

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

> Item No. 7.1 Budget Committee February 28, 2024

SUBJECT:	Proposed 2024/25 Halifax Transit Budget and Business Plan
DATE:	February 28, 2024
	Cathie O'Toole, Chief Administrative Officer
SUBMITTED BY:	Original Signed
TO:	Chair and Members of Budget Committee (Standing Committee of the Whole on Budget)

ORIGIN

As per Administrative Order 1 and the Budget and Business Plan consultation schedule presented to Regional Council on October 3,2023, staff are required to present the draft 2024/25 Business Unit Budget and Business Plans to the Budget Committee for review and discussion prior to consideration by Regional Council.

LEGISLATIVE AUTHORITY

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

RECOMMENDATION

That the Budget Committee:

1. Direct the Chief Administrative Officer to incorporate the Halifax Transit proposed 2024/25 Budget and Business Plan, as set out and discussed in the accompanying plan and supporting presentation, into the Draft 2024/25 Operating Budget.

2. Approve the transit service modifications as proposed in the accompanying 2024/25 Annual Service Plan to the staff report dated February 28, 2024.

BACKGROUND

On January 12, 2021, Regional Council adopted a Strategic Planning Framework, establishing priority outcomes for their term, and directed staff to develop plans to advance these outcomes.

As part of the design of the 2024/25 Budget and Business Plan development process, the Budget Committee is reviewing each business unit's budget and proposed plans, in advance of completing detailed HRM Budget and Business Plan preparation.

This recommendation does not include the addition/removal of any proposed Budget Adjustment List options.

DISCUSSION

Staff has prepared the proposed 2024/25 Halifax Transit Budget and Business Plan consistent with the 2021- 2025 Strategic Priorities Plan approved on December 1, 2020, as well as budget outlook provided on November 28, 2023.

Following direction from the Budget Committee, staff will proceed to prepare the detailed Budget and Business Plan for inclusion in the proposed 2024/25 HRM Budget and Business Plan documents to be presented to Regional Council's Budget Committee, as per the process and schedule approved on October 3, 2023.

FINANCIAL IMPLICATIONS

The recommendations in this report will lead to the development of a proposed 2024/25 Budget. There are no immediate financial implications from this recommendation. The broader financial implications will be discussed and debated as the budget is developed in more detail.

RISK CONSIDERATION

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

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

Enterprise risks are reviewed as part of the strategic planning process and mitigating initiatives incorporated into business planning activities to reduce or eliminate the impact and likelihood of the risk occurring.

COMMUNITY ENGAGEMENT

The 2024/25 budget process seeks to solicit public comment by inviting members of the public to provide feedback prior to each business unit budget and business plan presentation.

ENVIRONMENTAL IMPLICATIONS

No environmental implications were identified.

ALTERNATIVES

Budget Committee could choose to amend the Budget and Business Plan as proposed in the supporting presentation through specific motion and direct the Chief Administrative Officer to prepare the Budget and Business Plan for inclusion in the proposed 2024/25 HRM Budget and Business Plan documents.

ATTACHMENTS

Attachment 1 – 2024/25 Halifax Transit Proposed Budget and Business Plan Attachment 2 – 2024/25 Halifax Transit Proposed Budget and Business Plan Presentation Attachment 3 – 2024/25 Annual Service Plan

A copy of this report can be obtained online at <u>halifax.ca</u> or by contacting the Office of the Municipal Clerk at 902.490.4210.

Report Prepared by:	Hannah Forsyth, Coordinator, Halifax Transit
Report Approved by:	Dave Reage, Executive Director, Halifax Transit
Financial Approval by:	Jerry Blackwood, CFO, Executive Director of Finance & Asset Management





HALIFAX TRANSIT

2024/25 BUDGET AND BUSINESS PLAN

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

READING THE BUDGET AND BUSINESS PLAN

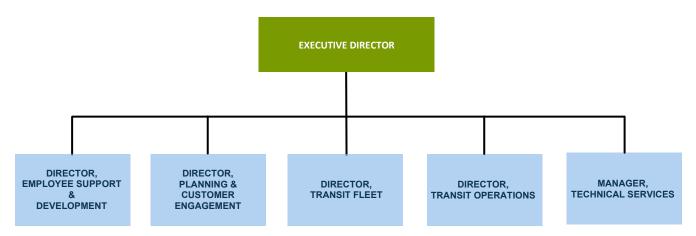
Council and Administrative Priorities are represented within the *Budget and Business Plan* using the legend below. Strategic initiatives and deliverables supporting HalifACT are denoted. Estimated Completion (EST) applies to deliverables carried over from previous business plans and is the estimated date of completion. Target (T) applies to new deliverables and is the original target completion date. For more information on HalifACT initiatives visit: https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/220121cow05i.pdf



OVERVIEW

Halifax Transit is committed to advancing Regional Council's priority outcomes through the operation of 369 conventional buses, 5 ferries, and 47 Access-A-Bus vehicles. Halifax Transit employs a workforce of more than 1000 employees and operates two transit maintenance and storage centres, three ferry terminals, 11 bus terminals, and 14 Park & Ride lots.

ORGANIZATION CHART



FULL TIME EQUIVALENT COUNTS

Full Time Equivalent (FTE) Change Deta	ils
Approved 2023/24 FTEs:	1,056.4
New Positions:	
Project Controller	1.0
Safety Supervisor	2.0
Program Manager	1.0
Business Analyst	1.0
Project Controller	1.0
Operators (MFTP)	38.0
Mechanic (MFTP)	1.0
Hostlers (MFTP)	2.0
Trainer (MFTP)	1.0
Capital Changes:	
Outreach & Engagement Specialist	1.0
Total Changes	49.0
Total Budgeted 2024/25 FTEs	1,105.4

Includes full, part-time, and permanent positions.

Some opening balances have been restated to be consistent with how an FTE is counted. The MFTP position funding previously approved in 2023/24 operating budget.

STRATEGIC INITIATIVES

Initiative	Description	Priority & Outcome
Transit Asset & Infrastructure Renewal	To create an enhanced experience for its customers, Halifax Transit will continue to invest in the renewal of on-street infrastructure, buildings, terminals, vehicles, fleet, and ferries, with an emphasis on energy-efficiency and safety.	Connected & Healthy Long Range Mobility Planning
Transit Service Plan	Halifax Transit is continuously evolving to offer residents a significantly improved transit service. Guided by principles of integrated mobility, high ridership opportunity, and future sustainability, Halifax Transit is undertaking strategic planning activities to ensure transit routes and services are aligned with the growth of the region, demand for services, and emerging technologies and service models.	Connected & Healthy Long Range Mobility Planning

Initiative	Description	Priority & Outcome
Transit Technology	Through the implementation of improved transit technology, including Electronic Fare Management Systems, Halifax Transit is transforming the way customers interact with the transit system. In addition to providing improved service reliability and enhanced customer experience, new technology will provide data and management opportunities to inform increased efficiency of the transit system.	Innovative Performance Excellence
Transit Accessibility	Halifax Transit is committed to improving the accessibility and equity of transit services in the municipality. This includes improvements to the conventional service to make it an inclusive, viable option, as well as improvements to the Access-A-Bus system to ensure it is meeting the needs of people who rely on that service. This includes physical infrastructure, policy and process improvements, engagement with the community, staff training and vehicle improvements.	Safe & Accessible Mobility Network
Decarbonize Public Transit	In keeping with the municipality's HalifACT goals to reduce green house gas emissions and criteria air contaminants, Halifax Transit is in the process of converting to a zero-emission fleet. Decarbonization initiatives include the procurement of zero emission buses and charging infrastructure, transit facility improvements and retrofits, and staff training.	Net-Zero Emissions HalifACT
Safety & Security	Safety is of critical importance to Halifax Transit. To ensure the protection of passengers, employees, and property, staff are taking proactive measures across the transit system. Efforts include the installation of operator safety barriers across the conventional fleet, a comprehensive review of current public safety challenges and recommended options for mitigation, and a Transit Code campaign focused on Operator safety and antiaggression.	Safe & Accessible Mobility Network

BUDGET

SERVICE AREA BUDGET OVERVIEW

	2022/23	2023/24		2023/24	2024/25				
Service Area	Actual	Budget	1	Projections		Budget	Δ2	3/24 Budget	Δ%
Access-A-Bus Service	\$ 7,345,436	\$ 7,427,300	\$	8,714,300	\$	8,685,500	\$	1,258,200	16.9
Conventional Service	72,334,670	79,860,300		78,219,800		88,763,300		8,903,000	11.1
Ferry Service	5,773,990	5,410,500		5,745,700		6,726,000		1,315,500	24.3
Transit Facilities	5,320,064	4,558,900		4,558,900		4,679,900		121,000	2.7
Fiscal Transit	(56,549,001)	(36,994,800)		(36,994,800)		(40,595,100)		(3,600,300)	9.7
Net Total	\$ 34,225,158	\$ 60,262,200	\$	60,243,900	\$	68,259,600	\$	7,997,400	13.3

SUMMARY OF EXPENDITURE AND REVENUE

	2022/23	2023/24	2023/24	2024/25				
Expenditures	Actual	Budget	Projections		Budget	Δ 23/	24 Budget	Δ%
Compensation and Benefits	\$ 88,098,508	\$ 88,131,900	\$ 88,323,900	\$	99,631,600	\$	11,499,700	13.0
Office	1,049,944	1,113,516	1,164,016		1,199,500		85,984	7.7
External Services	3,930,379	3,771,300	3,921,300		4,615,600		844,300	22.4
Supplies	1,402,139	1,481,284	1,479,284		1,609,700		128,416	8.7
Materials	261,190	177,200	203,700		242,200		65,000	36.7
Building Costs	2,801,368	2,085,600	2,137,600		2,208,600		123,000	5.9
Equipment & Communications	1,192,729	1,073,500	1,150,000		1,156,500		83,000	7.7
Vehicle Expense	31,327,386	31,823,100	31,528,300		32,813,800		990,700	3.1
Other Goods & Services	1,407,319	1,521,500	1,497,500		1,733,500		212,000	13.9
Interdepartmental	100,432	(95,500)	(45,500)		(95,500)		-	-
Other Fiscal	334,626	370,000	370,000		400,000		30,000	8.1
Total Expenditures	131,906,021	131,453,400	131,730,100		145,515,500		14,062,100	10.7

	2022/23	2023/24	2023/24	2024/25		
Revenues	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ%
Area Rate Revenue	(56,883,627)	(37,364,800)	(37,364,800)	(40,995,100)	(3,630,300)	9.7
Transfers from other Gov'ts	(8,657,506)	-	-	-	-	-
Fee Revenues	(30,776,496)	(32,447,200)	(32,887,200)	(34,981,600)	(2,534,400)	7.8
Other Revenue	(1,363,234)	(1,379,200)	(1,234,200)	(1,279,200)	100,000	(7.3)
Total Revenues	(97,680,862)	(71,191,200)	(71,486,200)	(77,255,900)	(6,064,700)	8.5
Net Total	\$ 34,225,158	\$ 60,262,200	\$ 60,243,900	\$ 68,259,600	\$ 7,997,400	13.3

OPERATING – SUMMARY OF CHANGES

Change Description / Service Impact	Amount
Approved 2023/24 Budget	\$ 60,262,200
Service Enhancements	
Fare Solution upgrades	50,000
Staff supporting Safety Program	302,000
Moving Forward Together Plan	2,247,000
Inflation/Service Pressures	
Collective agreements and other compensation adjustments	9,409,300
Inflationary Pressures (Materials, Uniforms, & Security)	813,800
Overtime increase	250,000
Other inflationary and service pressures	15,000
Contractual Increases	
Contractual Increase - Janitorial contracts	100,000
Contractual Increase - Security contracts	444,000
Revenue Changes	
Fare increase	(700,000)
Ridership growth increase to fare revenue	(1,834,400)
Adjustment to tax revenue	(3,630,300)
Other revenue adjustments	100,000
Other/Transfers	
Increase in Consulting/Studies	100,000
Increase in Extra Duty Officer (extra HRP officer)	250,000
Miscellaneous adjustments	81,000
Total Changes	\$ 7,997,400
2024/25 Budget	\$ 68,259,600

Services Enhancements

Fare Solution Upgrades. Additional fare payment application validators for the ferry terminals and electric buses.

Staff supporting the Safety Program. These headcount resources (2 FTE) will help support the municipality's Occupational Health and Safety (OH&S) program within Halifax Transit and managing health and safety-related services. The remaining 3 FTE was part of the Halifax Transit Safety Program plan presented to Council on December 12, 2023.

Moving Forward Together Plan. This is the additional investment required to implement the remainder of the plan. Originally, five months of funding was approved in the 2023/24 operating budget, so this is accounting for the remaining 7 months to provide the full funding for the plan.

SERVICE AREA PLANS

ACCESS-A-BUS SERVICE

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

Services Delivered

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

Service Delivery Performance Measures

Performance Measures	2021/22 Actual	2022/23 Actual	2023/24 Projected	2024/25 Planned
Ridership	120,373	155,838	167,758	168,000
Total Cost (Expenses) per Revenue Vehicle Hour	\$87.27	\$81.43	\$92.12	\$94.10
Operating Expense per Passenger	\$61.19	\$50.53	\$54.03	\$55.11
Average Fare per Passenger	\$1.25	\$1.35	\$1.50	\$1.54
Revenue/Cost Ratio	2.0%	2.7%	2.8%	2.8%
Customer Service (requests addressed within standard)	87%	87%	96%	90%

Performance Measures Analysis

Access-A-Bus ridership is expected to stay stable in 2024/25. Overall service levels are expected to be similar, with higher operating costs related to inflation being offset by a fare increase to maintain a static cost recovery ratio.

2024/25 Key Deliverat	bles	Priority &	Target (T) / Estimated
Name	Description	Outcome	Completion (EST)
Access-A-Bus Plan	To ensure ongoing improvements in Access-A-Bus service, planned initiatives include an industry scan and alignment of administrative best practices, the Interactive Voice Response (IVR) system to provide automated and consistent client communications, and updates to the eligibility criteria to best match services to client abilities.	Safe & Accessible Mobility Network	T – Q4 2025/26

CONVENTIONAL TRANSIT SERVICE

The Conventional Transit Service supports Regional Council priorities by providing a network of routes that operate throughout the defined service area. This service provides over 19 million passenger trips annually and travels nearly 21,000,000 kilometres. Many of the services below also support the paratransit and ferry services, such as employee support, bus fleet planning, bus cleaning, and more.

Services Delivered

Bus Cleaning, Servicing, Repair and Maintenance. Servicing and cleaning of Halifax Transit buses and providing maintenance and repair to keep buses in good running order, compliant with legislation, and fit for use.

Bus Fleet Planning, Acquisition, and Disposal. Strategic and tactical bus fleet planning, related analysis and reporting, supporting bus procurement, readying buses for service once they arrive, and preparing buses for disposal when they are no longer suitable for use by the municipality.

Bus Stop Improvements. Maintaining the condition of existing bus stops, identifying the need for new bus stops, and making improvements for accessibility, including installing hard surfaces and bus stop amenities such as benches and shelters.

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

Customer Support. Providing communication, customer service and engagement.

Employee Support. Providing employee training and development, along with support related to administration and technology.

Operating Conventional Transit Routes. Consisting of 69 fixed-route services and 3 Regional Express routes to rural areas.

Sustainable Transportation Programs. Developing, delivering, and managing a variety of programs to encourage use of sustainable forms of transportation.

Transit Planning and Scheduling. Planning short, medium, and long term service changes and strategies and creating all Bus Operator schedules.

Service Delivery Performance Measures

Performance Measures	2021/22 Actual	2022/23 Actual	2023/24 Projected	2024/25 Planned
Ridership	12,580,418	15,608,977	18,211,432	18,500,000
Number of Regular Service Passenger Trips per Capita in Service Area	37.7	46.1	46.1 49.9	
Passengers per Service Hour	13.1	16.2	19.7	18.5
Revenue Vehicle Hour per Capita in-Service Area	2.9	2.8	2.5	2.6
Total Cost (Expenses) per Revenue Vehicle Hour	\$109.35 \$120.13 \$123.44		\$123.44	\$126.47
Operating Expense per Passenger	\$8.38	\$7.40	\$6.26	\$6.82
Average Fare per Passenger	\$1.80	\$2.47	\$1.76	\$1.81
Revenue/Cost Ratio	21%	33%	33% 28%	
Requests Addressed within Standard	88%	73%	79%	90%

Performance Measures Analysis

In 2024/25, it is anticipated that service changes, including reinstating service and implementing the final routing changes under the Moving Forward Together Plan, will be completed; however, as this will occur part way through the year it will only result in modest ridership increases overall. Based on the expected ridership, along with the proposed fare increase, a higher average fare per passenger and revenue/cost ratio could be expected, however, the table above also reflects trends towards increased uptake for reduced fare products. This includes the Epass program, which has seen more than a 75% increase in participation since 2019, as well as other initiatives such as the Affordable Access Pass, and discounted bulk fare products (i.e., 20-ride tickets) now available in the mobile fare app.

2024/25 Key Deliverabl	Priority &	Target (T) / Estimated		
Name	Description	Outcome	Completion (EST)	
Burnside Transit Centre Eco-Rebuild – Design	A rebuild of the Burnside Transit Centre is required due to the physical deterioration of the building and to allow for the growth associated with the Zero Emission Bus Project. In 2024/25, the detailed planning and design will be complete.		EST – Q4 2024/25	
Rapid Transit Strategy - Pursue Funding & Prepare Conceptual Designs for Bus Rapid Transit	The Rapid Transit Strategy includes a network of four Bus Rapid Transit (BRT) lines and three new ferry routes, which will promote the creation of more compact and walkable communities and increase mobility options and alternatives to private vehicles. In 2024/25, Halifax Transit will be advancing planning, design, and cost estimates for a BRT system, in preparation to submit funding applications.	Affordable Sustainable Mobility Network	T – Q4 2025/26	
Fare Management Project – Phase 2	To increase boarding efficiency and to improve fare payment options, Halifax Transit will begin work to install fare payment application validators, removing the need for validation by the Operators.	Innovative Performance Excellence	EST – Q1 2024/25	
Fixed Route Planning, Scheduling and Operations – Complete Implementation	To improve operational efficiency, Halifax Transit will begin to enhance functionality in the new planning, scheduling, and operations software solution. This will require system testing, user training and solution configuration.	Innovative Performance Excellence	EST – Q1 2024/25	
Operator Safety Barriers	To improve Operator safety, the entire conventional fleet will be retrofitted with driver barriers. The physical barriers allow the Operator to connect and interact with passengers while also protecting them from situations that may result in inappropriate physical contact.	Safe & Accessible Mobility Network	EST – Q4 2024/25	
Fleet Composition Metric	Building off the feasibility study for zero-emission vehicles, a plan will be developed to assess the fleet mix and create a composition metric for the entire fleet.	Net-Zero Emissions HalifACT	EST – Q3 2024/25	

2024/25 Key Deliverables		Priority &	Target (T) / Estimated	
Name	Description	Outcome	Completion (EST)	
Zero Emission Bus Project – Phase 1	In 2024/25, Phase 1 of the Zero Emission Bus Project will be completed. This includes continued work on the RLTC expansion, installation of chargers, delivery of the remaining 59 electric buses, and commencing public transit service with the zero-emission fleet.	Net-Zero Emissions HalifACT	T – Q4 2024/25	
Draft Halifax Transit Safety Program Plan	With increases in the number and severity of incidents, Halifax Transit has identified the need for an increased focus on safety. As directed by Halifax Regional Council in December 2023, Halifax Transit will draft a plan for a Halifax Transit Safety Program for further consideration. Drafting the plan will involve defining the goals and objectives of the program, and pending budget approval, the recruitment of additional resources for future development phases of the program.	Safe & Accessible Mobility Network	T – Q4 2025/26	
New Transit Service Plan	An incremental improvement of Halifax Transit's strategic route network. To prepare for future transit network changes, Halifax Transit will begin a new transit service planning process, including defining scope, engaging the public and stakeholders, and preparing a draft transit service plan.	Connected & Healthy Long Range Mobility Planning	T – Q4 2024/25	

FERRY SERVICE

Halifax Transit's Ferry Services supports Regional Council priorities through the operation of two ferry routes providing public transit services within Halifax Harbour. The Ferry Service has passenger terminals located in Dartmouth (Alderney and Woodside) and Downtown Halifax. Halifax Transit supports ferry service operations through the provision of repair and preventative maintenance services.

Services Delivered

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

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

Service Delivery Performance Measures

Performance Measures	2021/22 Actual	2022/23 Actual	2023/24 Projected	2024/25 Planned
Ridership	704,510	1,113,018	1,432,827	1,433,000
Passengers per Capita within Service Area	2.1	3.3	3.9	3.8
Passengers per Service Hour	49.9	76.9	100.2	96.3
Cost to Operate a Ferry for Each In-service Hour	\$550.35	\$562.11	\$612.41	\$647.84
Operating Expense per Passenger	\$11.03	\$7.31	\$6.11	\$6.73
Average Fare per Passenger	\$1.61	\$1.83	\$1.76	\$1.82
Revenue/Cost Ratio	15%	25%	29%	27%
Requests Addressed within Standard	92%	71%	93%	90%

Performance Measures Analysis

In 2024/25, no changes are proposed to ferry service levels, and ridership is projected to be static. The slight decrease in passengers per service hour in the table above reflects a reduced level of service in 2023/24 due to ferry maintenance issues that resulted in temporary service reductions.

2024/25 Key Deliverables		Priority &	Target (T) / Estimated	
Name	Description	Outcome	Completion (EST)	
Rapid Transit Strategy – Mill Cove Ferry Service	In 2024/25, the multi-year implementation project will begin, subject to funding approvals. It will include proceeding with procuring a vendor to design and build the vessels, detailed design of both the Halifax and Mill Cove terminals and commencing site work.	Affordable Sustainable Mobility Network	EST – Q4 2024/25	

Attachment 2

February 28, 2024

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HALIFAX TRANSIT

2024/25 Budget & Business Plan

Mission

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

Service Areas

- Access-A-Bus Service
- Conventional Transit Service
- Ferry Service





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Halifax Transit

Successes

- Ridership Recovery
- HFXGO Launch
- Arrival of first Electric Bus
- RLTC Expansion
- Emergency Support
- MFTP Service Changes



Halifax Transit

Successes

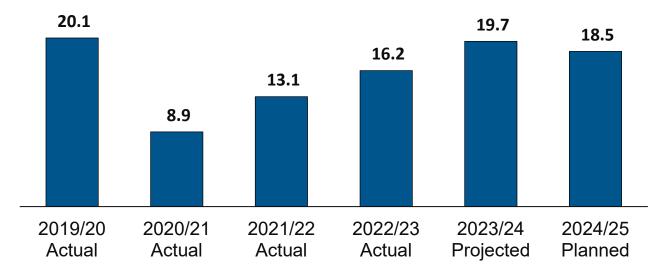
- By-law U-100 Amendments -Housing and Homelessness support
- Transit Safety By-Law T-1200
- Transit Code Campaign Safety
- New Terminal Supervisors
- Charter Support for Major Events
- "Safe People" for NAIG



Halifax Transit

Service KPI Highlights

Passengers per Hour

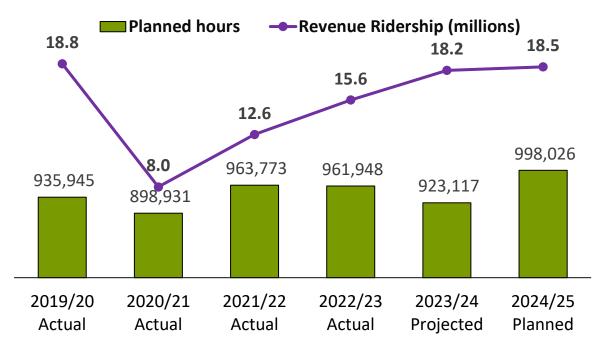






Service KPI Highlights

Planned Hours & Ridership



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2024/25 Planned Work Highlights



Integrated Mobility

- Burnside Transit Centre Eco-Rebuild
- New Transit Service Plan
- Access A Bus Plan
- Draft Safety Program Plan

🔗 Environment

Zero Emission Bus Project – Phase 1



Service Excellence

• Fare Management Project – Phase 2



The 2024/25 Annual Service Plan outlines upcoming adjustments:

- Final implementation of the *Moving* Forward Together Plan
- Newly Proposed Service Changes
- Service Quality & Reliability



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Halifax Transit

Moving Forward Together Plan Service Changes

- Route 1 Spring Garden Adjusted to service Gottingen
 Street in both directions
- Route 10 A/B/C Dalhousie Route 10 and 41 will be replaced by this modified Corridor Route
- Route 192 Hemlock Ravine Express New route to service communities near Larry Uteck Blvd east of Hwy 102
- Route 196 Basinview Express Two trips added in AM & PM peak.

Newly Proposed Service Changes

- **Route 54 Montebello** Rerouted to service Port Wallace
- Route 26 Springvale Discontinued
- Route 57 Portland Hills Discontinued
- Route 90 Larry Uteck Frequency increase during weekday peak hours
- Route 179 Cole Harbour Express to Woodside Ferry -Discontinued

Service Quality and Reliability

- 10,500 annual service hours to be assigned as required to
 - ✓ address overcrowding
 - ✓ mitigate loss of service or lateness due to congestion, maintenance issues, and other factors.
- This increases non-scheduled resource availability which will be actively managed to respond to conditions as they arise daily, weekly, seasonally.



Staff Counts

Full Time Equivalent (FTE) Change Deta	ils
Approved 2023/24 FTEs:	1,056.4
New Positions:	
Project Controller	1.0
Safety Supervisor	2.0
Program Manager	1.0
Business Analyst	1.0
Project Controller	1.0
Operators (MFTP)	38.0
Mechanic (MFTP)	1.0
Hostlers (MFTP)	2.0
Trainer (MFTP)	1.0
Capital Changes:	
Outreach & Engagement Specialist	<u> </u>
Total Changes	49.0
Total Budgeted 2024/25 FTEs	1,105.4

Includes full, part-time, and permanent positions.

Some opening balances have been restated to be consistent with how an FTE is counted.

The MFTP position funding previously approved in 2023/24 operating budget.

Halifax Transit



Operating Budget Summary of Changes

Change Description / Service Impact	Amount	
Approved 2023/24 Budget	\$ 60,262,200	
Service Enhancements		
Fare Solution upgrades	50,000	
Staff supporting Safety Program	302,000	
Moving Forward Together Plan	2,247,000	
Inflation/Service Pressures		
Collective agreements and other compensation adjustments	9,409,300	
Inflationary Pressures (Materials, Uniforms, & Security)	813,800	
Overtime increase	250,000	
Other inflationary and service pressures	15,000	
Contractual Increases		
Contractual Increase - Janitorial contracts	100,000	
Contractual Increase - Security contracts	444,000	
Revenue Changes		
Fare increase	(700,000)	
Ridership growth increase to fare revenue	(1,834,400)	
Adjustment to tax revenue	(3,630,300)	
Other revenue adjustments	100,000	
Other/Transfers		
Increase in Consulting/Studies	100,000	
Increase in Extra Duty Officer (extra HRP officer)	250,000	
Miscellaneous adjustments	 81,000	
Total Changes	\$ 7,997,400	
2024/25 Budget	\$ 68,259,600	

Halifax Transit

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Attachment 3

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2024/25 Annual Service Plan



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Proposed Service Adjustments 2024/25



Proposed Service Adjustments 2024/25

This *Annual Service Plan* outlines upcoming adjustments for the fiscal year 2024/25. Adjustments for this year include completing implementation of the *Moving Forward Together Plan*, addressing some newer pressures related to growth, permanent service reductions on poor performing routes to allow better use of resources, increasing resource availability to allow improved response to scheduling and overcrowding issues through the service day, and reinstating services which have been temporarily suspended due to staffing shortages.

Moving Forward Together Plan

Approved in 2016, this redesigned transit network represents a significant improvement over past transit service in Halifax, prioritizing service to areas with high ridership and higher ridership potential. The plan proposed new service in growth areas and reduced inefficient, low ridership services. It describes a network which is easier to understand and easier to navigate for existing and potential transit. It also provides a more consistent and cohesive approach to service provision, designed to better meet the needs of residents today and into the future.

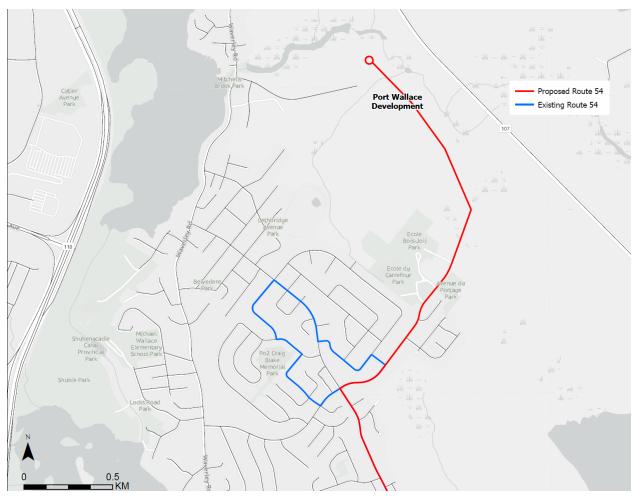
The *Moving Forward Together Plan* has been implemented over many years, and completion has been delayed, initially due to the COVID-19 pandemic, but also due to the staffing shortages that have been experienced over the last few years. This *Annual Service Plan* outlines the final changes to be made to complete the *Moving Forward Together Plan*, except for the Regional Express service to Margeson Drive (Middle Sackville), which is contingent on the required infrastructure being in place.

Changes proposed for 2024/25 include corridor routes 1 Spring Garden and 10 Dalhousie, a new Express Route 192 in Bedford, and increases to existing express service in Bedford. These service adjustments were originally approved as part of the *2022/23 Annual Service Plan* but were not implemented as proposed due to staffing shortages.

New Service Pressures

As population growth and ridership have been increasing, overcrowding has become a bigger issue on many busy Halifax Transit routes than in the past. This annual service plan proposes resources be redistributed to address some of those pressures. This includes adding increased frequency during weekday peak hours on the Route 90 Larry Uteck. The Route 90 travels through many dense and still growing neighbourhoods and has experienced significant passenger overcrowding.

New development is also a catalyst for service adjustment; Port Wallace is a neighbourhood currently under construction and anticipating significant population growth. To service this new community a routing adjustment to the existing Route 54 Montebello is proposed. This route will travel into Phase 2 of the development via Avenue du Portage. This is considered a temporary routing adjustment, as further service improvements will be made as future phases of the development are completed. This adjustment does result in loss of service on Madeline Place, Lexington Avenue, Columbo Drive, Appian Way, Colonna Place and Breeze Drive north of Avenue du Portage.



Route 54 Proposed routing adjustment

Service Reductions

To address service pressures such as those discussed above, it is proposed that resources be reallocated from several routes which have not met ridership guidelines for a long period of time. Routes 178 Mount Edward Express and Route 179 Cole Harbour Express, which service the Woodside Ferry Terminal, have been suspended since February 2023, and this plan includes discontinuing both of these routes permanently. This plan also includes discontinuing local Routes 26 Springvale and 57 Portland Hills, which have consistently been well below ridership guidelines. These reductions will allow for approximately 6,400 annual hours of service to be added to busy routes which have been experiencing overcrowding.

The following table displays route performance for the lowest performing routes in the network, in comparison to established ridership guidelines.

Colour coding has been applied as follows:

Green = Meeting Ridership Guideline

Yellow = Within 50% of meeting Ridership Guideline

Red = More than 50% below Ridership Guideline

		Passengers Per Hour								
Route	AM & PM Peak			Midday			Evening			
	Q1	Q2	Q3	Q1	Q2	Q3	Q1	Q2	Q3	
26	0 18	0 12	0 21							
57	🥚 10	9 10	9	9 4	9 4	5	8 🔘	9	9	
401	0 13	0 15	0 14	0 13	15	0 14	9	11	10	
415	8 🔵	8	9	0 11	0 12	0 13				
433	0 13	0 16	0 17				9	9	7	
Ridership Guideline	25			15			10			

Regional Express	Passengers Per Trip						
Route	Q1	Q2	Q3				
370	07	6 🔵	6				
Ridership Guideline		15					

At this time, only the Route 26 and 57 in the table above are proposed to be discontinued in 2024/25. However, given ridership performance, others could be considered for future service reductions. These include routes 401 Porters Lake, 415 Purcells Cove, 433 Tantallon and 370 Porters Lake Regional Express. These are not proposed for elimination at this point as further consideration regarding transportation equity and the potential for different service models (i.e., on-demand services) may be warranted. These routes will be monitored and reviewed in the upcoming transit planning process, which will include public engagement. The table below indicates current resource requirements for these routes, and the number of additional weekday round trips that could be added to an average corridor route (90 minute round trip) if those resources were redeployed.

Route	Annual Hours	Weekday Corridor Trip Equivalent
370	5,300	14.1
401	3,500	9.3
415	2,100	5.6
433	1,800	4.8

Service Quality and Reliability

In addition to the route changes outlined above, 10,500 annual hours of service are also proposed to be allocated toward service quality and reliability.

This is proposed due to the inconsistent nature of congestion and overcrowding across the network. While some services, such are Route 90 Larry Uteck discussed above warrant permanent additional service (increasing peak hour frequency from 30 minutes to 15 minutes), there are other services which experience issues more sporadically, and increasing service may not have the intended effect. Many passenger overload incidents occur due to excessive lateness, including cancellation of trips due to lateness; these resources would allow those late and cancelled trips to be provided by another vehicle, reducing these types of passenger overloads. Many of these service issues arise unexpectedly and cannot be predicted, these resources would provide the ability to respond and insert service where and when it is most needed.

As such, these resources will be assigned as required to address overcrowding and to mitigate loss of service or lateness due to congestion, maintenance issues, and other factors, working to improve the reliability of the transit system. This will include increasing non-scheduled resource availability and actively managing those resources to respond to conditions as they arise daily, weekly, seasonally, etc. This could include inserting trips in the form of "double-headers" to alleviate capacity issues, additional trips or partial trips on overcrowded services, added time in schedules for improved schedule adherence, additional standby resources to respond to congestion or breakdowns, and deploying resources to address service gaps resulting from traffic related delays.

Reinstatement of Suspended Service

All services temporarily suspended in February 2023 due to staffing issues will be reinstated, with the exception of Routes 41, 178 and 179 which will be permanently discontinued. Service on the new Corridor Route 10A/B/C will replace service previously provided by Route 41, as planned for the *Moving Forward Together Plan*. Many of the routes with trips temporarily suspended have been operating with significant gaps in service through the service day which are contributing to customer frustration and capacity concerns as ridership has increased. Several routes with suspended service currently do not meet minimum service guidelines established in the *Moving Forward Together Plan* and will be reinstated before any of these routes are analysed for any future adjustments. This reinstatement also includes reverting the Route 330 Sheldrake Lake/Tantallon to the previous route design, which includes servicing Sheldrake Lake on specific trips only.

Trips will be reinstated on Routes 29, 55, 59, 65, 68, 83, 84, 85, 86, 93, 123, 127, 135, 136, 137, 138, 158, 159, 165, 168A, 168B, 182, 183, 185, 186, 194, 330 and 370.

Detailed Service Adjustments

The following service adjustments are planned for implementation in 2024/25. Maps for all new routes can be found in Appendix A.

Route	Details	Annual			
Route	Details	Hours	Cost		
1	Route 1 Spring Garden will be adjusted to service Gottingen Street in both directions	12,800	\$975,000		
10 A/B/C	Route 41 Dartmouth-Dalhousie will be discontinued and replaced by a modified Corridor Route 10 – now Route 10 A/B/C Dalhousie	14,400	\$1,175,000		
26	Route 26 Springvale will be discontinued	(900)	(\$73,000)		
54	Route 54 Montebello will be rerouted to service the Port Wallace development	1,000	\$97,000		
57	Route 57 Portland Hills will be discontinued	(1,300)	(\$125,000)		
90	Route 90 Larry Uteck will have weekday peak frequency increased to every 15 minutes	7,100	\$704,000		
178	Route 178 Mount Edward Express to Woodside Ferry will be discontinued	(2,300)	(\$249,000)		
179	Route 179 Cole Harbour Express to Woodside Ferry will be discontinued	(1,900)	(\$192,000)		
192	New 192 Hemlock Ravine Express route will be implemented to service communities near Larry Uteck Blvd east of Highway 102	4,400	\$470,000		
196	Route 196 Basinview Express will have two trips added in each AM peak and PM Peak	1,600	\$180,000		
	Service Quality and Reliability	10,500	\$1,037,000		
	Total	45,300	\$4,001,000		

Corridor Service

Route 1 Spring Garden

- This new corridor route will be introduced, providing similar routing and service levels to the existing Route 1 Spring Garden.
- This new route will travel via Gottingen Street in both directions between the MacDonald Bridge and Cogswell Street.
- This route will require significant schedule adjustments to address poor on-time performance of the existing Route 1 Spring Garden.

Route 10 A/B/C Dalhousie

- This new corridor route will be introduced.
- This will be a branched route with three branches, A, B, and C, serving from Dalhousie to Bridge Terminal, Micmac Terminal and Caledonia Road respectively.
- The existing Route 41 Dartmouth-Dalhousie will be permanently discontinued; Route 10A will provide similar service but will not service South Street.
- Route 10A/B/C will travel via Robie Street and South Street between Saint Mary's University and Dalhousie University; there will no longer be service on Inglis Street west of Robie Street, or on Beaufort Avenue.
- This route will be implemented at a slightly lower frequency during evening hours than proposed in the *Moving Forward Together Plan* (approximately every 20 minutes as opposed to 10-15 minutes as proposed).
- This route will have a slight adjustment compared to the approved *Moving Forward Together Plan* to improve operational functionality. Near Dalhousie University, one additional bus stop on University Avenue will be serviced as a result of this change.

Local Service

Route 26 Springvale

• This peak only local route will be discontinued permanently due to low ridership.

Route 41 Dartmouth-Dalhousie

- This local route will be discontinued permanently; similar service will be provided by the new Corridor Route 10 A/B/C.
- This route has been temporarily suspended since February 2023.

Route 54 Montebello

- This local route will be rerouted to service the new development of Port Wallace by an extension along Avenue du Portage.
- This will result in a loss of service on Madeline Place, Lexington Avenue, Columbo Drive, Appian Way, Colonna Place and Breeze Drive north of Avenue du Portage.

Route 57 Portland Hills

• This peak only local route will be discontinued permanently due to low ridership.

Route 90 Larry Uteck

• This local route will have weekday peak hour frequency increased to every 15 minutes to address overcrowding and improve service quality.

Express Service

Route 178 Mount Edward Express

- This express route will be discontinued permanently due to low ridership.
- This route has been temporarily suspended since February 2023.

Route 179 Cole Harbour Express

- This express route will be discontinued permanently due to low ridership.
- This route has been temporarily suspended since February 2023.

Route 192 Hemlock Ravine Express

- This new express route will provide service for communities near Larry Uteck Boulevard east of Highway 102 direct to Downtown Halifax.
- This route is a combination of the Route 192 Southgate Express and 196 Starboard Express as proposed in the *Moving Forward Together Plan*.
- This route is expected to alleviate some capacity concerns impacting Routes 8 and 90 during peak hours.

Route 196 Basinview Express

- This existing express route will have two trips added in each direction during AM Peak and PM Peak.
- Routing will be adjusted to use Highway 102 and Bayers Road in both directions to take advantage of bus only lanes on Bayers Road. This will result in this route no longer servicing stops on the Bedford Highway or Kearney Lake Road; these areas now have dedicated express services introduced in prior service changes.

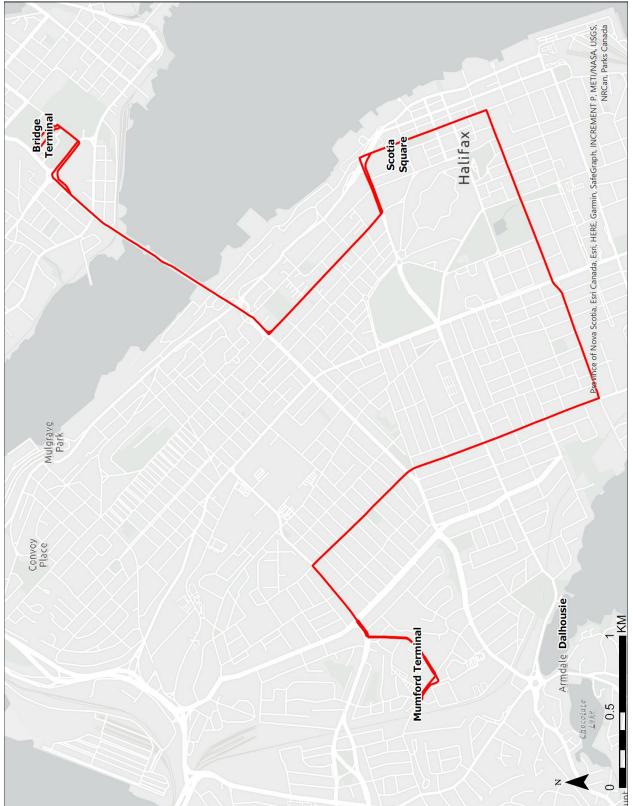
Appendices

- A. 2024/25 New Route Maps
- B. Route Implementation Progress

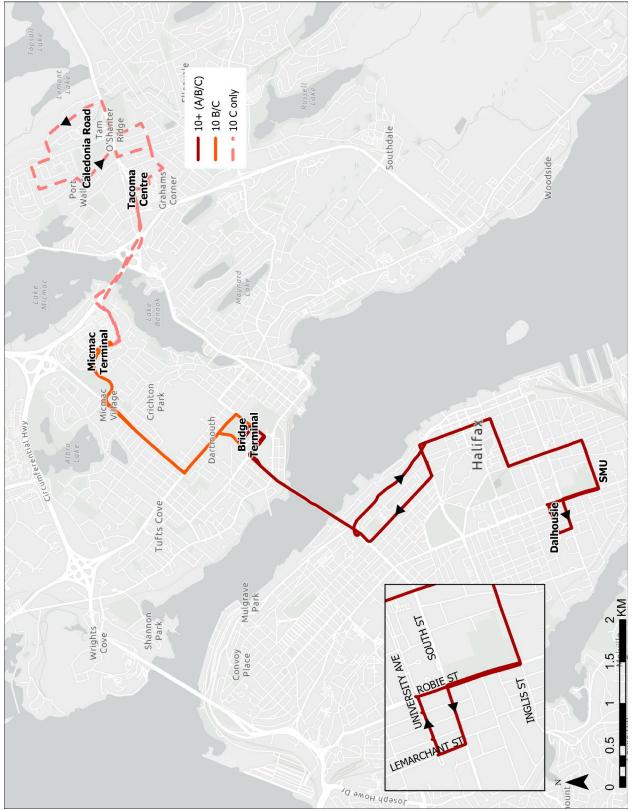


Appendix A: 2024/25 New Route Maps

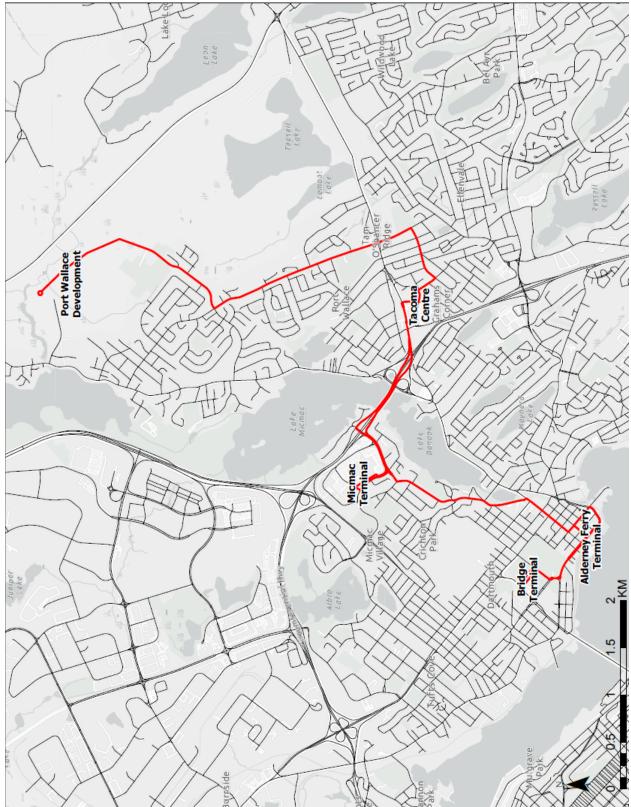
Route 1 Spring Garden



Route 10 A/B/C Dalhousie

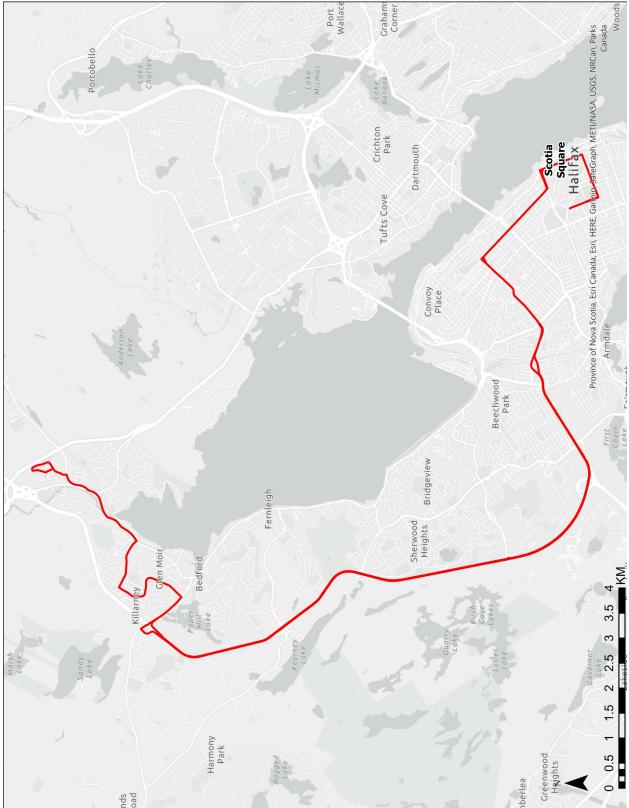


Route 54 Montebello



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Route 192 Hemlock Ravine Express



Route 196 Basinview Express

Appendix B: Route Implementation Progress

Route Implementation Chart

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