



November 26-27, 2012

Mississauga Transit 2013-2016 Business Plan

City of Mississauga, Ontario, Canada



MORE THAN **3,650** BUS STOPS.
3RD LARGEST MUNICIPAL TRANSIT SYSTEM IN ONTARIO.
93 TRANSIT ROUTES, **1.3** MILLION HOURS OF SERVICE.
FULLY ACCESSIBLE **458** BUS FLEET.



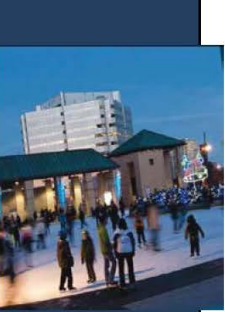
2013-2016 Business Plan & 2013 Budget

Agenda

- Existing Core Services;
- Proposed Operating Budget;
- Proposed Capital Budget;
- Human Resources; and
- Next Steps.



Existing Core Services



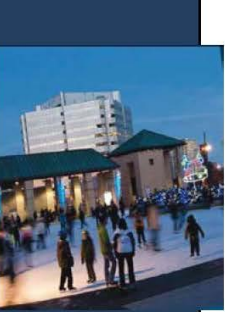
Vision and Mission

MiWay Vision Statement

MiWay: A lifestyle choice to your destination.

MiWay Mission Statement

To provide a customer-focused transit service that offers safe, accessible, and efficient transportation options for all citizens.



Service Delivery Model

MiWay operates conventional, fixed route transit service, within the boundaries of the City of Mississauga with local and limited stop express routes.

Our service goal is to deliver excellent customer service through safe, flexible, integrated transit services that meet the needs of an increasingly diverse community.

MiWay strives to maintain a balance between the needs of a community for increased coverage and service frequency, while still ensuring a financially sustainable transportation service.



Service Delivery Model





Past Achievements

- Implemented the new MiWay brand which offers two types of service: MiExpress for express travel (blue buses), and MiLocal for local travel (orange buses);
- Achieved record ridership in 2011 at 33.4 million revenue rides (an increase of 7.6% from 2010) and 49.3 million boardings;
- 100% of all MiWay buses are now fully accessible buses;
- MiWay is compliant with the new Integrated Accessibility Standards Regulation (IASR) in 2012 and has accomplished much in relation to accessibility improvements within our facilities, policies, and services;
- All MiWay buses are equipped with Audio & Visual Stop Announcement Systems and Automated Vehicle Location (AVL);
- In 2011, PRESTO automated fare card system devices were installed on all buses;
- Launched an internet microsite for mobile devices and a MiWay Transit App for iphones and ipod touch devices. Both are award winning projects; and
- Completed the U-Pass summer pilot for UTM full-time students in 2011 and for part-time students in 2012.



Past Achievements

- In anticipation of Light Rail Transit (LRT), service integration along the Hurontario Corridor was improved with express service being provided by MiWay and Brampton Transit (Züm). MiExpress service along Hurontario Street was further enhanced in September 2012;
- BRT construction has begun along the dedicated right-of-way from Hurontario Street/Rathburn Road to Eastgate Parkway/Fieldgate Drive, covering 4 stations (Central Parkway East, Cawthra, Tomken, Dixie). Completion date for this section is fall of 2013;
- Awarded the contract to perform preliminary design and environmental assessment for the Light Rail Transit (LRT) on Hurontario/Main Street, in partnership with the City of Brampton;
- Recipient of the Exceptional Performance & Outstanding Achievement Award from the Canadian Urban Transit Association (CUTA) for the MiWay Brand Implementation; and
- Completed the first benchmark Customer Satisfaction Survey for MiWay customers. Achieved an excellent overall customer satisfaction rating of 82% for MiWay services.

Current Service Levels

MiWay delivers a family of transit services designed to meet our customer travel needs. These include:

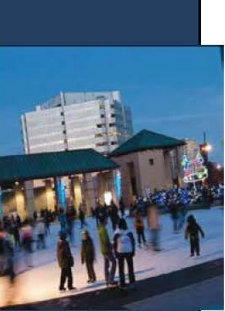
Current Services:

- **MiExpress:** Express service, serving limited stops;
- **MiLocal:** Local service, serving all stops;
- **MiGO:** Peak hour shuttle service to Milton GO Line Stations; and
- **MiSchool:** Peak hour service to secondary schools.

MiWay operates a total of 93 routes: 62 regular routes, 5 being express routes, 1 seasonal route, and an additional 25 school routes in an area close to 179 square kilometers (about 70 square miles) in Mississauga. There are more than 3,650 bus stops and 23 terminals.

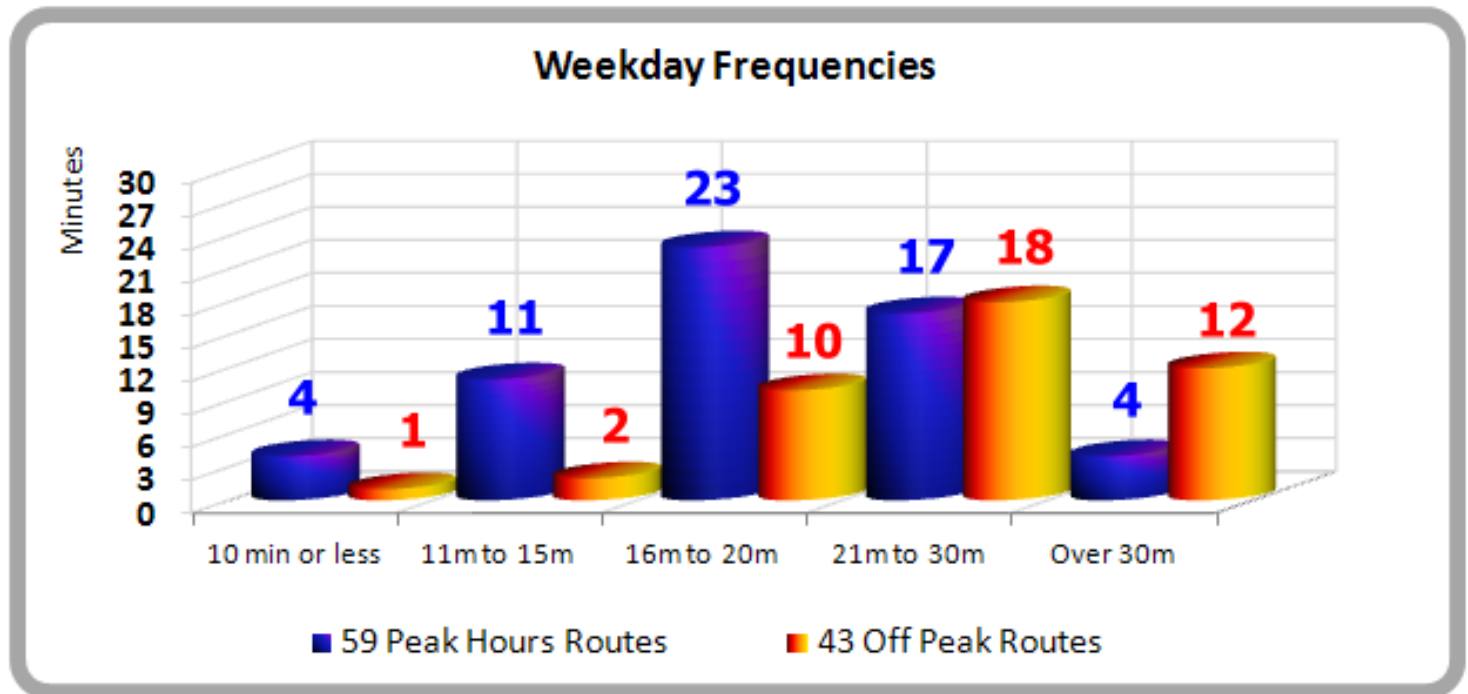
Future Services:

- **Bus Rapid Transitway (BRT):** Dedicated transit only right-of-way, east-west across the city; and
- **Light Rail Transit (LRT):** Light rail transit service planned along the Hurontario corridor between Brampton and Port Credit in Mississauga.

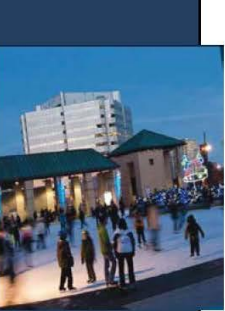


Current Service Levels

- During morning peak periods, 4 routes operate under 10 minute service, 11 routes operate at 11-15 minute service. The remaining 44 routes operate over 16 minute service during the peak periods; and
- During midday off-peak times only 3 routes operate under 15 minutes and the remaining 40 routes are greater than 15 minutes, with 12 routes over 30 minutes.



* MiWay GO Shuttles and high school shuttles are not included in route totals



Current Service Levels

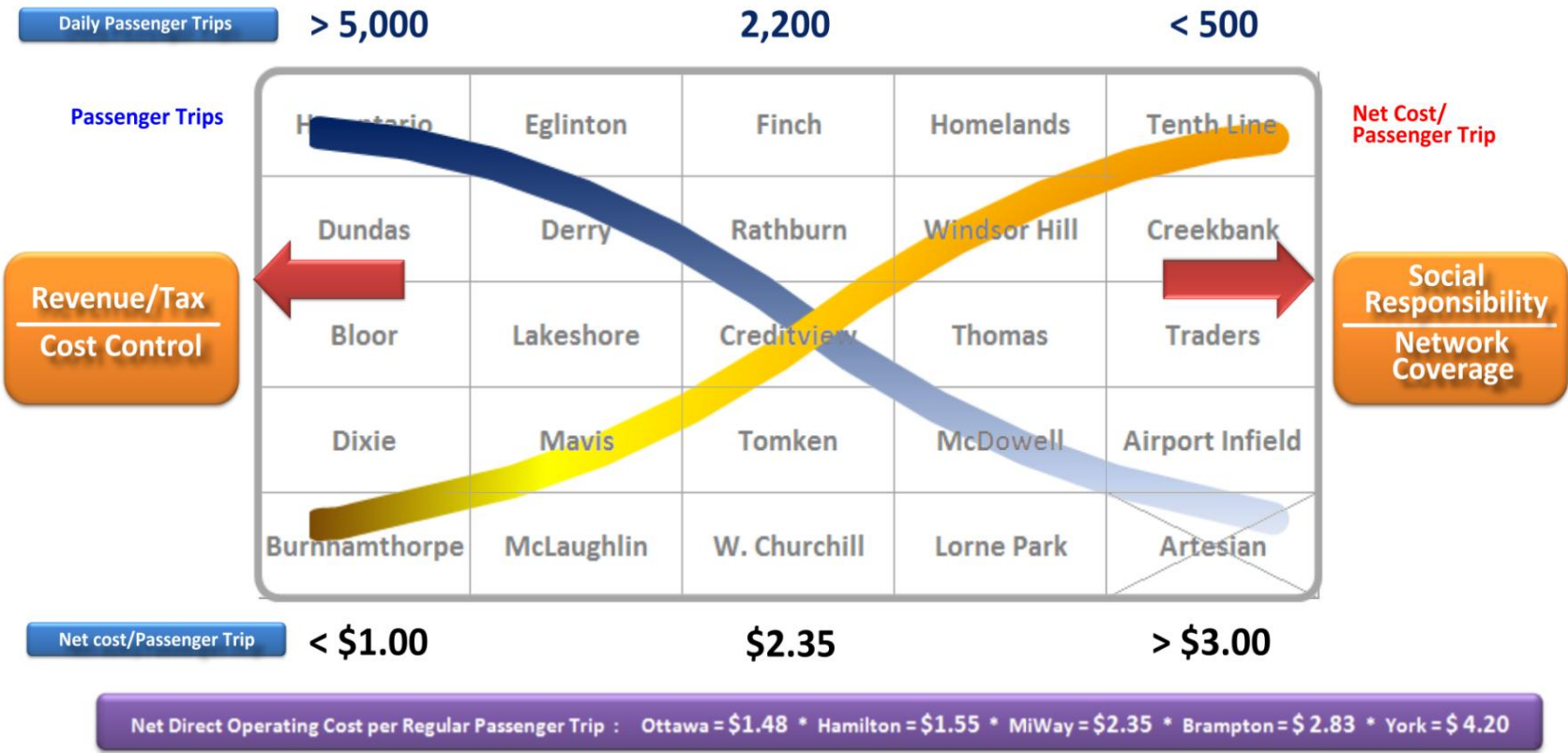
2011 – 2012 Service Levels:

| Service Type | 2011 | | 2012 | |
|----------------|------------------|---------------|------------------|---------------|
| | Hours | % | Hours | % |
| Weekday | 1,139,200 | 86.3% | 1,164,600 | 86.9% |
| Saturday | 110,400 | 8.4% | 108,800 | 8.1% |
| Sunday/Holiday | 71,000 | 5.4% | 66,900 | 5.0% |
| Total | 1,320,600 | 100.0% | 1,340,300 | 100.0% |



Current Service Levels

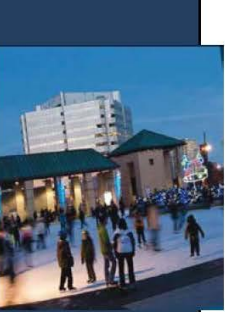
Service Focus:



Service Level Issues and Trends

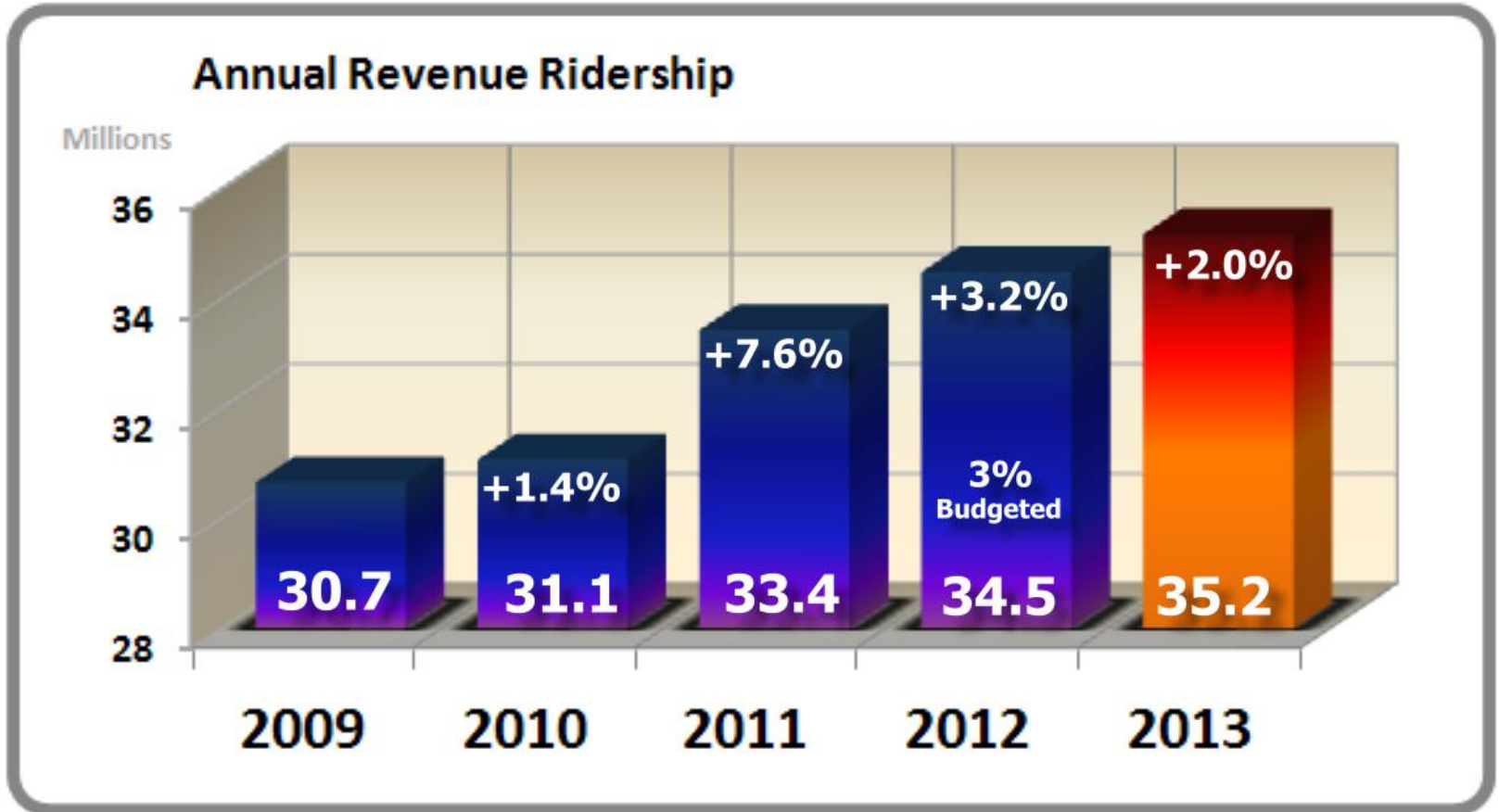
In 2011/2012:

- MiWay carried **33.4 million revenue rides** (an increase of 7.6% from 2010);
- Customers boarded a MiWay bus almost 49 million times. This amounts to approximately **166,000 avg. daily weekday boardings**;
- By the end of 2012, MiWay will reach over 50 million boardings;
- 100% of all MiWay buses were fully accessible buses;
- All MiWay routes became fully accessible as of October, 2012;
- Customer Call Centre (905-615-INFO) – on average the call centre received **33,000 calls per month**;
- CityLink (24-hour automated schedule system) – received approximately **3.6 million** customer calls annually;
- Click n' Ride (online trip planner) – almost **3 million page views** using the MiWay online trip planner annually; and
- In May, 2011, MiWay rolled out PRESTO on all routes. Since that time, over 9,000 cards have been sold, and over 2.4 million trips have been taken using PRESTO.



Service Level Issues and Trends

Annual revenue ridership levels continue to grow.
MiWay achieved record riders in 2011 at 33.4 million.

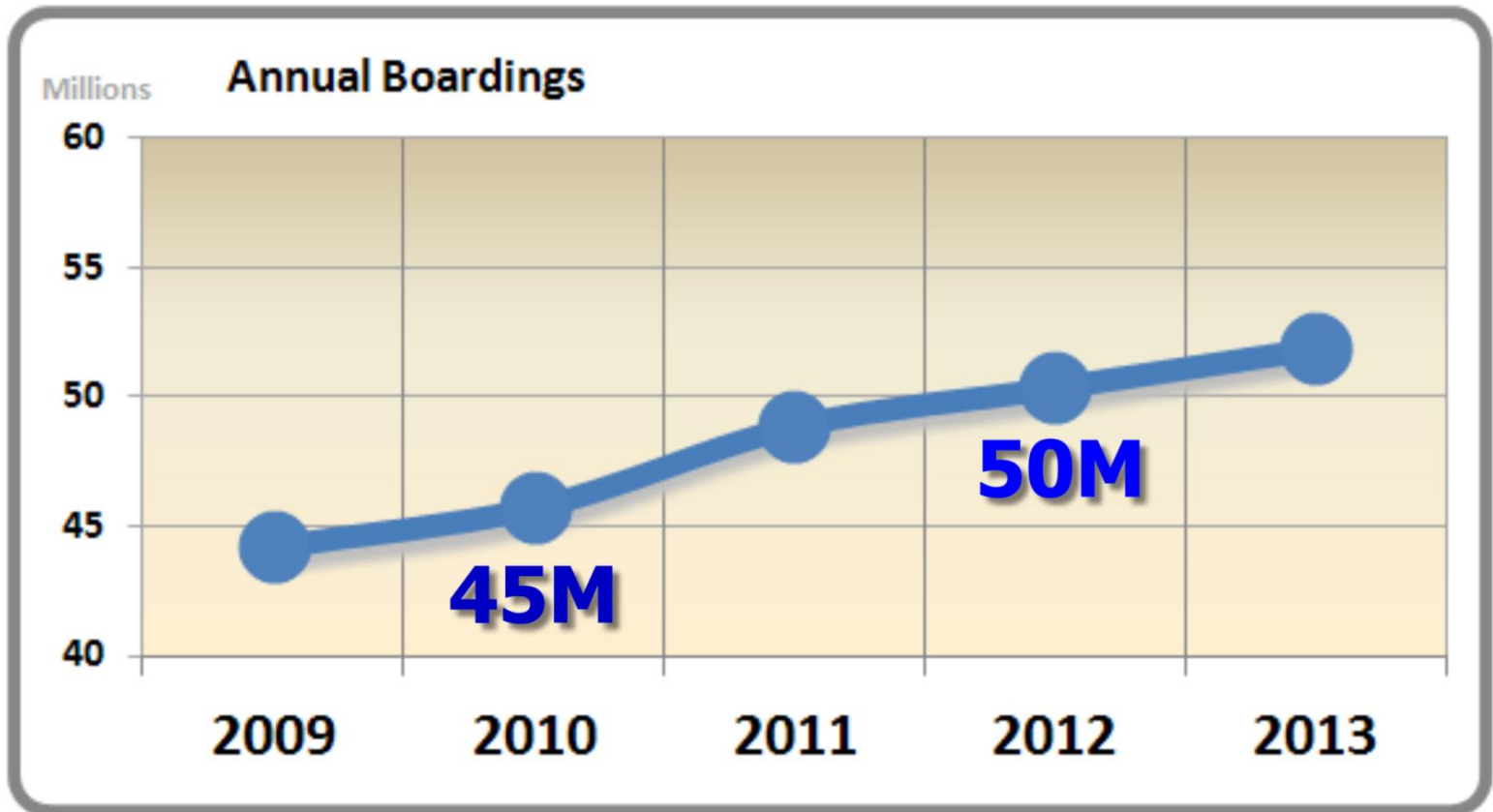




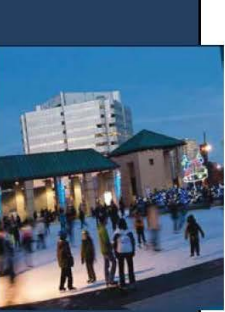
Service Level Issues and Trends

Annual boardings will reach a record 50 million in 2012.

A customer event will take place to mark the exciting milestone for the City.

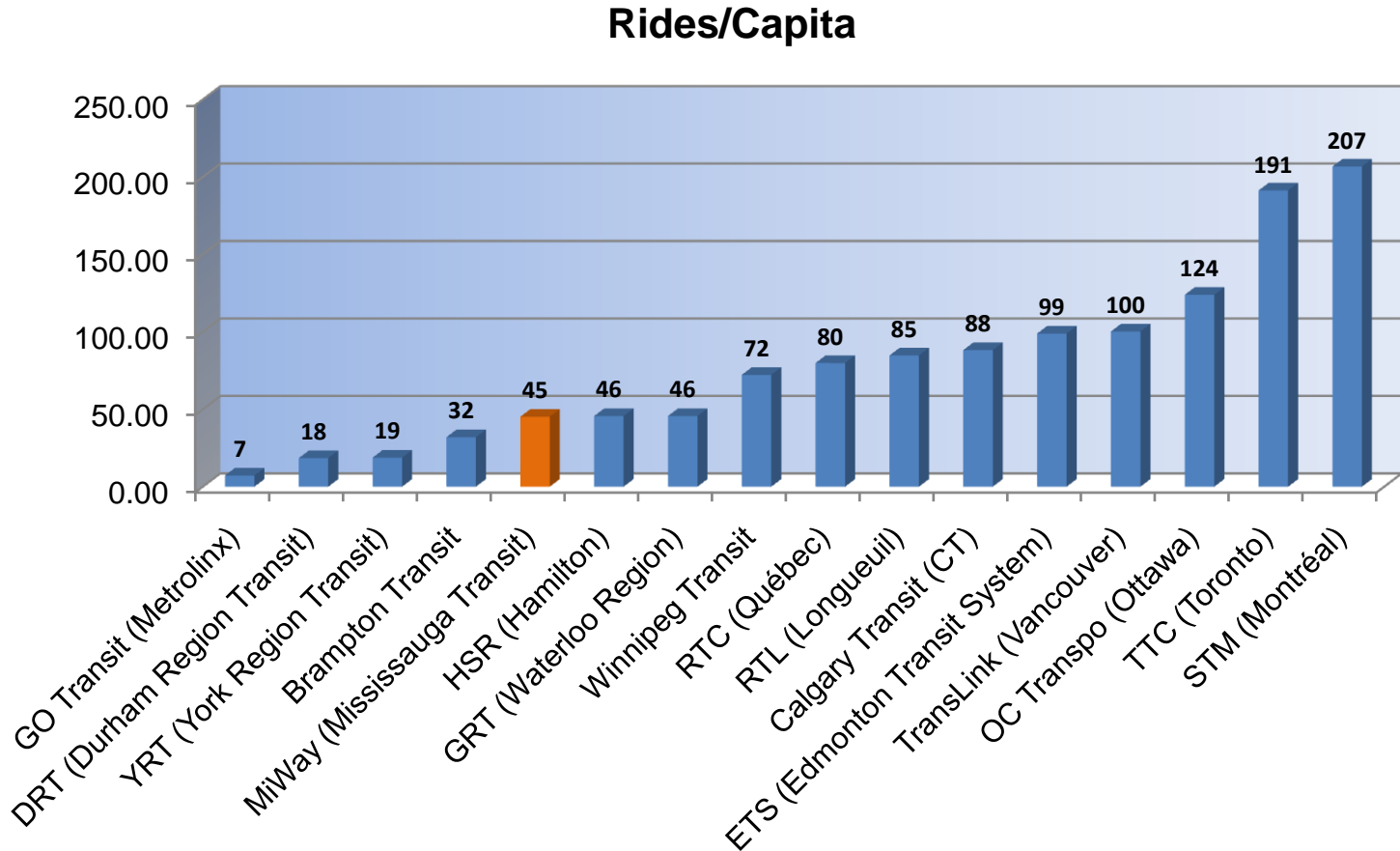


Note: Boardings are the number of times the riders boards a MiWay bus on their trip including transfers.

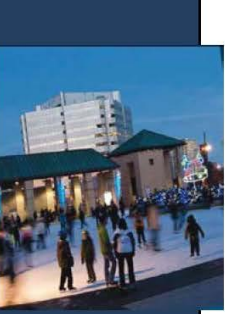


Service Level Issues and Trends

Rides per Capita comparison between MiWay and other Canadian transit systems. Includes municipalities with populations greater than 400,000.



* Graph based on 2011 ridership

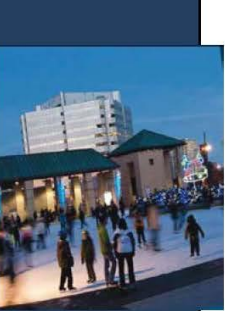


Looking Ahead

- Continue to grow ridership to capture choice riders;
- Encourage existing riders to ride more often;
- Maintain strong customer satisfaction scores;
- Maintain an efficient transit system despite increasing traffic congestion;
- Open a successful Bus Rapid Transitway (BRT) service that encourages new riders to MiWay;
- Reconfigure the existing transit network to support the BRT;
- Successful completion and approval of the Hurontario-Main Light Rail Transit Preliminary Design and Transit Project Assessment Process (TPAP);
- Grow student ridership – continue educating and promoting to students;
- Encourage businesses to build partnerships with MiWay to promote transit; and
- Improve technology to provide products that make the transit experience better for customers, i.e. Real Time Schedules and Automatic Passenger Counts (APC's).

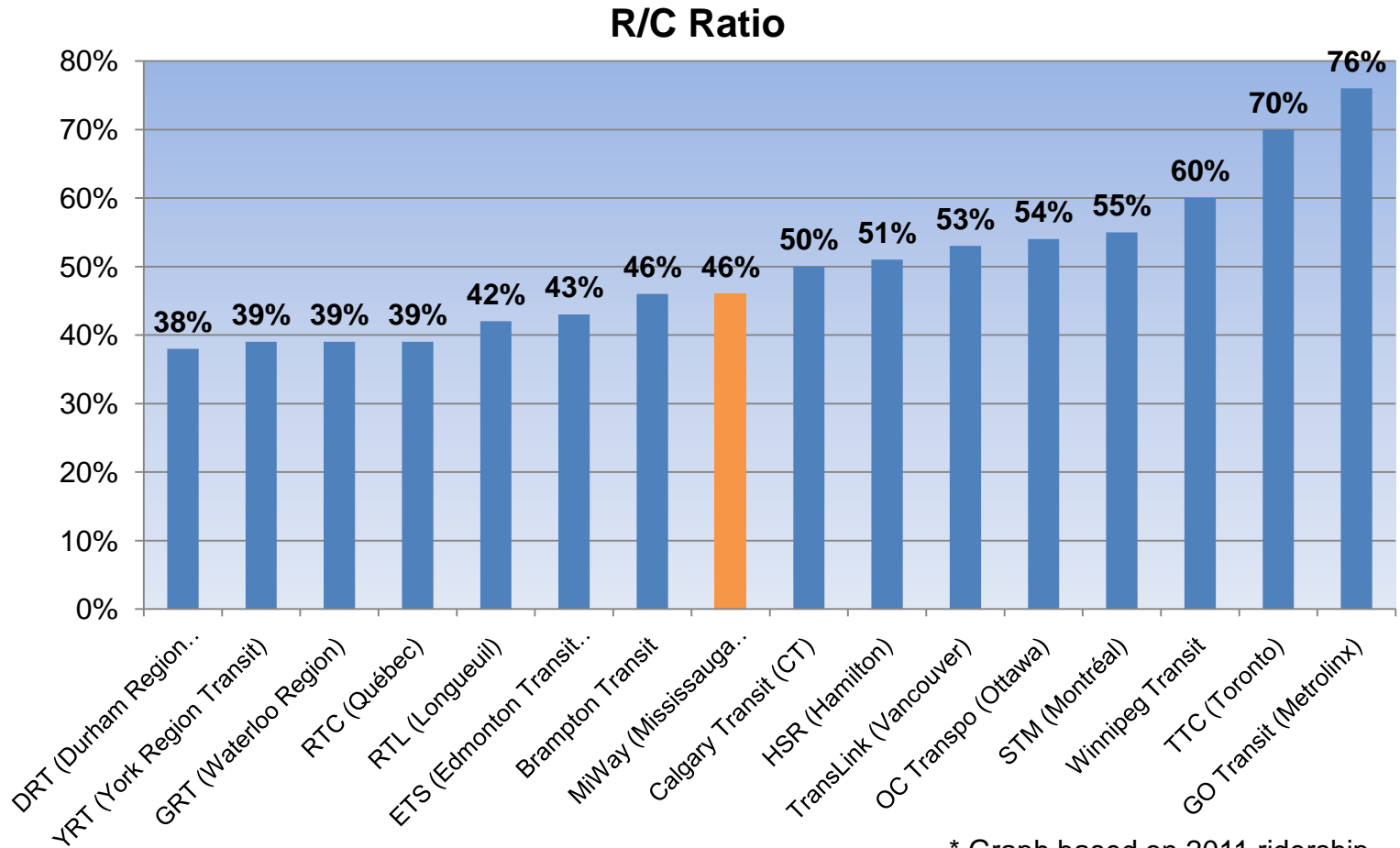
Performance Measures

| Measures for Mississauga Transit | 2010 (Actual) | 2011 (Actual) | 2012 (Actual) | 2013 (Planned) | 2014 (Planned) | 2015 (Planned) | 2016 (Planned) |
|--|---------------|---------------|---------------|----------------|----------------|----------------|----------------|
| Financial: | | | | | | | |
| Ridership | 31,083,088 | 33,448,838 | 34,452,303 | 35,141,349 | 35,844,176 | 36,561,060 | 37,292,281 |
| Municipal Operating Contribution per Capita | \$69 | \$81 | \$81 | \$85 | \$90 | \$90 | \$95 |
| Revenue to Cost Ratio | 47% | 46% | 45% | 45% | 46% | 46% | 47% |
| Customer: | | | | | | | |
| Information Requests | 718,710 | 788,614 | 753,662 | 826,966 | 907,399 | 955,655 | 1,092,496 |
| Self-Service Option | 6,298,216 | 5,361,114 | 5,770,497 | 6,331,754 | 6,947,600 | 7,623,345 | 8,364,816 |
| Resolution Rate | 96% | 84% | 88% | 90% | 90% | 92% | 95% |
| Employees/Innovation: | | | | | | | |
| Employee Engagement | 64% | 64% | 67% | 67% | 70% | 70% | 72% |
| Preventable Accidents/100,000 kms. | 0.29 | 0.24 | 0.24 | 0.28 | 0.25 | 0.25 | 0.23 |
| Percent of Incidents with No Injury | 21% | 19% | 20% | 25% | 30% | 35% | 35% |
| Internal Business Process: | | | | | | | |
| Schedule Adherence (+3) min. / (-) 7 minutes | N/A | N/A | 87% | 90% | 90% | 95% | 95% |
| Fleet Availability [above daily requirements] | N/A | 1.13 | 1.16 | 1.13 | 1.12 | 1.10 | 1.08 |
| Boardings per Trip | 1.47 | 1.47 | 1.48 | 1.47 | 1.46 | 1.45 | 1.45 |



Performance Measures

Revenue to Cost (R/C) Ratio comparison between MiWay and other Canadian transit systems. Includes municipalities with populations greater than 400,000.



* Graph based on 2011 ridership

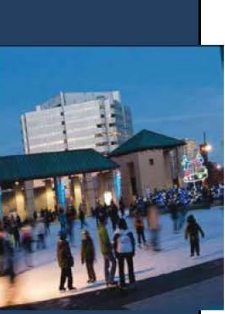


Proposed Operating Budget

Proposed Budget Summary

| Description (\$000's) | 2013 Proposed Budget (\$000's) | 2014 Forecast (\$000's) | 2015 Forecast (\$000's) | 2016 Forecast (\$000's) |
|--|---|-------------------------------|-------------------------------|-------------------------------|
| Prior Year Budget | 51,831 | 56,983 | 63,973 | 69,901 |
| Increases/(Decreases) to Maintain Current Service Levels | | | | |
| Labour and Benefits | 4,209 | 2,332 | 2,624 | 2,670 |
| Other Cost Increases | 2,088 | 2,466 | 1,713 | 2,394 |
| Efficiencies and Cost Savings | (1,372) | (1,319) | (1,319) | (1,319) |
| Current Revenue Changes | (2,944) | (973) | (1,956) | (2,601) |
| Total Changes to Maintain Current Service Levels | 1,981 | 2,506 | 1,062 | 1,144 |
| Increases/(Decreases) to Operationalize Prior Decisions | | | | |
| Annualization of Previous Years Budget Decisions | 868 | 0 | 0 | 0 |
| Operating Impact of New Capital Projects | 0 | 0 | 0 | 0 |
| Total Changes to Operationalize Prior Decisions | 868 | 0 | 0 | 0 |
| Total Cost to Maintain Current Services Levels and Operationalize Prior Decisions | 54,680 | 59,490 | 65,035 | 71,045 |
| New Initiatives and New Revenues | | | | |
| Total Proposed New Initiatives | 2,304 | 4,483 | 4,866 | 2,683 |
| Total Proposed New Revenues | 0 | 0 | 0 | 0 |
| Total New Initiatives and New Revenues | 2,304 | 4,483 | 4,866 | 2,683 |
| Proposed Budget | 56,983 | 63,973 | 69,901 | 73,728 |

Note: Numbers may not balance due to rounding.
BR Totals at net cost



Changes to Maintain Current Service Levels

Other Cost Increases \$2.1M:

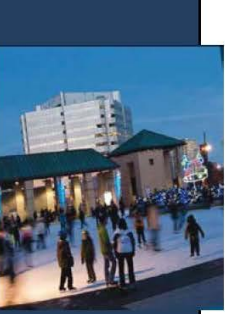
- VCOMM/CAD/AVL maintenance/support costs;
- Diesel fuel volume increase;
- Transit uniforms and miscellaneous other items; and
- Various maintenance cost increases.



Changes to Maintain Current Service Levels

Efficiencies and Cost Savings \$1.4M:

- Labour reductions;
- Route rationalization;
- Maintenance reductions; and
- iBus communication and marketing reductions.



Changes to Maintain Current Service Levels

Current Revenue Changes \$2.9M

- 2012 forecasted fare box revenue surplus carry over to 2013;
- Reduction in the draw from the Provincial Gas Tax Reserve Fund;
- 2% revenue increase from growth in ridership;
 - For 2013, inherent ridership growth is expected to provide an additional \$1.3 million in new revenue.
- 2013 fare increase;
 - To off-set a portion of the 2013 rise in costs, a fare increase will take effect January 28th, 2013; and
 - The total new revenue generated from the fare change is an additional \$1.1 million in 2013.
- Advertising contract revenue increase.



Changes to Maintain Current Service Levels

Cost Savings: Service Reductions

Service Rationalization

| Service | Route | Description | Wards | Frequency | Buses | 2012 Adjusted Boardings | Boardings per Service Hour | Service Hours/Day | Subsidy per Boarding | Forecasted Annual Savings |
|----------|-------|-------------|-----------|-----------|-------|-------------------------|----------------------------|-------------------|----------------------|---------------------------|
| Saturday | 49 | McDowell | 9, 10, 11 | 40 min. | 1 | 95 | 8.46 | 11.23 | \$ 9.13 | \$ 45,980.00 |
| Saturday | 91 | Hillcrest | 4, 6, 7 | 53 min. | 1 | 95 | 8.70 | 10.92 | \$ 8.84 | \$ 44,490.00 |
| Sunday | 49 | McDowell | 9, 10, 11 | 40 min. | 1 | 70 | 7.07 | 9.90 | \$ 14.13 | \$ 60,350.00 |
| Sunday | 91 | Hillcrest | 4, 6, 7 | 40 min. | 1 | 70 | 6.95 | 10.07 | \$ 14.39 | \$ 61,465.00 |

\$ 212,285.00

Recommended for Cancellation: Routes 49 (Sat/Sun) & 91 (Sat/Sun) = \$ 212, 285 Annually; \$197,595 in 2013

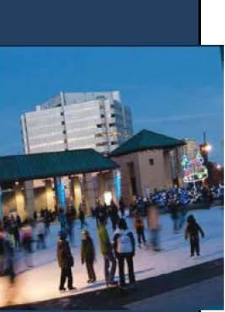


Operationalizing Prior Decisions

Annualization of Previous Year Budget Decisions \$868K

- 2012 service improvements – labour; and
- Transportation costs - diesel fuel and other maintenance items.

New Initiatives and New Revenues



| BR # | Proposed Initiative | Total Year 1 Budget | Total Year 2 Budget | Total Year 3 Budget | Total Year 4 Budget |
|--------------|--|---------------------|---------------------|---------------------|---------------------|
| 27 | BRT Operations and Maintenance | \$1,046,741 | \$2,899,372 | \$4,789,712 | \$4,473,983 |
| | Total | \$1,046,741 | \$2,899,372 | \$4,789,712 | \$4,473,983 |
| 42 | Service Congestion and Overcrowding | \$1,043,221 | \$2,546,320 | \$4,464,584 | \$6,423,226 |
| | Total | \$1,043,221 | \$2,546,320 | \$4,464,584 | \$6,423,226 |
| 160 | Service Growth - 1% | \$405,862 | \$1,274,580 | \$2,215,505 | \$3,176,529 |
| | Total | \$405,862 | \$1,274,580 | \$2,215,505 | \$3,176,529 |
| Total | | \$2,495,825 | \$6,720,273 | \$11,469,800 | \$14,073,737 |
| Total | | \$2,495,825 | \$6,720,273 | \$11,469,800 | \$14,073,737 |

Note: Gross Costs, no associated revenues

BR #27 - BRT Operations and Maintenance

BRT Operations and Maintenance

- Initial segment will be operational in fall 2013 (City Centre to Dixie)
- Remainder of corridor to be operational in spring 2015 (Winston Churchill to Renforth)

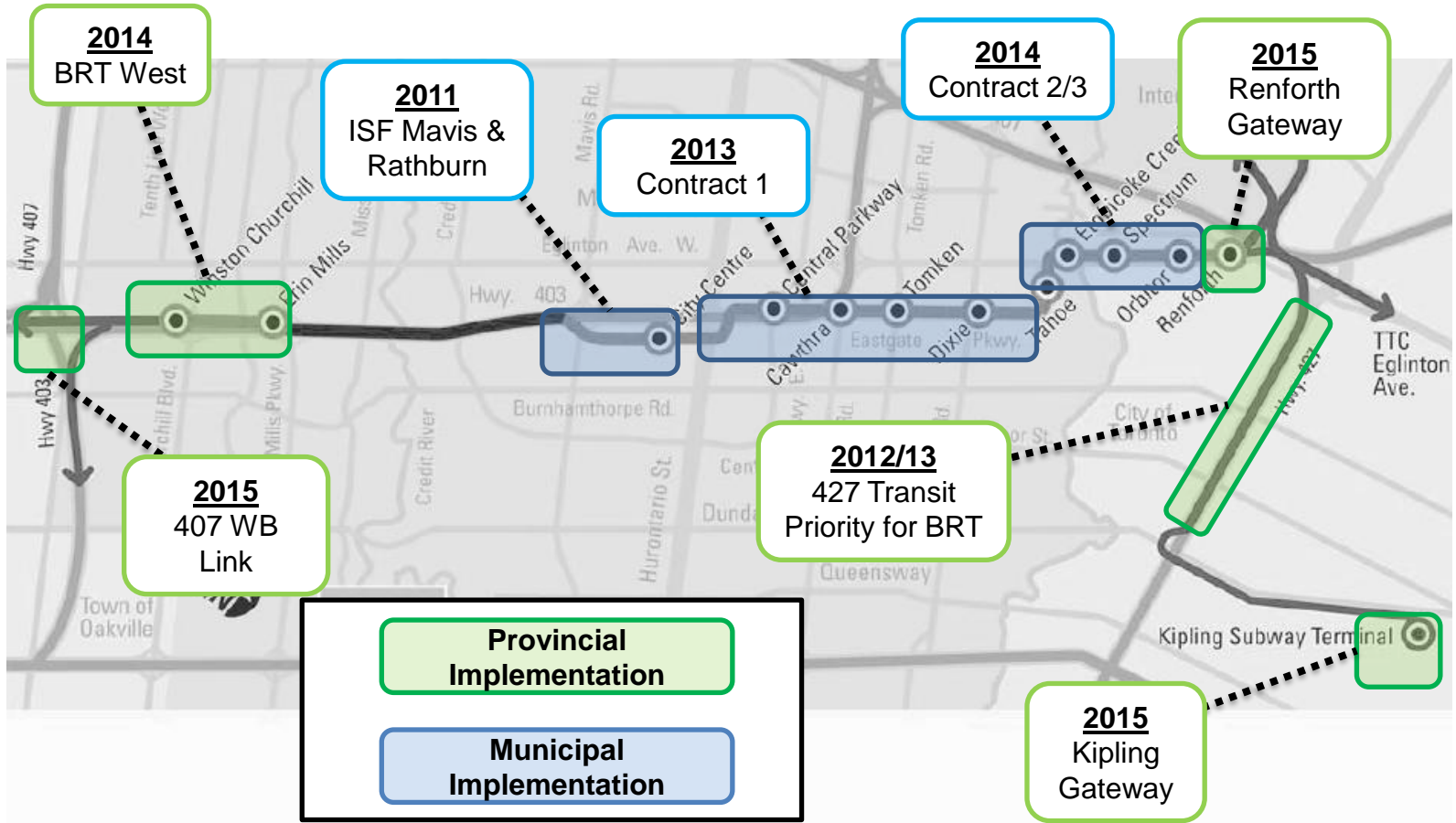
BRT Transit Service Option:

- Two existing routes will utilize new busway and stations
 - MiExpress Route 107 (Malton Express)
 - MiExpress Route 109 (Meadowvale Express)
- Increase of 27,800 hours annually starting in October 2013
 - This will provide extended midday and weekend service
- Increase of 21,900 hours starting in spring 2015
 - Increase service frequency on both routes



BR #27 - BRT Operations and Maintenance

Corridor Implementation Schedule:

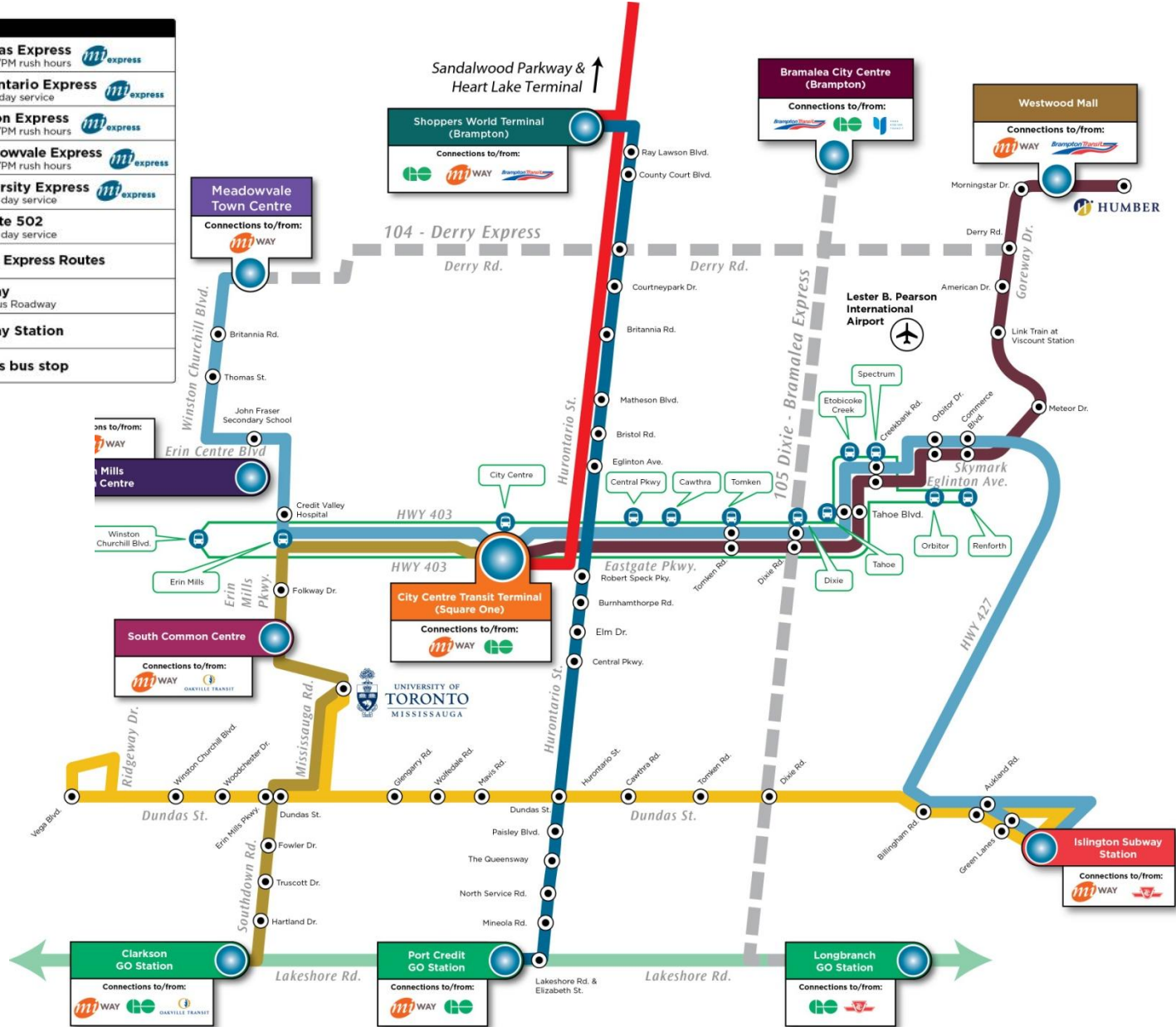


MiWay Express Network

2013-2016 Business Plan
& 2013 Budget



| Route | |
|-------|--|
| | 101 Dundas Express Mon-Fri, AM/PM rush hours |
| | 103 Hurontario Express Mon-Sat, All day service |
| | 107 Malton Express Mon-Fri, AM/PM rush hours |
| | 109 Meadowvale Express Mon-Fri, AM/PM rush hours |
| | 110 University Express Mon-Sun, All day service |
| | Züm Route 502 Mon-Sun, All day service |
| | Proposed Express Routes |
| | Transitway Dedicated Bus Roadway |
| | Transitway Station |
| | MiExpress bus stop |

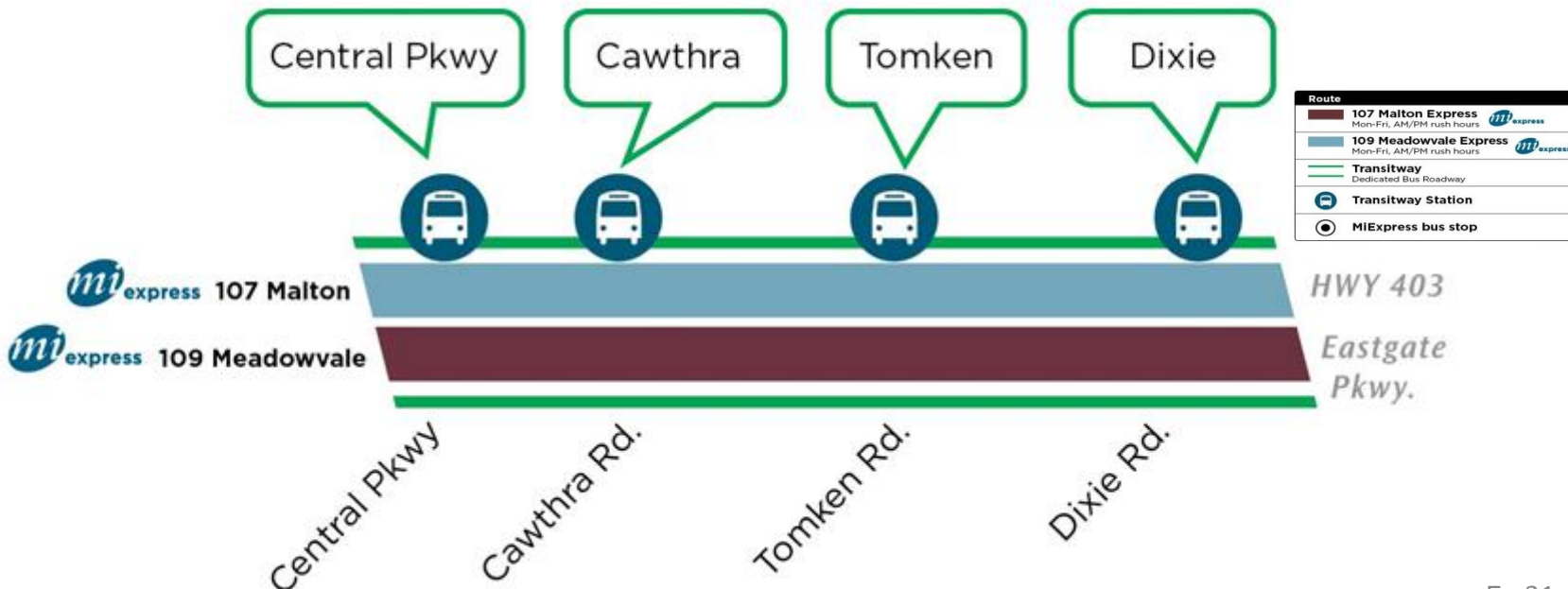


MISSISSAUGA
Leading today for tomorrow

BR #27 - BRT Operations and Maintenance

Operational in 2013:

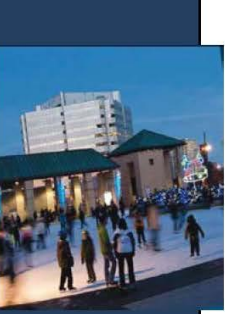
- Transitway Stations:
 - Central Parkway Station;
 - Cawthra Station;
 - Tomken Station; and
 - Dixie Station.
- MiExpress Route Improvements:
 - Route 107 – Malton Express; and
 - Route 109 – Meadowvale Express.



BR #27 - BRT Operations and Maintenance

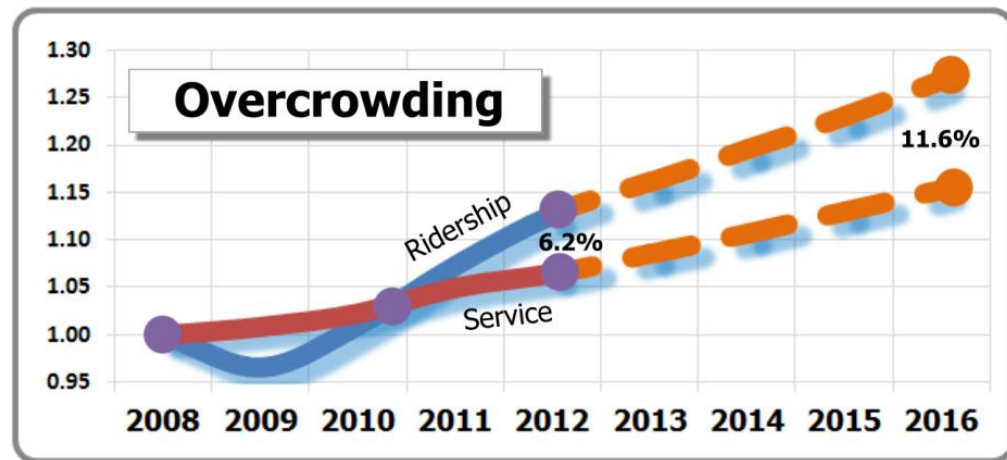
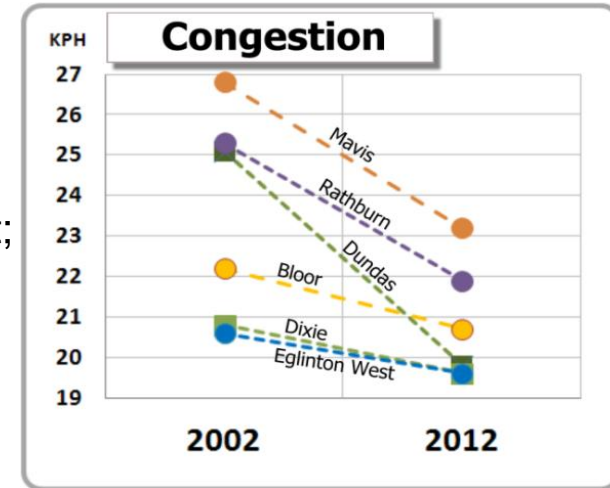
Proposed Phased Implementation of BRT:

| | | Service Starts | Service Ends | Service Hours | Weekday Peak | Weekday Midday | Saturday | Sunday |
|-----------------|---------------|----------------|--------------|---------------|--------------|----------------|----------|--------|
| FULL BRT | Weekday | 600a | 1100p | 85 | 5' | 15' | | |
| | Saturday | 700p | 1100p | 16 | | | 15' | |
| | Sunday | 900a | 1000p | 13 | | | | 20' |
| | Weekly | | | | 114 | | | |
| Current | Weekday AM | 600a | 900a | 20 | 18' | NA | | |
| | Weekday PM | 300p | 900p | 30 | 18' | NA | | |
| | Saturday | NA | NA | 0 | | | NA | |
| | Sunday | NA | NA | 0 | | | | NA |
| | Weekly | | | | 50 | | | |
| Phase I | Weekday | 600a | 1100p | 85 | 14' | 28' | | |
| | Saturday | 700p | 1100p | 16 | | | 30' | |
| | Sunday | 900a | 1000p | 13 | | | | 30' |
| | Weekly | | | | 114 | | | |
| Phase II | Weekday | 600a | 1100p | 85 | 8' | 20' | | |
| | Saturday | 700p | 1100p | 16 | | | 20' | |
| | Sunday | 900a | 1000p | 13 | | | | 30' |
| | Weekly | | | | 114 | | | |



BR #42 - Congestion and Overcrowding

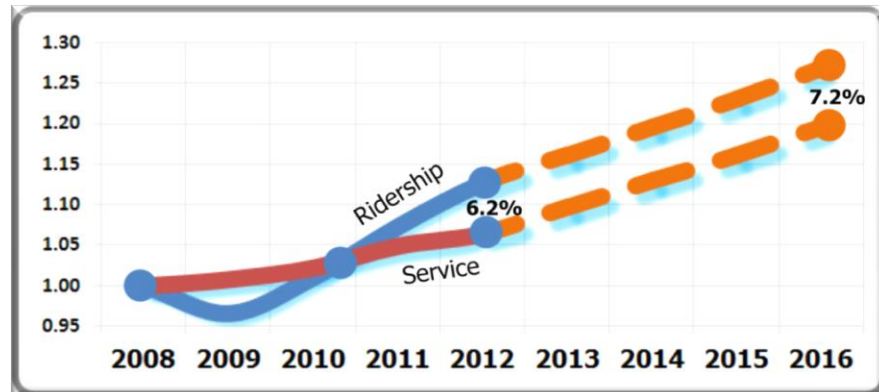
- Incidences of reported overcrowding continue to be logged at the same pace as in previous years, as a result of higher ridership levels;
- Speed of travel has been steadily deteriorating over the years as the city reaches almost full development;
- Indicators point to a sustained surge in demand for transit service in our City. The 6.2% demand/supply gap projected for 2012 must be managed by adding additional services hours; and
- Even with the requested 2% increase in service hours, the supply/demand gap will be widened to 11.6% by the end of 2016.





BR #160 – Additional 1% Service Growth

- BR #42 proposed measures to moderate the negative effect of increased traffic congestion and overcrowding (arising from increased ridership). However it does not reduce the gap between demand and supply;
- Additional funding is required to allow MiWay to improve peak hour and midday frequencies in line with customer expectations (Customer Contact Systems records and Customer Satisfaction Survey); and
- The requested 1% will also support feeding the transitway which, by the end of the 2013-2016 Business planning cycle will be fully implemented.



| Budget Year | 2013 | 2014 | 2015 | 2016 |
|----------------------------------|-----------|-----------|-----------|-----------|
| 1% Additional New Hours Request | 13,400 | 13,700 | 13,900 | 14,200 |
| Year-End Baseline | 1,380,500 | 1,421,500 | 1,463,300 | 1,505,900 |
| Additional FTE Transit Operators | 9 | 9 | 9 | 9 |



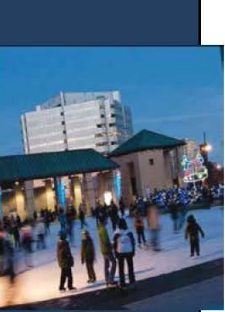
Human Resources

| Summary of Human Resources | | |
|---|--|---------------|
| Initiative | Staff Description | Full Time FTE |
| Operating | | |
| 1% Reductions | 1 Operator, 1 GSP, 1 Body Repair person, 1 Subway Cashier, 1 Route Supervisor | -5 |
| BR 27 - BRT Operations and Maintenance | Operators | 18 |
| BR 27 - BRT Operations and Maintenance | Enforcement Officer | 1 |
| BR 27 - BRT Operations and Maintenance | Corporate Security Officer | 1 |
| BR 42 - Service Congestion and Overcrowding | Operators | 18 |
| BR 160 - Service Growth 1% | Operators | 9 |
| Total Staff Summary Request | | 42 |



Proposed Capital Budget

2013 to 2022 Capital Program

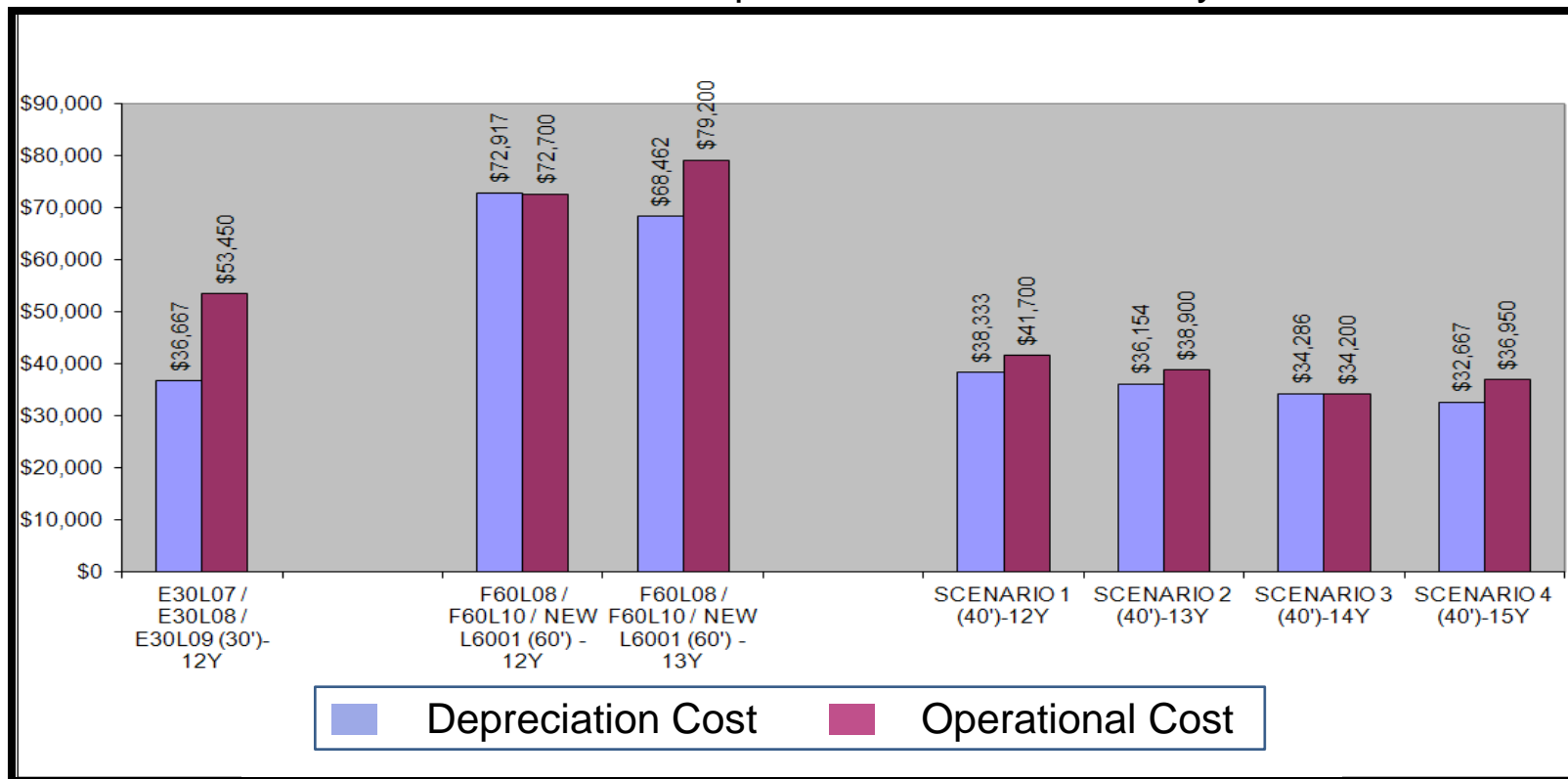


| Program Expenditures (\$000's) | 2013 Proposed Budget (\$000's) | 2014 Forecast (\$000's) | 2015 Forecast (\$000's) | 2016 Forecast (\$000's) | 2017 - 2022 Forecast (\$000's) | Total 2013- 2022 (\$000's) |
|-----------------------------------|---|-------------------------------|-------------------------------|-------------------------------|---|-------------------------------------|
| Buildings | 40 | 640 | 13,840 | 13,140 | 3,240 | 30,900 |
| Buses | 17,292 | 5,470 | 7,100 | 15,701 | 181,941 | 227,504 |
| On-street Facilities | 775 | 640 | 640 | 290 | 2,010 | 4,355 |
| Other Transit | 670 | 0 | 2,250 | 2,500 | 750 | 6,170 |
| Transitway | 0 | 34,565 | 10,000 | 0 | 0 | 44,565 |
| Vehicles and Equipment | 505 | 325 | 555 | 895 | 2,425 | 4,705 |
| Total Expenditures | 19,282 | 41,640 | 34,385 | 32,526 | 190,366 | 318,199 |



2013 Capital Budget Highlights

1. Defer the development of the third satellite facility out a further 3 years
2. Extend bus fleet life:
 - Replace only when annual maintenance costs exceed capital replacement cost (annualized);
 - For 30/60ft buses – replace at 12 years in lifecycle; and
 - For 40ft buses – extend replacement from 12 to 15 years.





2013 Capital Budget Highlights

- \$13.9M to replace 24 buses (10 – 60' buses, 14 – 40' buses);
- \$1.9M for capital bus maintenance (i.e., engines, transmissions);
- \$1.5M for transit terminal departure displays; and
- \$800K for the replacement of bus signs/mini terminals/bus stops and pads.

2014 to 2022 Capital Forecast Highlights

- \$167.3M to replace 321 buses;
- \$16.8M to purchase 30 growth buses;
- \$21.1M for capital bus maintenance (i.e. engines, transmissions);
- \$19M for the construction of a 2nd downtown bus terminal;
- \$5.5M for the construction of a Kipling Subway Inter-regional Terminal;
- \$5M to replace fare boxes in all buses;
- \$3.3M for the replacement of bus stops/signs/pads and mini terminals;
- \$3M for the design of a 3rd bus storage/maintenance facility;
- \$3M for the Malton storage/maintenance facility expansion and improvement;
- \$39.8M for BRT construction;
- \$3M for the Dundas corridor study; and
- \$1.8M for the bridge rehabilitation at the Cooksville GO Station.



Unfunded Capital

- Hurontario Light Rail Transit (LRT);
- Bus storage/maintenance satellite #3 construction deferred due to low growth; and
- Transit Priority measures.



2013-2016 Business Plan & 2013 Budget

Questions ?