking process.

Utilizing the current smart bus system, the operator now completes and submits the inspection forms through the mobile data terminal (MDT) on the bus. When the bus returns to the garage the form is uploaded and displayed to the maintenance group who then schedule and plan the repairs. This automated process has eliminated the manual handling and tracking process and will enable staff resources to be reallocated to priority tasks. Further, when the corporate maintenance management system (MMS) is fully implemented in 2021, the forms will be uploaded into the MMS with the work order automatically produced by the system.

### **2. Transit Awareness Day, Queen Park**

On December 3, 2019, representatives from several transit agencies, the Canadian Urban Transit Association (CUTA) and the Ontario Public Transit Association (OPTA) participated in the second Transit Awareness Day at Queens park. Representatives met with MPPs to raise awareness and advance discussions about the value of public transit to Ontario communities and the need for sustainable funding to continue advancing safe and reliable public transit that residents and communities demand. Discussions focussed on the requirement to maintain the existing \$0.02/litre of gas tax funding received by transit agencies. The Province cancelled the commitment of the previous government to increase gas tax funding for transit, and earlier this year initiated a review of the gas tax program. The industry is concerned that any changes that reduce existing funding to transit will require agencies to cut transit service as they are already grappling to maintain service levels for 2020 as a result of supporting funding reductions for other municipal services.

Durham Region and DRT have been very proactive in 2019 by participating in the review process and providing input and feedback to the Province to demonstrate at least maintain the status quo and demonstrate the need for the Province to consider enhancing the funding program. The Province has indicated that they have gathered the extensive input and feedback required, but the timing of an announcement is unknown at this time.



## Durham Region Transit Report

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To: Durham Region Transit Executive Committee  
From: General Manager, Durham Region Transit  
Report: #2020-DRT-02  
Date: January 8, 2020

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**Subject:**

2020 Transit Strategic Issues and Financial Forecast Report

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**Recommendation:**

That the Transit Executive Committee approve the following:

- A) That the 2020 Transit Strategic Issues and Financial Forecast Report be approved and forwarded to the 2020 Business Planning and Budget deliberations;
- B) That, effective May 1, 2020, the following transit fare increases be implemented, estimated to generate approximately \$270,000 in new fare revenue in 2020 based on DRT's ridership forecast of 11.25 million:
  - i) The Adult single-ride PRESTO and Ticket fares to increase by \$0.05 from \$3.20 to \$3.25;
  - ii) The Youth single-ride PRESTO and Ticket fares to increase by \$0.05 from \$2.85 to \$2.90;
  - iii) The Senior and Child (if applicable subject to recommendation C) single-ride PRESTO and Ticket fares to increase by \$0.05 from \$2.10 to \$2.15;
  - iv) The Adult and Youth Cash fare to increase by \$0.25 from \$3.75 to \$4.00; and,
  - v) The Senior and Child (if applicable subject to recommendation C) Cash fare to increase by \$0.25 from \$2.50 to \$2.75.
- C) That the requirement for children riding free to be accompanied by a fare paying customer be removed, allowing all children 12 years of age and younger to ride transit free of charge effective March 1, 2020;



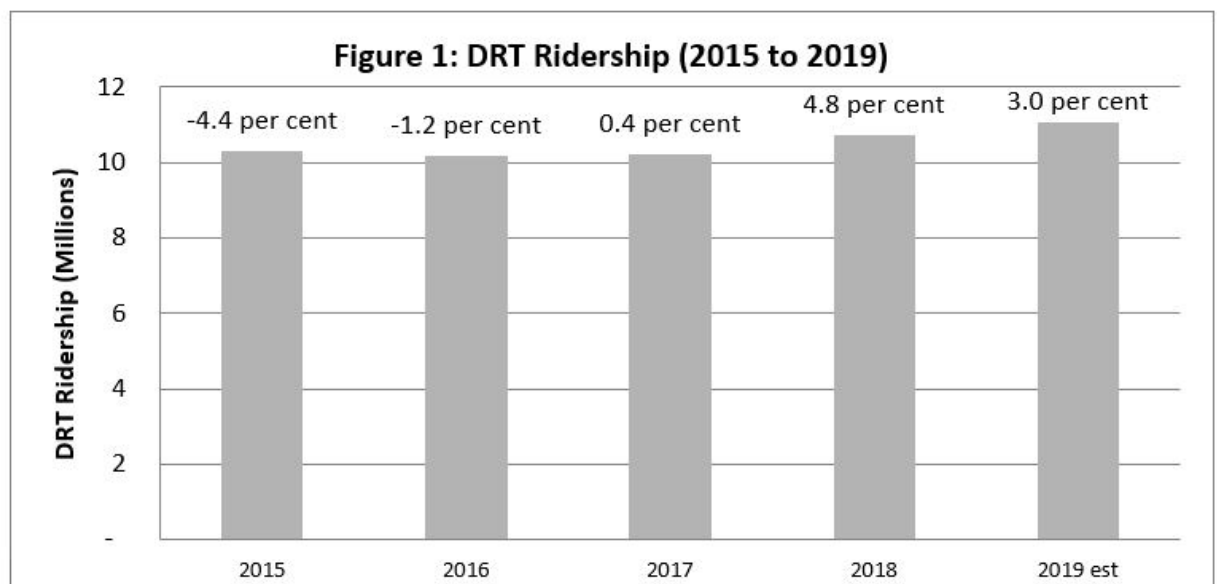
- D) That, as a result of Kids Ride Free being made permanent and subject to the requirement for children riding free to be accompanied by a fare paying customer being removed, all Child Ticket and Pass sales, PRESTO Child fares and the Ride-to-Read program be eliminated effective May 1, 2020;
- E) That the Treasurer and General Manager of Durham Region Transit be authorized to execute a one-year extension to the existing U-Pass agreement with Durham College, Ontario Tech University and Trent University (Durham Campus), including a two per cent increase in the fee per eligible student from \$139.00 per semester to \$141.75 per semester for the period of September 1, 2020 to August 31, 2021; and,
- F) That a similar report be forwarded to the Finance and Administration Committee meeting of January 14, 2020.
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**Report:****1. Introduction**

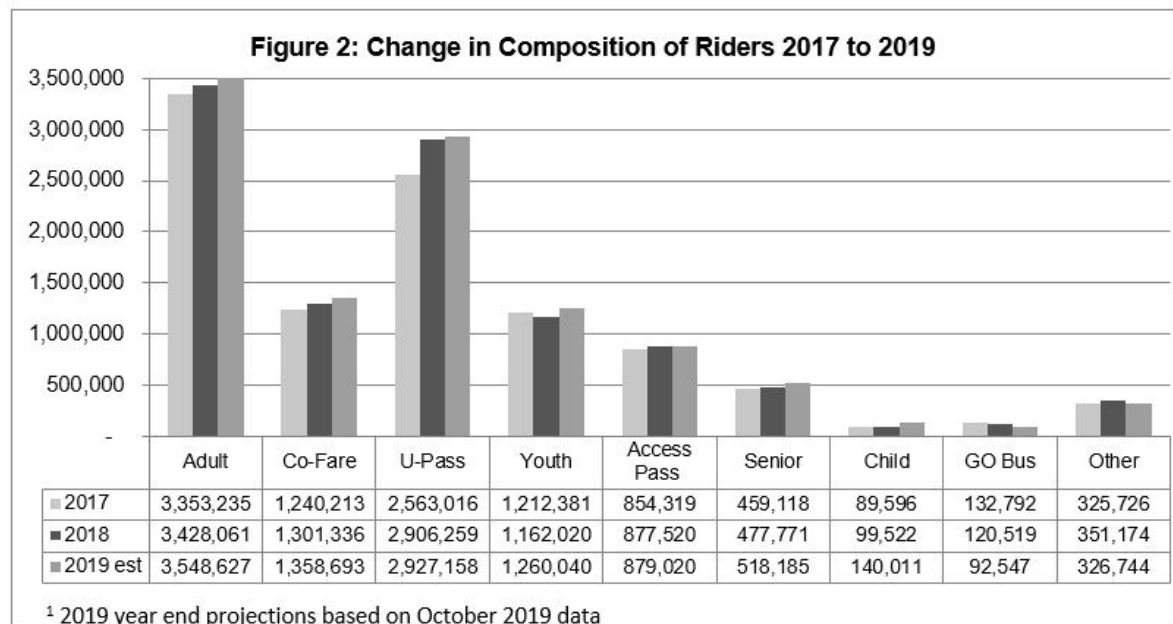
- 1.1 The 2020 Durham Region Transit (DRT) Strategic Issues and Financial Forecast Report provides an overview of DRT's short term and long term service and investment priorities in keeping with Regional and organizational objectives. This includes investment in long term strategic planning, advancing new infrastructure and service models, and continuous improvements in safety, access and the customer experience. The report also highlights operational and financial implications, pressures and risks facing DRT.
- 1.2 The Region's vision of an integrated transportation system as set out in the Strategic Plan, Regional Official Plan and Transportation Master Plan (TMP), will continue to be pursued through ongoing collaboration amongst DRT, Regional Departments (including Planning, Finance and Works Departments), Provincial and Federal governments, and local area municipalities. The TMP, a multi-modal plan establishing Durham's strategy for achieving an integrated transportation network, seeks to elevate the role of public transit in addressing the Region's growth-related transportation impacts through 2031 recognizing the role of transit in "building a healthier and more inclusive community."
- 1.3 Improving transit access and availability are also instrumental to advancing other strategic priorities of Durham Region, including the Economic Development Strategy and Action Plan, Multi-year Accessibility Plan, Age-Friendly Strategy and Action Plan, Community Climate Change Local Action Plan, and the Durham Community Energy Plan.

## 2. Transit Ridership Trends

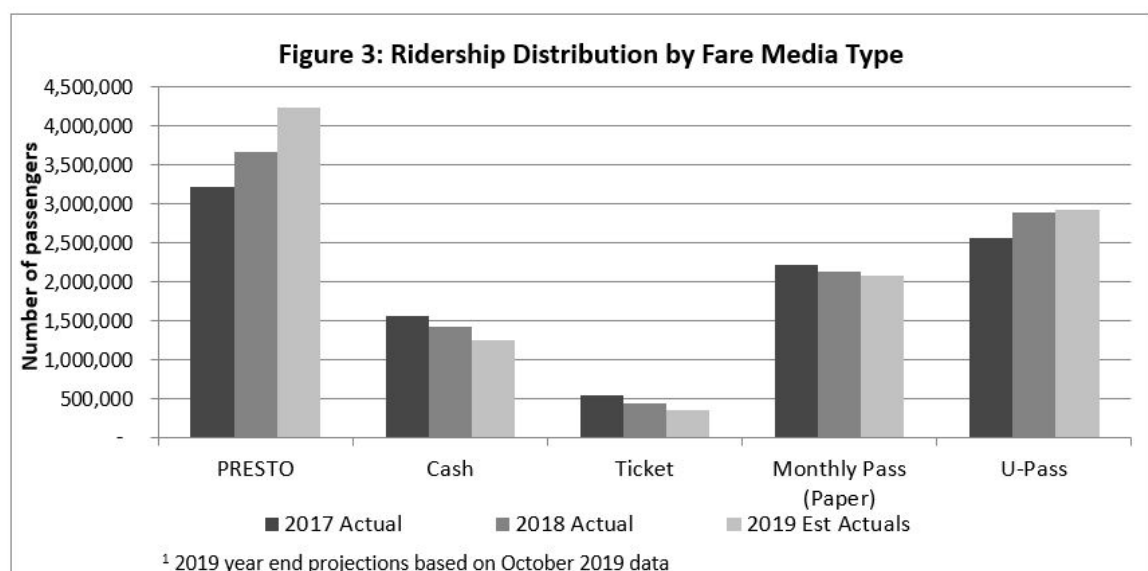
- 2.1 Nationally, transit ridership in Canada observed strong growth of 2.4 per cent in 2018 compared to 2017. Influencing factors that contributed to notable increases include improved efficiency and expansion of service along with rising student populations and economic growth. However, overall ridership within the Greater Toronto and Hamilton Areas (GTHA), which makes up one-third of the national ridership, observed a decrease of one per cent over the same period. For 2019 transit ridership within the GTHA is trending toward modest growth.
- 2.2 Transit ridership on DRT is projected to reach 11.05 million representing a 3.0 per cent increase in riders over 2018 and DRT's highest ever ridership total. Figure 1 compares ridership totals over the past five years:



- 2.3 Increases in DRT ridership were observed in almost all categories with the exception of One Fare routes and other unclassified rides. Child ridership observed the greatest percentage increase in customers (40.7 per cent) as a direct result of the Kids Ride Free program introduced in May 2019. Other significant increases include Seniors (8.5 per cent) followed closely by Youth ridership which increased 8.4 per cent over 2018 breaking the trend in declining youth rides since 2011. This change is largely attributable to promotional incentive programs including the Summer 2-for-1 and Y10 (Youth 10 month) loyalty pass program introduced in September 2019. Adult ridership observed the greatest number of new rides (approximately 120,000 or 3.5 per cent increase), most significantly in the latter half of 2019 along with co-fare customers. Figure 2 illustrates changes in ridership by fare category over the past three years.



Throughout 2019 DRT customers continued to adopt PRESTO cards, increasing its share of fare media to 38 per cent from 34 per cent in 2018. This increase was supported through the introduction of new PRESTO-based fare incentives including the Y10 youth loyalty program and the Transit Assistance Program (TAP). It is also a reflection of customer preference for the convenience of electronic fare cards enabling seamless travel between transit systems. Overall, PRESTO (38 per cent) and U-Pass (27 per cent) continue to see growth in their market share of fare media in 2019 while paper passes (19 per cent), tickets (three per cent) and cash (11 per cent) have steadily declined. Figure 3 provides a breakdown in ridership distribution by fare media type from 2017 to 2019.



- 2.4 Understanding how new technologies and service models can integrate with and advance public transit options in Durham is key to meeting customer expectations and improving service delivery in both urban and rural areas of the region. Keeping pace with rapid changes in the transit industry and broader transportation sector is an ongoing challenge for transit agencies, including advancements in alternative propulsion vehicles (e.g. electric), autonomous and connected technologies and real time On Demand services. DRT continues to assess the operational, environmental, financial and safety risks and benefits associated with emerging technologies including collaborating with government and industry partners to pilot initiatives.
- 2.5 DRT also continues to work with transit agencies throughout the Greater Toronto and Hamilton Area (GTHA), as well as representatives of the Province, to advance fare and service integration opportunities. Through the Fare Integration Forum, agencies are championing the case for fare and service integration, where appropriate, including aligning of concessions and fare products and payment experiences across the GTHA, and identifying and implementing new approaches to improve integration and removing duplication on specific cross-boundary corridors as building blocks for broader integration, placing the focus on the customer experience, ridership and revenue.

### **3. 2019 Achievements**

- 3.1 In addition to the strong ridership growth realized in 2019, DRT had a number of highlights over the course of the year, including:
- a. Launch of new fare incentive initiatives including Kids Ride Free (May), Youth Summer 2-4-1 Pass (July), Y10 Youth 10-month Loyalty Pass (September) and the Transit Assistance Program (TAP) pilot (November);
  - b. Improving access to On Demand service which included expansion of service into Brock Township, scheduling of curb to curb trips, and reduction in the lead time required to book trips, contributing to a 400 per cent increase in On Demand ridership through November 2019 compared to 2018;
  - c. Initiation of the Rural Service Review examining new and innovative service models for enhancing transit services in rural and low demand areas of the region;
  - d. Expansion of four new conventional buses and three On Demand/Specialized Service vehicles, and procuring DRT's first six articulated buses scheduled to arrive in 2020;

- e. 37 new bus shelters installed, and 70 hard surfacing completed, increasing DRT's total of fully accessible bus stops to 84 per cent;
- f. Completion of the rehabilitation of DRT's Raleigh garage in Oshawa providing indoor storage for 72 buses;
- g. Submission of 14 transit projects for federal and provincial funding under the Investing in Canada Infrastructure Program (ICIP) totaling \$237 million in eligible expenditures;
- h. Approval of funding for the acquisition of DRT's first battery electric buses and charging infrastructure totaling \$10.1 million from a one-time federal gas tax allocation to the Region; and
- i. Outreach and promotion of DRT services through hosting and/or attendance at 24 public information centres, drop-in sessions and community events throughout Durham.

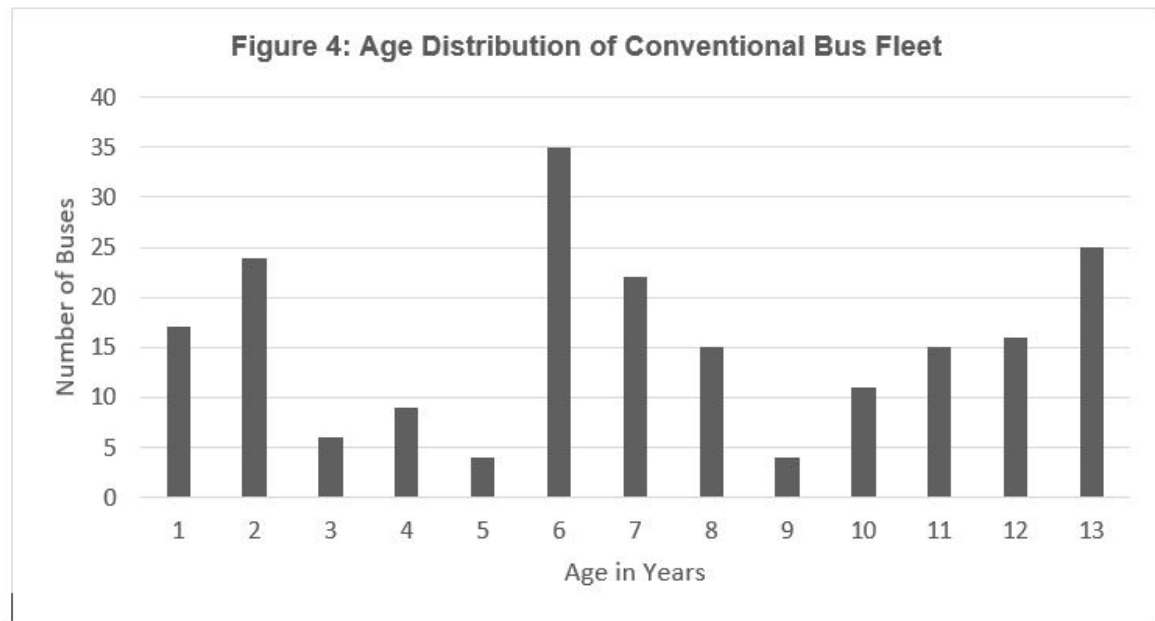
#### **4. Operating and Financial Opportunities and Pressures**

- 4.1 Moving forward, DRT continues to face a number of significant operating and financial pressures impacting its ability to expand services to growth areas, enhance current services and address capacity constraints on the network. Managing these pressures requires reallocating service hours from lower performing services.
- 4.2 Revenue Service – Keeping pace with Durham's rapid growth by expanding and/or intensifying transit services remains a key challenge for DRT. Routes are reviewed annually based on their performance and opportunities are reviewed to simplify the network by removing duplication of services where alternate services are provided in proximity. Services and trips identified as part of the review are reallocated elsewhere in the network to address capacity constraints and growth.

For 2020, a number of service related initiatives are proposed to expand service to new areas, and to increase capacity and availability of service. DRT route performance for 2019 is summarized in Attachment 1. Attachment 2 identifies the proposed service plan changes for 2020. Highlights of the service plan include service enhancements to the Frequent Transit Network and PULSE (including the introduction of articulated buses), the introduction of DRT service on Highway 2 between downtown Oshawa and Clarington (to provide public transit service resulting from Metrolinx cancelling GO bus Route 90), improved connections to Lakeshore East GO services, new peak time service to key growth areas in

Seaton, Kedron and West Whitby, expanded On Demand service throughout all rural areas of the Region, and piloting of new first mile/last mile service options.

- 4.3 Revenue cost ratio and fares – DRT’s revenue cost ratio has continued to decline over the past four years from 39 per cent in 2015 to 36 per cent in 2018. This is attributable in part to inflationary costs associated with transit operations, extending services to new growth areas, and revenue growth that has not kept pace with expenses. DRT cash fares have not increased since 2016, a period of more than three and a half years. At the same time new fare incentives launched in 2019, while contributing to increased ridership, have not generated significant revenue growth. At the December 4, 2019 meeting of TEC, DRT introduced a Long Term Fare Strategy to accelerate the transition to PRESTO electronic fare payment. As part of the strategy to incentive PRESTO use, and further to the launch of multiple fare initiatives for vulnerable customer groups such as children, youth and social assistance recipients, DRT is recommending fare adjustments in 2020 towards achieving the target price differential of \$1.00 between cash and PRESTO single ride fares outlined in the strategy.
- 4.4 Fleet – DRT’s conventional fleet replacement plan sets a replacement schedule to achieve a target fleet age of seven years to efficiently deliver service while minimizing the risk of fleet failure. The average age of the current fleet of 203 buses is 7.5 years. Over the past three years DRT has acquired 47 new buses, and currently maintains only 25 buses over 12 years of age (the expected useful life of the bus). However, DRT continues to face significant pressure on major repairs from the large share of its fleet at or approaching mid-life when conventional buses require powertrain refurbishment (see Figure 4). This challenge may be exacerbated in 2020 due to uncertainty with Ontario Gas Tax funding and the timing of provincial and federal approvals under the Investing in Canada Infrastructure Program (ICIP) that may delay 2020 bus purchases, requiring buses to be maintained in service which are currently scheduled to be retired.



- 4.5 Facilities – DRT also needs to invest in facility repair and expansion in order to keep pace with growth, accommodate fleet expansion and support efficient operations. This includes safety related upgrades at DRT’s Westney depot in Ajax and the replacement of the nearly 60 year old administrative building at 710 Raleigh Avenue in Oshawa. Over the next five years, DRT has also identified a need for a new Indoor Bus Storage/Service Facility (at a cost of \$80 million in 2023) and a new Transit Facility in Seaton (at a cost of \$25 million in 2025).

## 5. Priorities for 2020 and Beyond

- 5.1 In 2020 DRT is setting the stage for the future of transit in Durham Region through investment in improved access, connections and performance and enhanced services.
- 5.2 **Improving access** is about making it easier for customers to access and use transit services in Durham by addressing physical, technical, regulatory and financial barriers, such as:
- Continued hard surfacing of bus pads towards 2025 AODA timeline, including 259 existing bus stops by 2024 (funding to support bus stop infrastructure program submitted for approval under the Investing in Canada Infrastructure Program);
  - Installation of 118 accessible shelters with seating and lighting, and new solar-powered lighting retrofits in 258 existing shelters by 2024 (funding to support bus stop shelter installations submitted for approval under the

Investing in Canada Infrastructure Program);

- c. Continuation of the specialized service eligibility review process for existing specialized service customers to support the introduction of an integrated delivery model that leverages accessible conventional DRT services;
- d. Replacement of all PRESTO devices and sales terminals with upgraded equipment providing improved functionality (e.g. reduced card loading delays for on-line transactions) and accessibility features including larger and brighter screens (submitted for funding approval under the Investing in Canada Infrastructure Program);
- e. Removal of the requirement for children to be accompanied by a fare paying passenger in order to qualify to ride DRT for free. This will ensure all children aged 12 and under benefit from the program, ensures the policy is consistent with GO Transit and the TTC benefiting customers transferring between agencies, and eliminates operational challenges experienced by DRT customers. Removing the requirement will also enable DRT to eliminate all child fares and concessions from its fare structure, including single ride tickets, cash fares and monthly passes;
- f. Ongoing delivery of 2019 fare initiatives including Y10 Youth 10 Month Loyalty Pass and the Transit Assistance Program (TAP) pilot for Ontario Works and Ontario Disability Support Program clients;
- g. Execution of a one-year extension to the existing U-Pass agreement with Durham College, Ontario Tech University and Trent University effective September 1, 2020 through August 31, 2021 with a two per cent price increase; and
- h. Fare adjustments to incentivize the transition to PRESTO electronic fare payment consistent with the DRT Long Term Fare Strategy (adopted by TEC at its meeting on December 4, 2019) which establishes a target of \$1.00 between standard single ride PRESTO and cash fares to be achieved over the next two to three years.

5.3 **Improving connections** is about advancing the delivery of reliable and efficient rapid transit solutions in Durham and the local transit services that connect with them, in addition to linking new growth areas in the region to the broader transit network, such as:

- a. Ongoing collaboration with Planning, Works, Finance and CAO's Office to



advance Lakeshore East GO train extension business case for preferred alignment north of Highway 401, related station access plans and delivery strategy, and the establishment of a new Rapid Transit Office;

- b. Installation of median rapid transit lanes on Highway 2 in Pickering by 2027 (submitted for funding approval under the Investing in Canada Infrastructure Program);
- c. Continued construction of rapid transit dedicated lanes and priority measures on Highway 2 between Ajax and Oshawa by 2027 (submitted for funding approval under the Investing in Canada Infrastructure Program);
- d. Introduction of PULSE Bus Rapid Transit service on Simcoe Street in Oshawa including the acquisition of eight new BRT buses, installation of PULSE shelters and traffic signal upgrades (submitted for funding approval under the Investing in Canada Infrastructure Program);
- e. Initiation of planning for future higher order transit on Simcoe Street with a strategic visioning study in 2020, to be followed by initial business case development and environmental assessment in future years (environmental assessment submitted for funding approval under the Investing in Canada Infrastructure Program);
- f. Introduction of new Route 902 connecting Bowmanville to Oshawa along Highway 2 starting September 2020 to provide public transit service to residents in response to Metrolinx eliminating the existing GO Bus Route 90;
- g. New On Demand services connecting Uxbridge with York Region, and introducing service to Clarington to connect rural areas to the new Route 902 along with urban areas currently without service;
- h. Introduction of new peak time service to Seaton (North Pickering), West Whitby and Kedron (North Oshawa) as part of the 2020 Service Plan;
- i. New service connections to key destinations such as the Rouge National Urban Park and Toronto Zoo starting in 2020;
- j. Introduction of new service to Durham Live providing regular scheduled weekday and weekend service, subject to financing approvals;
- k. Strengthening service access to Lakeshore East GO stations through new routes and trips as part of the 2020 Service Plan, including additional trips on

Route 215 Salem North and extension of Route 110 West Pickering to Rouge Hill Station, and Route 410 Olive-Harmony and 411 South Courtice to Oshawa Station during peak periods; and

- I. Piloting innovative first mile/last mile service models to GO stations in partnership with Metrolinx and local municipalities, including a one-year trial of automated shuttle technology with the Town of Whitby (per Report #2019-DRT-12).

5.4 **Improving performance** is about continuous improvement and modernization leveraging new technologies, training and resources to enhance the customer experience, asset management and workplace health and safety, including:

- a. Development of a new strategic plan and vision for DRT by 2021, setting the stage for implementation plans and tactics to follow including a new five-year service plan, facility strategy, fleet procurement plan, marketing and communications strategy, technology road map and staffing strategy;
- b. Initiating procurement of DRT's first hybrid electric and battery electric buses and charging infrastructure to inform broader transition of DRT's fleet to low or zero emission vehicles;
- c. Supporting implementation of the Region's new Enterprise Management Maintenance System (EMMS) starting in 2021 including the addition of two new Service Writers;
- d. Initiating development of a Transit Analytics Innovation Platform over a five-year period in collaboration with Corporate IT to provide integrated, self-service data to front line supervisors and staff through custom performance dashboards, data visualizations and other reporting tools (submitted for funding approval under the Investing in Canada Infrastructure Program);
- e. Installation of an advanced fuel and fluid management system to integrate electronic monitoring of fuel and other essential fluids across DRT depots (submitted for funding approval under the Investing in Canada Infrastructure Program);
- f. Implementation of a pilot to evaluate on-board protective shields for bus operators in 2020, with full roll-out across the bus fleet from 2021 to 2022 (submitted for funding approval under the Investing in Canada Infrastructure Program); and

- g. New Safety Coordinator to conduct regular safety audits of DRT facilities and workplaces and to ensure comprehensive records management in accordance with legislative and regulatory requirements.

5.5 **Enhancing service** is about ensuring that the services we offer every day continue to evolve to meet customer expectations for safety, comfort, timely communication, and reliability, such as:

- a. Completing the Rural Transit Review and initiating a pilot of new service model(s) for Durham's rural areas and communities;
- b. Enhancing communication with customers based on feedback about how DRT can best communicate information to the community and customers;
- c. Enhancements to the Frequent Transit Network, accounting for 62 per cent of boardings across DRT's network, including additional capacity on Route 915 Taunton, the introduction of articulated buses on PULSE 900 Highway 2, and the expansion of the Frequent Transit Network to include Route 410 Olive-Harmony;
- d. Maintaining a modern, efficient fleet to meet service needs including the procurement of 13 replacement Bus Rapid Transit buses over the next three years (including six in 2020), two additional articulated buses in 2020, 11 replacement conventional hybrid electric buses in 2020 and 16 replacement On Demand vehicles over the next four years (including four in 2020) (submitted for funding approval under the Investing in Canada Infrastructure Program);
- e. Investing in asset management of the existing fleet to maintain a state of good repair within the current age profile of vehicles approaching mid-life engine and transmission replacement;
- f. Upgrading of on-board destination signs over the next two years with brighter and more accessible digital signs to improve customer messaging capabilities (submitted for funding approval under the Investing in Canada Infrastructure Program); and
- g. Aligning DRT facilities to support efficient operations including finalizing land acquisition in 2020 for a new storage and maintenance facility in North Oshawa/Whitby area to be constructed in 2023, completion of the demolition of the old maintenance garage at DRT's Raleigh depot in Oshawa and demolition and re-build of the Oshawa administrative building (submitted for

funding approval under the Investing in Canada Infrastructure Program).

## **6. Financial Implications and Outlook**

- 6.1 Service Adjustments – The proposed 2020 service plan includes an increase of 305 revenue service hours in 2020 (12,064 revenue service hours on an annual basis) and an expansion of 46 per cent of the On Demand service area, resulting in approximately \$408,000 in additional net operating costs. The introduction of a new Highway 2 service between downtown Oshawa and Clarington in September 2020, resulting from the cancellation of the One Fare agreement, is included in the service plan and significantly impacts the budget requirement. The service plan also includes non-revenue hours associated with articulated bus driver training (\$240,000) to support deployment of the vehicles on the PULSE 900 Highway 2 service by September 2020. The annualized impact of service adjustments in 2020 is approximately \$1.0 million in net operating costs.

Over the forecast period, service will continue to be optimized to realize efficiencies and enhancements to meet growth needs.

- 6.2 Investing in Canada Infrastructure Program (ICIP) – Attachment 3 summarizes expenses related to the submitted ICIP project applications (Report #2019-DRT-20), as well as proposed sources of financing for the Region's share of program eligible costs and ineligible costs (land and implementation staffing). Through ICIP, the Region is anticipated to qualify for \$174 million in senior level funding. Regional project costs, totaling \$103 million are proposed to be financed using Roads Development Charges (\$36 million), Reserve Funding (\$54 million), Transit Development Charges (\$1.3 million), Provincial Gas Tax revenues (\$10 million), and debenture (or other reserves) financing for the Region's share of facility rebuilding (\$1.2 million). Under ICIP parameters, eligible project costs cannot be incurred prior to provincial and federal approval of application submissions. The timing of project approvals therefor represents a risk to project completion timelines.
- 6.3 Provincial Gas Tax – In its 2019 annual budget, the Province of Ontario announced it will not move forward with the previous government's proposed plan to increase gas tax funding for municipal transit from two cents per litre to four cents per litre by 2021/2022. Under the previous plan, it was anticipated that Durham's allocation would increase from \$8.9 million in 2018/19 to \$15.6 million in 2021/2022 (#2019-DRT-4).

The province is currently reviewing the Provincial Gas Tax program parameters to identify opportunities for improvement. Staff have provided input to that review,

including a request for increased gas tax funding for municipal transit. Staff will provide updates to TEC on the province's review as they become available.

- 6.4 Fare Revenues – Consistent with DRT's Fare Strategy described in Report 2019-DRT-25 to TEC on December 4, 2019, DRT is proposing an increase in all cash fares of \$0.25 effective on May 1, 2020 to encourage further adoption of electronic fare payment through PRESTO.

PRESTO and ticket single-ride fare increases are also proposed for May 1, 2020 to help mitigate PRESTO fee increases and maintain DRT's revenue-cost ratio within target range (i.e., 35 to 40 per cent), as follows:

- Adult single-ride PRESTO and Ticket fares be increased by \$0.05 from \$3.20 to \$3.25;
- Youth single-ride PRESTO and Ticket fares be increased by \$0.05 from \$2.85 to \$2.90;
- Senior single-ride PRESTO and Ticket fares be increased by \$0.05 from \$2.10 to \$2.15; and,
- Child single-ride PRESTO and Ticket fares be increased by \$0.05 from \$2.10 to \$2.15 if applicable should the requirement for children riding free to be accompanied by a fare paying passenger not be removed.

The proposed fare increases are estimated to generate approximately \$270,000 in new revenue for 2020 based on the ridership forecast of \$11.25 million passengers. This is offset by an estimated \$300,000 revenue impact from continuation of the Transit Assistance Program pilot for social assistance recipients throughout 2020.

Should the anticipated 1.8 per cent growth in ridership not materialize in 2020 or should a greater share of riders choose single-ride PRESTO or Ticket payment options than anticipated, fare revenues may fall below estimates. Furthermore, DRT implemented a number of fare incentive programs throughout 2019 for which annual participation is still unknown. Uncertainty around the participation in these programs also represents a risk to the fare revenue forecast.

- 6.5 U-Pass – Additional revenues of approximately \$60,000 are also expected from a two per cent increase in the U-Pass fee from \$139.00 per semester to \$141.75 effective September 1, 2020. To implement this adjustment DRT is seeking approval to execute a one-year extension to the existing U-Pass agreement for

the period of September 1, 2020 through August 31, 2021. The one-year extension allows time for DRT and the post secondary institutions to consider the implications of provincial changes to the new tuition and ancillary fee guidelines issued by the Ministry of Training, Colleges and Universities on student transit pass programs, and to work collectively towards a longer term extension under the guidelines that satisfies the interests of all parties.

- 6.6 Capital Forecast – Although DRT will be replacing 32 of its 206 40-foot buses, and 16 of its 32 specialized vehicles through ICIP and one-time Federal Gas Tax funding over the next three years (Report #2019-DRT-20 and Report #2019-COW-31), vehicle replacement will represent a financing challenge within the capital forecast. It is estimated that DRT must replace 16 vehicles annually to maintain its current average fleet age (7.5 years) at a cost of approximately \$10 million per year. Meanwhile, DRT's annual Provincial Gas Tax allocation was approximately \$8.9 million in 2019, with approximately \$2.6 million used to fund operating costs including engine repairs.

A similar significant financing challenge is the need for capital to meet growth demands in the Region over the forecast period. If the growth forecasts of the Transit Development Charge Background study are achieved, DRT will be required to expand its fleet significantly.

The proposed 2020 capital program and forecast includes \$145 million in expansion facility costs, including an estimated \$80 million in construction costs for a storage and maintenance facility planned for 2023. Debt charges relating to major facility expansion plans may impact DRT's future operating budgets.

Table 1 provides a summary of the proposed 2020 capital program and forecast and financing with the exception of projects to be funded through ICIP. Increased property tax or other sources of funding will be required to fully finance the forecasted capital needs.

**Table 1: Proposed 2020 and 2021-2029 Forecast Capital Program Summary, Excluding ICIP Projects**

EXPENSES	CAPITAL FORECAST (\$000's)										
	PROPOSED	FORECAST									
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	TOTAL
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>GROWTH RELATED CAPITAL</b>											
Growth Vehicles (and outfitting)	40	5,631	5,161	5,841	6,522	11,407	9,923	12,644	5,840	3,922	66,931
Growth Facilities	3,768	250	-	80,000	-	25,000	-	37,300	-	-	146,318
Bus Stop Infrastructure	-	1,620	5,660	5,360	360	360	360	360	360	610	15,050
<b>Subtotal</b>	<b>3,808</b>	<b>7,501</b>	<b>10,821</b>	<b>91,201</b>	<b>6,882</b>	<b>36,767</b>	<b>10,283</b>	<b>50,304</b>	<b>6,200</b>	<b>4,532</b>	<b>228,299</b>
<b>SYSTEM IMPROVEMENT CAPITAL</b>	<b>1,206</b>	<b>2,560</b>	<b>8,500</b>	<b>1,184</b>	<b>4,461</b>	<b>560</b>	<b>560</b>	<b>560</b>	<b>560</b>	<b>560</b>	<b>20,712</b>
<b>REPLACEMENT / REHABILITATION CAPITAL</b>											
Vehicle Replacement and Refurbishment	9,760	4,919	10,440	11,744	12,177	12,137	13,168	13,310	12,217	12,417	112,288
Facilities Rehabilitation	148	962	-	11	25	-	-	-	-	-	1,146
<b>Subtotal</b>	<b>9,908</b>	<b>5,881</b>	<b>10,440</b>	<b>11,755</b>	<b>12,202</b>	<b>12,137</b>	<b>13,168</b>	<b>13,310</b>	<b>12,217</b>	<b>12,417</b>	<b>113,434</b>
<b>TOTAL EXPENSES</b>	<b>14,922</b>	<b>15,942</b>	<b>29,761</b>	<b>104,140</b>	<b>23,544</b>	<b>49,464</b>	<b>24,010</b>	<b>64,175</b>	<b>18,977</b>	<b>17,509</b>	<b>362,445</b>
<b>FINANCING</b>											
<b>CAPITAL PROGRAM FINANCING</b>											
Property Taxes	1,013	1,184	1,184	1,184	1,184	1,184	1,184	1,184	1,184	1,184	11,669
Development Charges-Residential	1,787	3,520	5,077	42,792	3,229	5,521	4,825	23,603	2,909	2,127	95,388
Development Charges-Non Residential	803	1,581	2,281	19,225	1,451	2,480	2,168	10,604	1,307	955	42,855
Ontario Gas Tax Revenue	-	5,339	5,888	6,239	7,256	7,256	7,256	7,256	7,256	7,256	61,001
Debentures	1,200	-	-	25,600	-	16,000	-	11,936	-	-	54,736
Other	10,120	-	-	-	-	9,000	-	-	-	-	19,120
Additional Financing Required	-	4,318	15,330	9,101	10,425	8,022	8,578	9,592	6,321	5,987	77,675
<b>TOTAL FINANCING</b>	<b>14,922</b>	<b>15,942</b>	<b>29,761</b>	<b>104,140</b>	<b>23,544</b>	<b>49,464</b>	<b>24,010</b>	<b>64,175</b>	<b>18,977</b>	<b>17,509</b>	<b>362,445</b>

Note: Capital expenditures and financing are subject to annual council approvals. ICIP project expenses and financing are shown in Attachment 3.

The Region's 2019-20 Provincial Gas Tax allocation amount is currently unknown. Confirmation of the amount is expected in January 2020. Provincial Gas Tax funding is proposed to be fully utilized for financing the Region's share of ICIP project costs (as shown in Table 2 of Attachment 3) and DRT operating costs in 2020.

Other Funding includes \$10.1 million in one-time Federal Gas Tax Funding in 2020, \$20,000 in anticipated electric vehicle charging infrastructure grant funding in 2020, and \$9 million in developer contributions for the Seaton Facility in 2025.

## 7. Conclusion

- 7.1 DRT will continue to monitor ridership and route performance and pursue initiatives to grow ridership.
- 7.2 Upon approval of this report, DRT will work to implement the policy and fare adjustments recommended in this report and execute the recommended extension to the current U-Pass agreement.
- 7.3 DRT, together with the Finance and Works Departments, will also continue to work with the provincial and federal governments to finalize approvals for ICIP project funding as soon as possible.
- 7.4 A similar report will be presented to the Finance and Administration Committee on January 14, 2020 and Regional Council on January 29, 2020.

**8. Attachments**

Attachment #1: 2019 Route Performance

Attachment #2: 2020 Service Hour Changes

Attachment #3: Proposed 2020 and 2021-2029 Forecast Capital Program

Respectfully submitted,

Original signed by

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William Holmes

General Manager, DRT

Original signed by

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Nancy Taylor, BBA, CPA, CA

Treasurer, DRT

Recommended for Presentation to the Committee

Original signed by

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Elaine C. Baxter-Trahair

Chief Administrative Officer



**Attachment #1: 2019 Route Performance**

Routes	Time	Service Change in 2019	Total Boardings Jan – Nov 2019	Revenue Service Hours Jan – Nov 2019	Boardings Per Hour
<b>Frequent</b>					
401 - Simcoe	All	Yes	1,650,974	27,155.06	60.80
PULSE 900 Highway 2	All	Yes	2,823,883	59,964.24	47.09
915 – Taunton	All	Yes	1,284,509	27,565.52	46.60
216 - Harwood North	All	Yes	330,683	7,925.57	41.72
405 - Wilson	All	Yes	439,700	13,666.21	32.17
407 - Ritson Colonel Sam	All	Yes	440,159	14,066.99	31.29
120 - Whites	All	Yes	177,335	6,041.87	29.35
916 - Rossland	All	Yes	709,942	24,269.41	29.25
224 - Harwood South - Salem South	All	Yes	318,128	12,028.24	26.45
302 - Baldwin - Brock	All	Yes	283,693	12,527.37	22.65
<b>Local</b>					
910 - Campus Connect	All	Yes	626,804	13,108.72	47.82
417 - Conlin	All	No	212,349	4,744.96	44.75
402 - King	All	No	311,408	7,382.96	42.18
420 - Britannia West	Weekday	Yes	30,355	786.59	38.59
403 - Park	All	Yes	321,626	8,814.20	36.49
410 - Olive Harmony	All	No	309,120	8,691.62	35.57
215 - Salem North	Weekday	No	36,132	1,039.71	34.75
422-Simcoe - Bloor	Weekday	Yes	64,979	2,212.47	29.37
101 - Bay Ridges	All	Yes	65,309	2,387.11	27.36
219 - Ravenscroft	All	Yes	155,067	5,877.16	26.38
112 - Brock	All	Yes	189,673	7,578.82	25.03
223 - Bayly	All	Yes	329,265	13,648.07	24.13
409 - Garrard	All	Yes	7,648	3,215.66	23.71

<b>Routes</b>	<b>Time</b>	<b>Service Change in 2019</b>	<b>Total Boardings Jan – Nov 2019</b>	<b>Revenue Service Hours Jan – Nov 2019</b>	<b>Boardings Per Hour</b>
232 - Church	All	Yes	84,848	3,646.37	23.27
305 - Thickson	All	Yes	144,391	6,309.71	22.88
310 - Winchester	All	Yes	43,324	1,974.02	21.95
412 - Adelaide	All	No	200,085	9,280.22	21.56
411 - South Courtice	All	No	200,714	9,671.36	20.75
110 - Finch West	All	Yes	136,874	7,039.02	19.45
103 - Glenanna	Weekday and Saturday	Yes	84,390	4,382.74	19.26
308 - Whitby Shores	All	Yes	59,444	3,090.44	19.23
225 - Audley North	All	Yes	170,746	9,283.91	18.39
226 - Westney South	All	Yes	63,406	3,503.44	18.10
303 - Garden	All	No	80,379	4,552.10	17.66
502 - North Bowmanville	All	No	47,016	2,710.47	17.35
301 - West Lynde	All	No	86,876	5,207.68	16.68
304 - Anderson	All	Yes	108,816	6,796.82	16.01
312 - Central Whitby	All	Yes	72,327	4,554.90	15.88
111 - East Pickering	All	Yes	91,869	6,085.73	15.10
217 - Monarch	All	Yes	75,036	4,975.84	15.08
408 - Garrard	Weekday	Yes	24,069	1,666.21	14.45
406 – Wentworth	All	Yes	29,936	2,089.45	14.33
107 - Rosebank	Weekday	No	15,304	1,080.06	14.17
922 - Bloor-Townline	Weekday	Yes	68,804	5,894.79	11.67
501 - South Bowmanville	All	No	38,087	3,398.51	11.21
950 - Reach - Simcoe North	All	Yes	56,958	5,892.08	9.67
603 - Pickering – Port Perry	Weekday	Yes	6,624	1,812.50	3.65
960 - Newmarket - Uxbridge	Weekday	No	1,992	921.05	2.16
601 - Beaverton – Uxbridge	Weekday	Yes	2,272	1,239.88	1.83

Routes	Time	Service Change in 2019	Total Boardings Jan – Nov 2019	Revenue Service Hours Jan – Nov 2019	Boardings Per Hour
<b>Community</b>					
<b>291/292 - Ajax Community Route</b>	All	Yes	83,807	5,164.44	16.22
<b>193 - Pickering Community Route</b>	Weekday and Saturday	No	13,757	1,179.19	11.67
<b>414 - Oshawa Community Route</b>	Weekday	No	5,833	775.56	7.52
<b>506 - Clarington Community Route</b>	Weekday	No	3,733	843.70	4.42
<b>651 / 652 / 653 / 654</b>	All	Yes	733	N/A	N/A

**Attachment #2: 2020 Service Hour Changes****Service Increase**

Route(s)	Start date	Service Change	Change in Revenue Hours	
			2020	Annual
101	April	Service extended to Pickering Parkway Terminal.	293	394
110	April	Weekday peak period service extended to Rouge Hill Station. Two-way service in the Pine Ridge area.	802	1,086
112	April	Routing modified to serve Pickering Parkway Terminal and the Fieldlight neighbourhood.	613	834
215	April	Additional weekday AM peak trips.	183	249
223	April	Sunday service west of Ajax Station improved to every 30 minutes.	230	310
291	April	Service extended to Ajax Station. Additional weekday peak and Sunday trips.	6,309	8,566
304	April	All trips will operate between Whitby Station and Ontario Tech / Durham College North Campus.	576	784

**Service Increase (continued)**

Route(s)	Start date	Service Change	Change in Revenue Hours	
			2020	Annual
403	April	Additional resources added to improve service reliability.	366	498
405	September	New trips added.	29	83
410	April	Weekday peak period service extended to Oshawa Station. Sunday service improved to every 30 minutes until 19:00.	1,144	2,113
411	April	Weekday peak service to operate via Oshawa Station.	641	872
422	April	Service extended to Whitby Station.	1,418	1,930
910	April	Service extended to Ajax Station along Bayly Street.	1,592	2,166
915	September	Additional trips added during the post secondary period (September to April).	126	258
All	September	Schedule reliability enhancements	154	498
200Z	May	New weekend and holiday service between Ajax Station, the Rouge National Urban Park, and the Toronto Zoo.	407	407
Sub-Total			14,883	21,047

**Service Growth**

Route	Start date	Service Change	Change in Revenue Hours	
			2020	Annual
112	April	Weekday peak period service extended to the Taunton @ Seaton new growth area.	549	747
304	September	Routing modified to operate into the Windfield Farms community.	483	1,538
315	September	New weekday peak period route, serving the West Whitby new growth area.	943	3,050
417	April	Service modified to operate along Britannia, between Ritson and Simcoe.	0	0
902	September	Route 402 replaced with new route 902 service between Oshawa Station and Bowmanville (King & Simpson) via Highway 2.	6,683	21,214
Sub-Total			8,658	26,549

**On Demand**

Route	Start date	Service Change	Change in Revenue Hours	
			2020	Annual
South Rosebank On Demand	April	On Demand service replaces route 107 in the South Rosebank area.	718	975
652 Brock – Scugog On Demand	April	Replaced route 601 service.	945	1,281
655 Uxbridge – Mt Albert On Demand	April	Replaced route 960 service.	641	872
657 Clarington On Demand	September	On Demand Service to Newcastle, Orono, Port of Newcastle, and other areas of Clarington.	1,739	5,505
Sub-Total			4,043	8,633

**Articulated Bus Introduction**

Route	Start date	Service Change	Change in Revenue Hours	
			2020	Annual
PULSE 900 Highway 2	September	Select Monday – Saturday trips will be operated by 18m articulated buses, some weekday tripper trips eliminated.	-254	-822

**Innovation**

Route	Start date	Service Change	Change in Revenue Hours	
			2020	Annual
Automated Vehicle Shuttle Pilot	June	New weekday midday and weekend Automated Vehicle pilot between Whitby Station and the Port Whitby area.	1,666	1,481
First / Last Mile Station Access Pilot	April	Premium On Demand pilot from anywhere within Pickering, south of Taunton Road, to / from Pickering Station.	725	262
Sub-Total			2,391	1,743

**Other**

Route	Start date	Service Change	Change in Revenue Hours	
			2020	Annual
312	April	Routing modified to operate on Garden Street, between Taunton and Dundas.	0	0
401 / Pulse 901 Simcoe	December	Route 401 service along Simcoe replaced with PULSE service.	0	0
910	April	Service to be operated from Westney Garage.	0	0

**Service Optimization**

Route	Start date	Service Change	Change in Revenue Hours	
			2020	Annual
103	April	Weekday midday and Saturday service cancelled.	-1,787	-2,425
107	April	Replaced with On Demand service.	-1,158	-1,576
111	April	Service cancelled.	-5,646	-7,666
112	April	Routing modified to serve Pickering Parkway Terminal.	-29	-39
120	April	2 trips cancelled.	-25	-33
217	April	Saturday service reduced to every 60 minutes.	-287	-385
219	April	Saturday daytime frequency reduced to every 60 minutes.	-238	-319
223	April	Monday – Friday evening and Saturday service reduced to every 60 minutes, east of Ajax Station.	-571	-771
225	April	Monday – Saturday service cancelled after 21:00. Sunday service to begin 1 hour later.	-471	-639
226	April	Replaced with route 291 service.	-3,355	-4,556
232	April	Weekday midday and weekend service replaced with route 291.	-1,917	-2,599



**Service Optimization (continued)**

Route	Start date	Service Change	Change in Revenue Hours	
			2020	Annual
302	April	Monday – Saturday service after 01:00 cancelled.	-146	-199
303	April	Sunday service to begin one hour later.	-13	-17
304	April	Sunday service to begin one hour later.	-31	-42
308	April	Sunday service to begin one hour later.	-17	-24
380	April	Service replaced with route 910.	-626	-852
402	April	Service replaced with route 902.	-2,782	-8,802
409	April	Monday - Saturday service cancelled after 21:00.	-208	-283
414	April	Service cancelled.	-641	-872
501 / 502	April	Monday - Saturday service cancelled after 18:30. Saturday service reduced to every 60 minutes.	-513	-691
506	September	Replaced with On Demand service.	-300	-971
601	April	Replaced with On Demand service.	-721	-981
915	June	Trips will operate directly between Ajax Station and Harmony Terminal during the summer period.	-530	-530
922	April	Service replaced with routes 411 and 422.	-5,750	-7,824
960	April	Replaced with On Demand service.	-933	-1,270
All	April	Saturday schedule to operate on Easter Monday.	-722	-722
Sub-Total			-29,415	-45,084
TOTAL			305	12,064

**Attachment #3: Proposed 2020 and 2021-2029 Forecast Capital Program**

Table 1: Proposed 2020 and 2021-2029 Forecast Capital Program, Excluding ICIP

CAPITAL FORECAST (\$000's)														
EXPENSES	PROPOSED		FORECAST											
	2020		2021		2022		2023		2024		2025-2029		TOTAL	
	#	\$	#	\$	#	\$	#	\$	#	\$	#	\$	#	\$
<b>GROWTH RELATED CAPITAL</b>														
<b>Growth Vehicles:</b>														
BRT Buses (60 ft Articulated)	-	-	3	3,171	-	-	-	-	-	-	15	15,855	18	19,026
Conventional Bus Expansion BRT	-	-	-	-	3	2,048	3	2,048	3	2,048	10	6,825	19	12,968
Conventional Bus Expansion	-	-	3	1,893	4	2,524	5	3,155	6	3,786	27	17,037	45	28,395
Specialized Mini Bus Expansion	-	-	1	198	1	198	1	198	1	198	5	991	9	1,784
Non Revenue Service Vehicle	1	40	-	-	-	-	-	-	-	-	-	-	1	40
sub-total	1	40	7	5,262	8	4,770	9	5,401	10	6,032	57	40,708	92	62,213
<b>Growth Vehicle Outfitting</b>														
Additional PRESTO for Growth Buses	-	-	6	84	7	98	8	112	9	126	52	728	82	1,148
Additional Fareboxes/Radios For Growth Buses	-	-	6	114	7	133	8	152	9	171	52	988	82	1,558
Additional ITS/Annunciators for Growth Buses (BRT, 40 ft)	-	-	-	-	3	78	3	78	3	78	10	261	19	496
Additional ITS/Annunciators for Growth Buses (Conventional)	-	-	3	49	4	66	5	82	6	98	27	443	45	738
Additional INIT for BRT (Articulated) Growth Buses	-	-	3	105	-	-	-	-	-	-	15	527	18	633
Additional PRESTO for Specialized Buses	-	-	1	3	1	3	1	3	1	3	5	15	9	27
Trapeze for Specialized Buses	-	-	1	6	1	6	1	6	1	6	5	30	9	54
Gravity Farebox for Specialized Bus	-	-	1	7	1	7	1	7	1	7	5	36	9	65
sub-total	-	-	21	369	24	391	27	440	30	490	171	3,028	273	4,718
<b>Growth Facilities</b>														
New Indoor Bus Storage/Service Facility	-	3,750	-	250	-	-	-	80,000	-	-	-	37,300	-	121,300
New Facility in Seaton Phase 1	-	-	-	-	-	-	-	-	-	-	-	25,000	-	25,000
Maintenance Garage: Crossbeams for Articulated Buses	-	18	-	-	-	-	-	-	-	-	-	-	-	18
sub-total	-	3,768	-	250	-	-	-	80,000	-	-	-	62,300	-	146,318
<b>Passenger Amenities:</b>														
Bus Stop Infrastructure	-	-	-	1,820	-	5,660	-	5,360	-	360	-	2,050	-	15,050
sub-total	-	-	-	1,820	-	5,660	-	5,360	-	360	-	2,050	-	15,050
<b>SYSTEM IMPROVEMENT CAPITAL (NON-GROWTH RELATED)</b>														
Transit technology/innovations	-	200	-	-	-	-	-	-	-	-	-	-	-	200
Trapeze Software Upgrade	-	-	-	45	-	-	-	-	-	-	-	-	-	45
Radio Transition (New Arrangement NextGen)	-	-	-	2,000	-	-	-	-	-	-	-	-	-	2,000
Trapeze Drivermate Tablets (Specialized Vehicles)	-	-	-	-	-	-	-	-	-	125	-	-	-	125
Smart Technology	-	46	-	315	-	250	-	250	-	250	-	1,250	-	2,361
Harmony Terminal Upgrade	-	60	-	200	-	8,250	-	-	-	-	-	-	-	8,510
Bus Stop Infrastructure	-	-	-	-	-	-	-	934	-	4,088	-	1,550	-	6,570
EV Depot Chargers	4	900	-	-	-	-	-	-	-	-	-	-	4	900
sub-total	4	1,206	-	2,560	-	8,500	-	1,184	-	4,461	-	2,800	4	20,712
<b>REPLACEMENT / REHABILITATION CAPITAL</b>														
<b>Vehicle Replacement and Refurbishment</b>														
Replacement buses (Conventional, 40 ft Buses)	-	-	6	3,788	11	6,941	16	10,098	16	10,098	64	40,384	113	71,303
Replacement buses (BRT, 40 ft Buses)	-	-	-	-	3	2,048	-	-	-	-	16	10,920	19	12,968
Electric Buses	8	9,200	-	-	-	-	-	-	-	-	-	-	8	9,200
Mini Bus Replacement	-	-	-	-	-	-	-	-	-	-	4	581	4	581
Specialized Mini Bus Replacement	-	-	-	-	-	-	-	-	4	793	16	3,172	20	3,965
Refurbishing of 40ft Buses (Power Train)	-	-	-	1,000	-	1,000	-	1,000	-	1,000	-	5,000	-	9,000
Refurbishing of Articulated Buses (Accordion)	-	-	-	-	-	-	-	-	-	-	6	1,350	6	1,350
Non Revenue Service Vehicle Replacement	3	80	1	55	4	240	5	440	2	80	11	615	26	1,510
sub-total	11	9,280	7	4,841	18	10,229	21	11,536	22	11,969	117	62,022	196	109,877
<b>Replacement Vehicle Outfitting</b>														
PRESTO/INIT MACD- Decomm/install (Conventional)	-	-	6	78	11	143	16	208	16	208	64	831	113	1,468
PRESTO/INIT MACD- Decomm/install (BRT, 40ft)	-	-	-	-	3	69	-	-	-	-	16	368	19	434
Bus Re-Purposing (BRT to reg conv)	6	480	-	-	-	-	-	-	-	-	-	-	6	480
INIT Decomm/install for Mini Bus	-	-	-	-	-	-	-	-	-	-	4	30	4	30
sub-total	6	480	6	78	14	211	16	208	16	208	84	1,226	142	2,411
<b>FACILITIES REHABILITATION:</b>														
Additional Outdoor Lighting Installation (Raleigh)	-	73	-	-	-	-	-	-	-	-	-	-	-	73
Security Power Gates (Raleigh)	-	-	-	200	-	-	-	-	-	-	-	-	-	200
Electric Vehicle (EV) Chargers at Customer Parking Lots	-	75	-	-	-	-	-	-	-	-	-	-	-	75
Replacement of Bus Wash - Westney	-	-	-	750	-	-	-	-	-	-	-	-	-	750
Digital Video Recorder (DVR) Upgrades	-	-	-	-	-	-	-	11	-	-	-	-	-	11
Maintenance Shop Equipment	-	-	-	12	-	-	-	-	-	25	-	-	-	37
sub-total	-	148	-	962	-	-	-	11	-	25	-	-	-	1,146
<b>TOTAL EXPENSES</b>														
	14,922		15,942		29,761		104,140		23,544		174,135		362,445	
<b>FINANCING</b>														
	2020		2021		2022		2023		2024		2025-2029		TOTAL	
	\$		\$		\$		\$		\$		\$		\$	
<b>REGULAR CAPITAL PROGRAM</b>														
Property taxes	1,013		1,184		1,184		1,184		1,184		5,920		11,669	
Development Charges-Residential	1,787		3,520		5,077		42,792		3,229		38,984		95,388	
Development Charges-Non Residential	803		1,581		2,281		19,225		1,451		17,515		42,855	
Ontario Gas Tax Revenue	-		5,339		5,888		6,239		7,256		36,279		61,001	
Debentures	1,200		-		-		25,600		-		27,938		54,736	
Other	10,120		-		-		-		-		9,000		19,120	
Additional Financing Required	-		4,318		15,330		9,101		10,425		38,501		77,675	
TOTAL FINANCING	14,922		15,942		29,761		104,140		23,544		174,135		362,445	
Capital expenditures and financing are subject to annual council approvals.														
The Region's 2019-20 Provincial Gas Tax allocation amount is currently unknown. Confirmation of the amount is expected in January 2020. Provincial Gas Tax funding is proposed to be utilized for financing ICIP projects and DRT operating costs in 2020.														
Other Funding includes \$10.1 million in one-time Federal Gas Tax Funding in 2020, \$20,000 in anticipated electric vehicle charging infrastructure grant funding in 2020, and \$9 million in developer contributions for the Seaton Facility in 2025.														

Capital expenditures and financing are subject to annual council approvals.

The Region's 2019-20 Provincial Gas Tax allocation amount is currently unknown. Confirmation of the amount is expected in January 2020. Provincial Gas Tax funding is proposed to be utilized for financing ICIP projects and DRT operating costs in 2020.

Other Funding includes \$10.1 million in one-time Federal Gas Tax Funding in 2020, \$20,000 in anticipated electric vehicle charging infrastructure grant funding in 2020, and \$9 million in developer contributions for the Seaton Facility in 2025.

Table 2: Proposed 2020 and Forecast 2021-2029 ICIP Project Expenses and Financing

	PROPOSED	FORECAST							Total
	2020	2021	2022	2023	2024	2025	2026	2027	
<b>EXPENSES</b>									
<b>Road Work</b>									
Median Transit Lanes (Altona to Notion)	13,400,000	45,900,000	1,400,000	34,000,000	29,570,000	0	0	0	124,270,000
Curbside Transit Lanes (Ajax, Whitby, Oshawa)	7,600,000	12,700,000	3,100,000	16,695,000	28,700,000	2,900,000	0	0	71,695,000
Simcoe Street EA	6,000,000	0	0	0	0	0	0	0	6,000,000
<b>Road Work Total</b>	<b>27,000,000</b>	<b>58,600,000</b>	<b>4,500,000</b>	<b>50,695,000</b>	<b>58,270,000</b>	<b>2,900,000</b>	<b>0</b>	<b>0</b>	<b>201,965,000</b>
<b>Road Work Staffing</b>	<b>1,810,000</b>	<b>2,619,400</b>	<b>2,669,788</b>	<b>2,721,184</b>	<b>2,470,526</b>	<b>1,593,427</b>	<b>1,307,471</b>	<b>522,652</b>	<b>15,714,448</b>
<b>Simcoe Street Buses and Shelters</b>									
Simcoe Street Infrastructure (buses & shelters)	6,635,000	0	0	0	0	0	0	0	6,635,000
<b>Simcoe Street Infrastructure Total</b>	<b>6,635,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,635,000</b>
<b>Other ICIP Projects</b>									
Replacement Buses - BRT (13)	4,232,250	3,762,000	1,410,750	0	0	0	0	0	9,405,000
Growth Buses - BRT Articulated (2)	2,250,000	0	0	0	0	0	0	0	2,250,000
Replacement Buses - Conventional Hybrid (11)	9,900,000	0	0	0	0	0	0	0	9,900,000
OnDemand/Specialized Mini Bus Replacement (16)	793,000	793,000	793,000	793,000	0	0	0	0	3,172,000
Bus Stop Infrastructure	1,169,280	2,630,880	2,923,200	3,020,640	0	0	0	0	9,744,000
Raleigh Administrative Building Re-Build	500,000	4,500,000	0	0	0	0	0	0	5,000,000
Operator Protective Shields	49,000	588,000	588,000	0	0	0	0	0	1,225,000
Destination Sign Upgrades	375,000	375,000	0	0	0	0	0	0	750,000
Advanced Fuel and Fluid Management System	500,000	0	0	0	0	0	0	0	500,000
Transit Analytics Innovation Platform	1,793,854	1,660,976	1,328,780	1,328,780	531,512	0	0	0	6,643,902
PRESTO Device Re-fresh	3,004,390	0	0	0	0	0	0	0	3,004,390
<b>Other ICIP Projects Total</b>	<b>24,566,773</b>	<b>14,309,856</b>	<b>7,043,730</b>	<b>5,142,420</b>	<b>531,512</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>51,594,292</b>
<b>Analytics Innovation Platform Staffing</b>	<b>120,000</b>	<b>265,000</b>	<b>265,000</b>	<b>265,000</b>	<b>145,000</b>				<b>1,060,000</b>
<b>TOTAL EXPENSES</b>	<b>60,131,773</b>	<b>75,794,256</b>	<b>14,478,518</b>	<b>58,823,604</b>	<b>61,417,038</b>	<b>4,493,427</b>	<b>1,307,471</b>	<b>522,652</b>	<b>276,968,740</b>
<b>FINANCING</b>									
<b>SUBTOTAL GRANT FUNDING</b>	<b>39,966,150</b>	<b>40,998,697</b>	<b>8,465,018</b>	<b>40,945,580</b>	<b>41,652,549</b>	<b>2,126,570</b>	<b>0</b>	<b>0</b>	<b>174,154,564</b>
<b>REGIONAL FUNDING</b>									
<b>Roads Development Charges</b>									
Residential	5,311,358	12,123,003	351,071	7,746,618	6,712,302	0	0	0	32,244,351
Commercial	607,012	1,385,486	40,122	885,328	767,120	0	0	0	3,685,069
<b>Roads Development Charges Subtotal</b>	<b>5,918,370</b>	<b>13,508,489</b>	<b>391,193</b>	<b>8,631,945</b>	<b>7,479,422</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>35,929,419</b>
<b>Reserve Funding</b>									
Operating Cost Reserve Fund	1,930,000	2,884,400	2,934,788	2,986,184	2,615,526	1,593,427	1,307,471	522,652	16,774,448
Roads Reserve	1,669,284	3,810,087	110,336	2,434,651	2,109,581	0	0	0	10,133,939
Transit Capital Reserve Fund	3,750,915	11,475,959	1,209,826	2,808,146	7,559,961	773,430	0	0	27,578,236
<b>Reserve Funding Subtotal</b>	<b>7,350,199</b>	<b>18,170,445</b>	<b>4,254,950</b>	<b>8,228,981</b>	<b>12,285,067</b>	<b>2,366,857</b>	<b>1,307,471</b>	<b>522,652</b>	<b>54,486,623</b>
<b>Transit Development Charges</b>									
Residential	926,629	0	0	0	0	0	0	0	926,629
Non-Residential	416,312	0	0	0	0	0	0	0	416,312
<b>Transit Development Charges Subtotal</b>	<b>1,342,941</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,342,941</b>
<b>Provincial Gas Tax</b>	<b>5,554,113</b>	<b>1,916,474</b>	<b>1,367,358</b>	<b>1,017,098</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,855,042</b>
<b>Debentures/Other Reserves for Facilities</b>	<b>0</b>	<b>1,200,150</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,200,150</b>
<b>SUBTOTAL REGIONAL FUNDING</b>	<b>20,165,623</b>	<b>34,795,558</b>	<b>6,013,501</b>	<b>17,878,024</b>	<b>19,764,489</b>	<b>2,366,857</b>	<b>1,307,471</b>	<b>522,652</b>	<b>102,814,176</b>
<b>TOTAL FINANCING</b>	<b>60,131,773</b>	<b>75,794,256</b>	<b>14,478,518</b>	<b>58,823,604</b>	<b>61,417,038</b>	<b>4,493,427</b>	<b>1,307,471</b>	<b>522,652</b>	<b>276,968,740</b>