



Transit Vision 2040



Prepared by:



Transit Vision 2040

defines a future in which public transit maximizes its contribution to quality of life with benefits that support a vibrant and equitable society, a complete and compact community form, a dynamic and efficient economy, and a healthy natural environment. The Vision involves:

- **Putting transit at the centre of communities** through stronger government policy and decision-making frameworks, and better community planning and design.
- **Revolutionizing service** in all types of communities through expansion and innovation, so that transit systems can both encourage and serve growing demands as they keep pace with the changing face of cities and towns.
- **Focusing on customers** and accelerating the delivery of flexible, integrated transit services that meet the needs of an increasingly diverse and discriminating clientele.
- **Greening transit** to further reduce the industry's ecological footprint, improve energy efficiency and limit greenhouse gas emissions.
- **Ensuring financial health** through enhanced transit infrastructure and operating investments by all orders of government, more progressive approaches to generating revenue, and new efficiencies in service delivery.
- **Strengthening knowledge and practice** so that Canada's transit industry can more effectively respond to future opportunities and challenges.

**“With increasing urbanization
transit becomes the major issue,
and yet transit is already struggling to cope with its existing demands.”**

~ Don Drummond, TD Bank Financial Group

**“Urban sustainable mobility must be independent
of the mode of travel, with more accessibility,
flexibility, integration with urban planning
and better energy choices.”**

~ Florence Junca-Adenot, Université du Québec, Montreal

**“Cities are about creating places and spaces,
and transit has a role.”**

~ Brian Tobin, former Premier of Newfoundland and Labrador

**“A climate-constrained environment will
drive us to design our cities better.
The only question is whether our leadership will react in time.”**

**~ David Suzuki, Scientist, Environmentalist,
and Broadcaster**

Table of Contents

TRANSIT VISION 2040	2	5 STRATEGIC DIRECTIONS	28
1 EXECUTIVE SUMMARY	4	Theme 1: Putting Transit at the Centre of Communities	28
Transit in Canada	5	Theme 2: Revolutionizing Service	34
The Reality of Change	6	Theme 3: Focusing on Customers	40
A Vision Grounded in Action	8	Theme 4: Greening Transit	44
Moving Forward	11	Theme 5: Ensuring Financial Health	46
		Theme 6: Strengthening Knowledge and Practice	50
2 TRANSIT'S CONTRIBUTION TO QUALITY OF LIFE	12	6 MOVING FORWARD	54
3 THE STATE OF THE INDUSTRY TODAY	14	Measuring Progress	54
		Short-Term Priorities	60
4 TRANSIT'S ROLE IN A CHANGING WORLD	18	A Call for Leadership and Action	69
Society	18		
Culture / Community Form	22		
Economy	25		
Environment	26		



TRANSIT VISION 2040

Transit Vision 2040 communicates transit's contribution to quality of life, the nature of change likely to take place in our communities by 2040, the implications these changes will have for transit, and strategic directions for actions that can maximize transit's contribution to our quality of life. This Vision is based on current trends and the wisdom of stakeholders both inside and outside the transit industry. The Vision was developed by first considering the nature of change likely to occur in Canadian communities, and then identifying the contribution transit could make to support the development of strong, liveable and environmentally responsible communities.

The Vision was built with considerable input from transit industry stakeholders, transportation experts and thought leaders. This included a series of workshops with CUTA's leadership and its members; an online survey on major issues and directions for the Vision that received a tremendous response from stakeholders; consultation with groups such as the Canadian Institute of Planners, the Federation of Canadian Municipalities and the Canadian Home Builders Association; peer review by a panel of transportation experts, and interviews with over twenty thought leaders from across Canada and from a variety of disciplines. Advice, based on concurrent visioning processes, was also received from the American Public Transportation Association (APTA) and the International Association of Public Transport (UITP).

This Vision takes a long-term view, but it is intended to guide concrete short-term actions by CUTA, its members and other stakeholders. Chapter 7 provides a summary of the strategic directions and identifies the stakeholders who will need to take the lead, as well as short-term priorities. The Vision has particular relevance for transit agencies and can serve as a framework for strategic planning efforts by individual systems. As well as identifying actions that CUTA can take in response to the strategic directions, the Vision will also inform the updating and recasting of CUTA's own vision.





Executive Summary





TRANSIT IN CANADA

Transit today. Public transit contributes substantially to the quality of life enjoyed by Canadians. For over 100 years, Canada’s transit industry has supported our communities’ most vital goals: a vibrant and equitable society, a complete and compact community form, a dynamic and efficient economy, and a healthy natural environment.

Transit is widely recognized as an important part of the solution to national challenges such as climate change, public health, and safety and security. Indeed, transit’s profile among the Canadian public and decision makers is the strongest in decades, and transit ridership and investment are both at all-time highs. In our largest metropolitan areas, governance structures are evolving to better support comprehensive, integrated transit solutions. Transit systems are responding to shifts in demographics and customer expectations, and are adopting new technologies to improve efficiency and reduce environmental impacts. There are challenges as well, including a trend toward rising costs and fares that could lessen transit’s competitive edge as the main alternative to car use in urban areas.

A forward view. The path ahead, however, is not free of risks. The costs of providing transit service are rising inexorably. Pressures on government finances are leading to higher transit fares, which in turn reduce the competitiveness of transit as the most significant alternative to car use in our cities. The urgency around climate change and other environmental problems is driving the development and adoption of new, cleaner technologies that can both complicate operations and increase costs.

As we near the end of the millennium’s first decade, Canada’s public transit industry faces an unprecedented need to grow and evolve from within, while it simultaneously faces many changes posed by a world in flux. Looking ahead, a fast-approaching array of opportunities and challenges will drive major shifts not only in how the transit industry can meet the needs of Canadians, but in how Canadians can best offer the support transit needs to do its job.

THE REALITY OF CHANGE

As the years unroll toward the Vision's horizon of 2040, transit systems and the communities they serve must evolve together. Neither will be buffered from changes that affect the other, and both must deal with numerous trends that are unfolding across Canada and around the world.



Society. By 2040, Canadian society will wear a different face. Accelerating urban growth and aging of the population will drive an increase in the number of Canadians who rely on transit to get around, but who may also require a higher standard of accessibility and security.



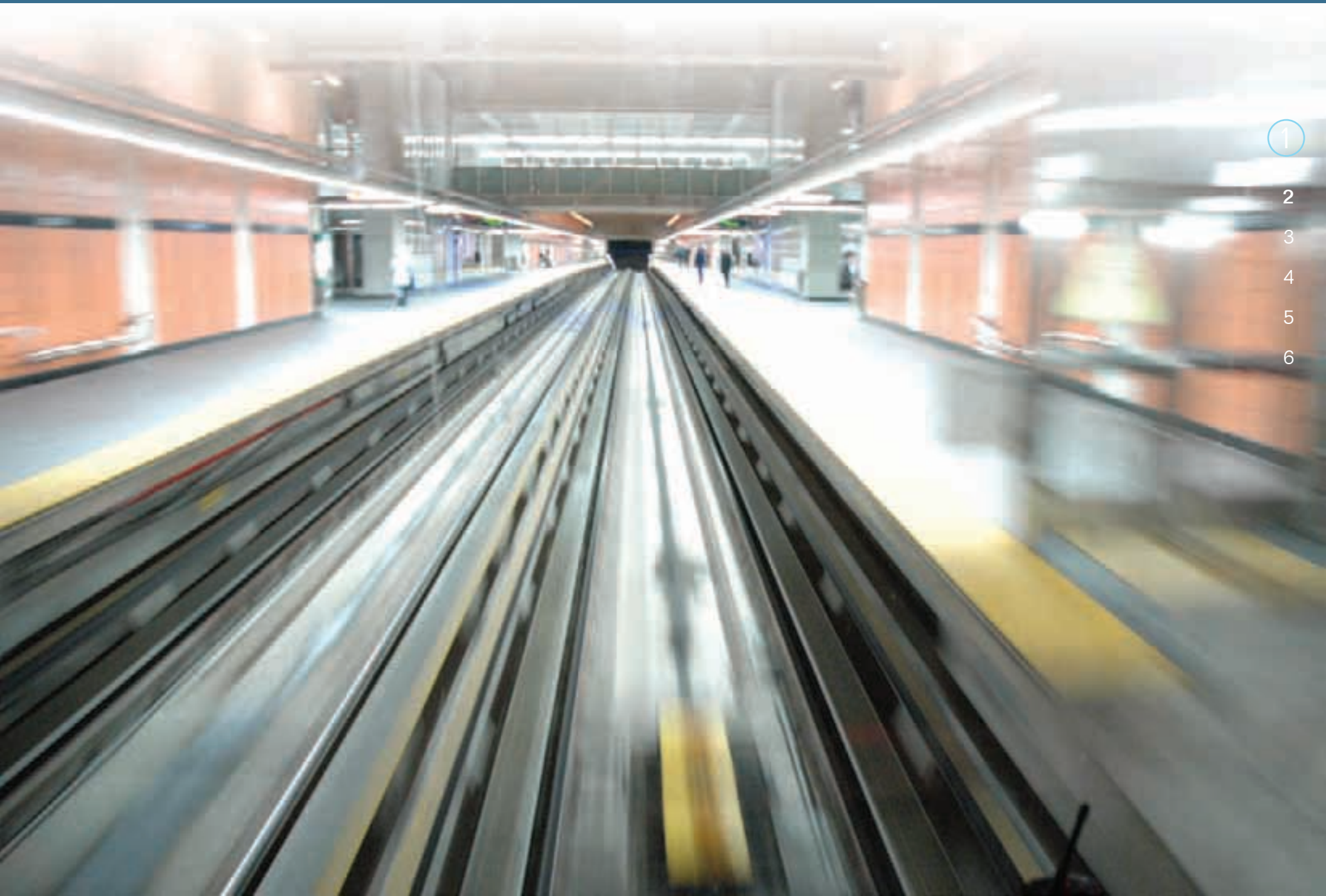
Culture / Community form. Today's emerging movements toward smart growth and energy conservation will bring about new frameworks for urban development. Canadian cities will strengthen their urban cores and reshape suburban communities to offer more intensive and diverse uses, and to more efficiently accommodate a growing population. However, expectations for personal mobility will increasingly conflict with the physical limitations of urban systems, and travellers will suffer the delay and cost consequences of mounting congestion.



Economy. The risks posed by deteriorating urban mobility to economic competitiveness will become increasingly evident in the face of growing congestion, rising travel costs, and demographic conditions that limit the supply of workers. More and more, the competitiveness of local economies will depend on preserving quality of life through innovative, flexible public transit solutions that return maximum value to travellers in exchange for their time and money, and to governments in exchange for their investments in capital and operating needs.



Environment. Canadian communities face increasingly climate-constrained conditions. A low-carbon energy paradigm will drive market- and technology-based changes that protect the environment but increase public and private costs. Public support for energy-efficient strategies will translate into more sustainable community design and greater individual willingness to adopt new travel behaviours, but it will also strengthen the imperative for transit systems to green their internal operations.



1

2

3

4

5

6



A VISION GROUNDED IN ACTION

This Vision for 2040 does not describe an idyllic state. The profound challenges facing Canadian communities demand a more strategic approach—one that outlines the directions that must be taken to meet broad goals by anticipating, or responding to, the opportunities and obstacles that are expected. These actions are grouped within several major themes.



Putting transit at the centre of communities. Without a more transit-supportive social and political culture, Canadian communities are unlikely to offer the enhanced context and resources

that transit needs to fulfill its potential. Canada's governments will collaborate to develop a national transit policy framework that is integrated and consistent, that clarifies roles and responsibilities, and that sets meaningful objectives for transit. This framework will benefit from efforts to embed into decision-making processes a stronger common understanding of transit's support for quality of life objectives, grounded in a "triple bottom line" perspective. More tangibly, success for transit will also require a more integrated approach to planning and designing vital, sustainable communities. Transit's role and needs will be more evident as primary considerations within community plans, and greater priority will be placed on the creation of mutually supportive transit systems and land use environments through progressive development and design principles.



Revolutionizing service. Transit systems across Canada will greatly improve the availability, frequency, reliability and speed of their services.

Regional rapid transit networks will be expanded to boost capacity, increase efficiency and maintain competitiveness for longer trips. Transit priority solutions will provide financial and service benefits by helping transit services avoid the effects of traffic congestion. In the suburban communities where future growth will be concentrated, accelerated investment in infrastructure and operations will accompany progressive approaches to development and redevelopment in order to enable a "quantum leap" in transit's role and effectiveness. Urban cores that face continued intensification will also require efforts to renew and upgrade aging transit facilities and services. Of course, successfully tying together all these improvements—rapid transit and surface transit, both urban and suburban—will require seamless coordination to bridge gaps in governance, planning and operations. In smaller communities, the establishment of formal transit services can be facilitated by support from provincial governments and the involvement of local transportation providers and major employers.



Focusing on customers. Based on a recognition of the primacy of travellers' needs, Canada's transit industry will rely on creativity and flexibility to satisfy a customer base that is growing more

discriminating and diverse. Future growth in the number of seniors and persons with disabilities will transform the transit market and require the greatest possible integration of conventional and specialized services, accompanied by customer-oriented services to manage demand and maximize satisfaction. Transit services that improve travel options for pedestrians, cyclists and car users will be extended, and transit systems will increasingly seek a role as the hub of all travel options within their communities. Transit systems will respond to market needs and technological opportunities by adopting flexible fare structures and systems that permit fares to be customized in a way that maximizes value to, and revenue from, the customer base. Customers will also enjoy enhanced safety and security, as well as timely, accurate and convenient access to customized information that helps them make the most of their transit experience.



Greening transit. In the environmental arena, the transit industry faces a two-sided challenge: to provide maximum support for local and national sustainability, while minimizing its

own ecological footprint. Success will require each transit system to find a way of meeting environmental expectations without subverting parallel objectives related to the effectiveness and efficiency of transit service. As a whole, the industry will develop forward-thinking strategies for greening in general, and for energy efficiency in particular. These strategies will address issues related to climate change and energy policy, research and development, technology, legislation, market conditions, financing and other sector-level concerns. At a more local level, individual transit systems will pursue on-the-ground initiatives related to procurement practices, materials management and waste disposal, as well as an accelerated transition to less-polluting and renewable energy sources for vehicle propulsion and other aspects of operations.



Ensuring financial health. Despite positive trends in provincial and federal government funding, communities will face a growing transit infrastructure gap as well as a seriously constrained

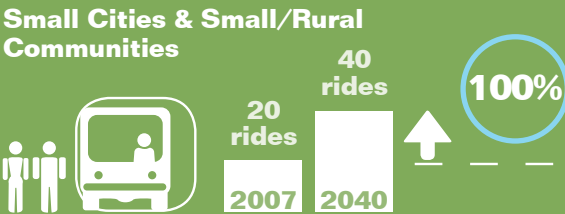
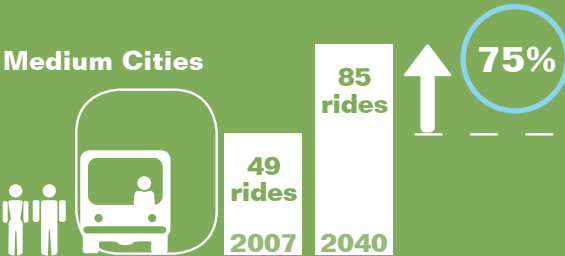
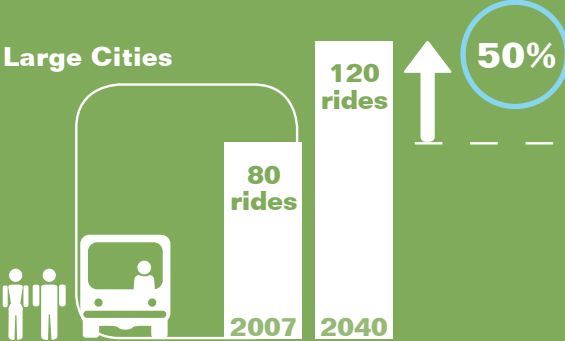
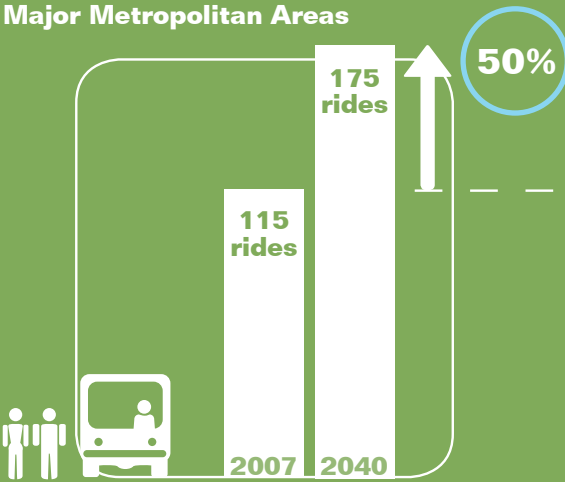
potential to fund the dramatic growth in operations anticipated by this Vision. These threats to transit's financial health will be overcome. First, upper orders of government will establish mechanisms that guarantee predictable, reliable and adequate capital funding for transit. Those same orders of government will also establish performance-based mechanisms for operating funding, ideally generating the required revenues through transportation pricing strategies that create equity among modes and encourage transit ridership. Local governments will respond to this assistance by working to maximize support for their portion of operating costs. This will be particularly important as overall operating costs are expected to grow substantially over time. To some extent, their success may rely on the application of new transportation pricing tools that use incentives and disincentives to generate revenue and motivate more sustainable travel behaviour by consumers. Finally, even with success in these envisioned areas, transit systems will seek continuous improvements in efficiency that reduce capital or operating costs.



Strengthening knowledge and practice. Many of the strategic directions within this Vision will require the transit industry, as a whole, to strengthen its ability to understand

challenges and find effective solutions. In the area of human resources, creative approaches to attracting and retaining skilled labour will be required in view of expectations for a dramatically more competitive labour market. In facing their unique challenges, transit systems in smaller communities will benefit from programs that develop and distribute nationally-applicable tools and resources. Other issues where transit systems will benefit from support for centralized knowledge sharing include technology, governance, transit-supportive development, innovative financing and alternative service delivery mechanisms. In addition to greening and energy efficiency, which were discussed previously, guidance on appropriate roles for the private sector in transit service development and delivery is another area where national knowledge sharing will be a benefit.

PROJECTED PER CAPITA RIDERSHIP GROWTH BY 2040



MOVING FORWARD

Moving from vision to action will require a number of initiatives including the implementation of tools to measure progress and the pursuit of short-term priorities.

Transit ridership targets and implications.

The most important indicator of progress toward the Vision will be the number of annual transit trips per capita, at both national and local levels. General targets for per-capita ridership growth by 2040 were developed for five groups of communities (according to population) to help identify the nature of service improvements that may be required:

- As a group, major metropolitan areas of 2 million people or more will see average ridership grow by about 50%, from 115 to 175 rides per capita annually. To do so, they will need to focus on seamless service integration and expansion of rapid transit and commuter rail services.
- Large cities of 400,000 to 2.0 million people will see average ridership increases of 50%, from 80 to 120 rides per capita annually. They will need to focus on extending rapid transit and transit priority systems.
- Medium cities of 150,000 to 400,000 will experience growth, on average, of 75%, from 49 to 85 rides per capita annually. They will do so by improving overall levels of service, and implementing transit priority measures with some higher-order transit services.
- Small cities of 50,000 to 150,000 will see annual ridership grow by about 100% on average, from 25 to 50 rides per capita. Their key areas of effort will be very similar to those of medium cities.

- Small and rural communities of less than 50,000 people, and which have transit service, will see ridership grow by 100% on average from 15 to 30 rides per capita annually. Even while some of these communities may see a decline in overall population, the demand for transit will rise in response to demographics. This growth in ridership will be achieved by working with partners to increase basic levels of transit service, or to introduce transit service in communities that do not already have it.

When viewed together in the context of overall population growth, these targets are equivalent to an 86% increase in total national transit ridership, from 1.76 billion trips in 2007 to 3.28 billion trips in 2040. Assuming continuation of current operating cost-recovery from transit fares, this ridership growth implies an increase in government operating contributions of 86%, from \$2 billion in 2007 to \$3.7 billion in 2040 (in constant 2007 dollars).

Monitoring and reporting indicators.

Achievement of this Vision will require progress monitoring and reporting. This process will begin with the establishment of key indicators as well as a data collection and evaluation program for each strategic direction, a task that will be helped by categorizing the strategic directions into three groups according to their principal purpose—support, investment or service. Progress evaluations will vary in terms of their nature (qualitative or quantitative), their scope (national or local), and how supporting data is gathered (general observation, opinion polls or local measurement).

Short-term priorities. A series of actions by transit stakeholders will be required to achieve this Vision. In the short term, priority actions will either exploit immediate opportunities or represent the first steps of critical longer-term strategies. Two key priorities are:

- **Development of CUTA's Strategic Plan,** which will review CUTA's vision statement, and identify specific actions CUTA must take to organize itself internally and the way in which it should engage stakeholders to fulfil the vision; and,
- **Development of a monitoring and reporting plan,** which will outline a framework for gathering and assessing information that is needed to measure progress toward key indicators over time.

Additional short-term priorities have been identified for each of the six strategic directions.

2

Transit's Contribution to Quality of Life

Public transit is not an end in itself. Rather, it is an enabler for the communities we strive to create, a healthy economy and a good quality of life. A complete view of transit's contribution to quality of

life and sustainable communities includes the four dimensions of society, culture and community form, the economy and the environment.



	QUALITY OF LIFE ATTRIBUTES	TRANSIT'S CONTRIBUTION TO QUALITY OF LIFE	
Society	<p>Equity: with equal opportunity for all sectors of society, young or old, rich or poor, urban or rural</p> <p>Lifestyle choice: where people have options in how and where they live, with flexibility to live independently under changing circumstances</p> <p>Freedom of movement</p> <p>Safety and security</p>	<p>Available: to support the full scope our daily activities (to homes, workplaces, schools and services)</p> <p>Affordable: competitive in cost to other travel options</p> <p>Responsive and flexible: to respond to differing demands and needs of the population</p> <p>Accessible: to meet all stages of living and a diverse set of needs from conventional to specialized transit</p> <p>Safe and secure: where transit is a safer option than driving and there is an orderly and secure environment for travelling</p> <p>Resilient: where transit allows us to continue with our daily activities even during periods of uncertainty or crisis</p>	1
			2
			3
			4
			5
			6
Culture/ Community Form	<p>Distinctive and vibrant places: supporting identity and sense of place with a varied, human-scale design that encourages activity and allows spontaneity, exploration and exchange</p> <p>Complete communities: offering a variety of opportunities and choice of housing and employment</p> <p>Compact: bringing these opportunities closer together</p>	<p>Quality design: contributing to civilized places and spaces</p> <p>Integration: proximity to land use and harmonious facility design</p> <p>Coverage: allowing choice of home, school and employment</p> <p>Competitive: to minimize automobile use, road needs, parking requirements, etc. (cost, travel time, comfort)</p> <p>Impact reduction: minimizing overall noise, vibration, emissions, and visual intrusions</p>	
Economy	<p>Enabling activity: trade, mobility of goods and services</p> <p>A capable workforce: available to fill jobs</p> <p>Individual access: to jobs and services</p> <p>Conservation of inputs: using resources efficiently</p> <p>Robust economy: able to adapt to uncertainty and crisis</p>	<p>Connecting people and economic opportunities: jobs, shopping, services</p> <p>Congestion management: and its role in reducing vehicle travel</p> <p>Efficient use of resources: both financial and human</p> <p>Spin-off benefits: transit investment by creating jobs in construction, services and manufacturing</p> <p>Resilience: maintain mobility in periods of uncertainty or crisis</p>	
Environment	<p>Safe, comfortable, clean and conserving communities: safe from environmental hazards and adverse events related to climate change; have clean air, clean water and land; and where there is conservation of resources; and reduction of waste</p>	<p>Reduced air emissions: greenhouse gases and other contaminants</p> <p>Reduced energy consumption: particularly non-renewable petroleum fuels</p> <p>Reduced material consumption and waste</p> <p>Reduced noise emissions</p> <p>All of the above can be achieved through enabling density, modal shift and through cleaner, quieter and more efficient transit operations. Transit also provides resilience, maintaining mobility and response capacity in periods of adverse environmental events.</p>	
TRANSIT VISION 2040 Transit's Contribution to Quality of Life 13			

3

The State of the Industry Today



Public transit plays an important role in the lives of Canadians. In 2007, CUTA's member systems, representing over 90% of all transit ridership, carried 1.76 billion passenger trips and served 22.8 million people living in urban communities. The service was provided by 16,600 transit vehicles, including 1,050 light and heavy rail vehicles.

Over the last thirty years, transit has changed in many ways but remained relatively constant in others. It remains an industry dominated by diesel bus operation but with a strong undercurrent of interest in alternative fuels and newer vehicle technologies. Transit has become significantly more responsive and accessible to customers, even while the expectations of those customers continue to rise. Ridership and transit investment have grown, but so too have operating costs and passenger fares.

Ridership and investment are growing.

Public transit is in a stronger position today than it has been since the 1950s. Ridership is growing, with a record ridership in 2007 of 1.76 billion trips across Canada that represented a 3.1% increase over 2006. The environmental benefits of transit are widely recognized, and transit capital investment by federal and provincial governments has surged over the past five years. The change in provincial investment represents a recovery from diminished funding in 1990s, while federal funding for transit projects is a new phenomenon, increasing from zero in 2001 to \$240 million in 2005, and over \$600 million in 2007. However, there was wide variation in the amount of support provided by different provinces across Canada.

Transit has an increasing public policy profile.

The recent reinvestment in transit is underpinned by a new policy emphasis where transit has been increasingly linked to wider government policies, particularly for the environment.

Operating costs are growing faster than inflation.

Transit operating costs have been growing faster than inflation. Newer, more complex and heavier buses are more expensive to maintain and use more fuel, and customer expectations have grown for a broad range of higher quality ancillary services. Over the last decade, the cost per vehicle hour has risen by 10% in real terms.

Transit systems respond to new customer expectations.

Transit has begun to reshape the traditional radial peak-focused service to respond to: more trips between suburban locations; more off-peak service; longer customer-trip lengths; and demand for more accessible low-floor buses. Transit is transforming itself to meet the needs of the widest range of customers, including the needs of the aging community and those with disabilities. All of these changes to the way service is delivered means that costs are increasing for both regular and specialized services, and that transit must respond in the most efficient and equitable manner possible.

Fares are increasingly expensive compared to automobile use. Transit fares have been rising faster than inflation and have increased by 25% in real terms over the past decade. In comparison, the cost of auto ownership has tumbled by about 33%.

Advanced technologies are becoming pervasive.

Transit has been benefitting from advances in information and communications technology, particularly in the areas of customer information, fare systems and service control. Ubiquitous access to the Internet has enabled personalized trip planning to be offered, in many cases across jurisdictional boundaries, increasing customer convenience and reducing operating costs. Access to real-time information through mobile devices has also made the use of transit more convenient.

Environmental issues represent challenges as well as opportunities.

The impacts of transit on the environment have long been recognized in both positive and negative ways. While the environmental benefits of public transit are widely accepted, attitudes are changing towards the traditional transit bus, and acceptance of its noise, vibrations and emissions is decreasing. Experience with alternative fuels has been mixed and progress slow. The widespread use of biodiesel and diesel-electric hybrid buses are examples of this. Electric light rail transit (LRT), which is perceived to be quiet and pollution-free, has become very popular and a number of Canadian cities have ambitious plans for LRT implementation.

Transit has a heightened role in providing safety and security.

Security issues have become prominent in the transit industry – both personal security of customers and staff, and security from terrorism attacks of the sort suffered in London, England in 2005. Transit Special Constable forces have become common in larger centres with dedicated rapid transit systems, as have video monitoring and emergency phone systems. In addition many transit systems have developed terrorism prevention and response programs.

Governance structures in large metropolitan areas are evolving.

The need to provide seamless and cost-effective transit services in large urban agglomerations has led to a stronger role for agencies charged with the oversight of transit services across municipal boundaries, such as TransLink in Metro Vancouver, the Agence métropolitaine de transport in the Montreal region, and Metrolinx in the Greater Toronto and Hamilton Area.



1

2

3

4

5

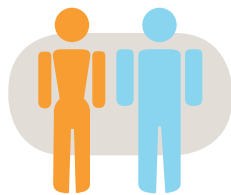
6

4

Transit's Role in a Changing World

As communities change, so too must transit. This chapter describes some of the future trends that will affect our communities and the implications this will have for transit. These trends and their implications are summarized according to four key dimensions of sustainable communities: society, culture / community form, the economy and the environment.

SOCIETY



By 2040, Canadian society will look very different than it does today. This change will be driven by the growth of cities, an aging population, immigration, and changing lifestyle expectations. Our evolving society means changes in the needs and desires of our population. These changes represent a challenge and opportunity for communities, particularly in urban areas, to maintaining quality of life while harnessing the energy and economic potential of a diverse population.

The active elderly will face growing mobility challenges. The elderly will be an increasingly prominent aspect of our society and they will remain, and expect to be, socially and economically active and independent. Many will work longer, by choice and by need. Most will be accustomed to driving and will live in areas that are currently poorly served by transit. While active, many will require support and will bring higher expectations about the quality of service offered.

More people will be open to, and reliant on, transit. There will be increases in the number and types of people reliant on transit to actively engage in all aspects of community life. Immigration will continue to be a factor in rising income disparity and poverty. If immigration rates rise to offset our aging population, the qualifications of immigrants may drop, resulting in a larger class of unskilled workers. The elderly will be active, but may not have the desire, ability, or economic means to drive. Many immigrants will come from cultures where transit is a way of life and hence there will be a need for and an openness to use transit. Many elderly people and immigrants will be located in suburban settings.

Travellers will be more sensitive to safety and security. Urban living, an aging population, and immigration will have brought about a concentration and diversity of individuals that has increased sensitivity about safety and security from all sectors of society.



Canada's population is projected to grow from 33 million to over 40 million by 2040



KEY TRENDS: SOCIETY

Growth occurs in urban areas. Canada's population is projected to grow from about 33 million in 2006 to just over 40 million in 2040. This represents a reduced average annual growth rate of 0.6% compared to recent years, as growth is driven by immigration with a decline in natural increase. Population growth is not consistent across the country, and is concentrated in urban areas, with the fastest average annual growth in the west and general decline in rural areas. By 2017, 95% of visible minorities will live in

metropolitan areas, with three-quarters living in Toronto, Vancouver or Montreal. The Atlantic Provinces could have smaller populations than they do today, but with increases in some urban areas.

Canada's aging population is tempered by immigration. Low fertility rates and increasing life expectancy will contribute to the aging of Canada's population over the next several decades. The baby boomers represent the leading wave of a long-term trend. By 2031, Canada's

senior population will reach nine million. The number of older adults (>65 years) is expected to double by 2050, comprising almost 25% of the population. By 2033, the City of Calgary will have 94,000 more seniors than today. Ottawa will see the very elderly population (80+) double by 2031. The Atlantic Provinces are projected to have the highest median age in 2031 while the Prairies and Territories are projected to have the lowest. As the population ages, the workforce will be required to support a significantly greater share



Top-earners' incomes increased by 16.4% between 1980 and 2005.



By 2031, Canada's senior population will reach nine million.



Low earners' incomes decreased by 20.6% between 1980 and 2005.



By 2017, 95% of visible minorities will live in metropolitan areas.

1
2
3
4
5
6

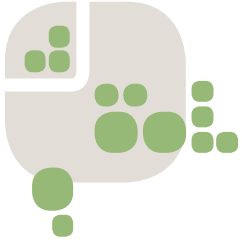
of the population. About 60% of the population is currently dependant on the workforce, a figure that is expected to reach 80% by 2040.

Growing income disparity. Middle-income workers experienced no real growth in earnings between 1980 and 2005, while those at the top grew wealthier (16.4% increase) and those at the bottom got much poorer (20.6% decline). In 1980, recent immigrant men earned 85 cents for each dollar received by Canadian-born men. By

2005, the ratio had dropped to 63 cents. Recent immigrant women saw earnings slide to just 56 cents from 85 cents.

Increasing lifestyle expectations. Our lifestyle expectations are changing in response to economic growth and affluence, urban living and a great variety of household types and sizes. Smaller households and greater consumption means more origins and destinations and more trips. There are increasing expectations on the types of services

available, walkability, and accessibility for people with disabilities. Consumer trends factor large and include moves to Individualism, comfort and convenience and personal connectivity. Demand for customized or personalized lifestyles and a drive for greater personal connectivity blends altruistic lifestyles, strong relationships, ethics, and connective technology.



CULTURE / COMMUNITY FORM

By 2040, changes in the physical form of Canadian communities will continue to be driven by growth trends, economics, demographics, the market and public policy. Growth will continue in urban and metropolitan areas, with strong suburban growth and infill. Many smaller communities and rural areas will see an ongoing decline in the population.

A new suburban reality will take shape.

Suburbs will evolve into areas that offer greater choice of housing and lifestyles, intensity of activity, and vibrancy. Growth will continue to focus on the suburbs, but market forces and progressive urban development policies, particularly targeting intensification, will begin to have a meaningful effect on urban form. Suburban areas will take on many of the attributes of today's urban centres, but there will be a dynamic tension as a changing model for mobility and mobility-related services begins to conflict with an entrenched suburban culture and long-practised reliance on car-based travel.

Sustainable policies and practices will become the norm.

A new policy and practice norm will be created by 2040, where emerging progressive policies will have become embedded in standard practice within areas such as green development, energy efficiency, and personal mobility.

Urban lifestyles will be more popular. The trend to urban living will continue as barriers to infill and greater density are reduced, enabling improved urban services and making condominium living a common lifestyle choice for all sectors of society.

Mobility constraints will have a greater impact on quality of life. We will see a continued dispersal of destinations, longer trip lengths and rising travel times and costs, leading to conflict between the demand for independent car-based mobility and the physical limitations of our urban environments. Congestion and delay will increase greatly, while parking will become scarcer and more costly. Greater unreliability could become the norm for both automobile travel and public transit services operating in mixed traffic.

Increasing mobility costs will impact personal budgets.

In 2001, 19% of family expenditures went to housing, 13% went to transportation and 11% went to food. Household spending patterns remained virtually unchanged by 2004, with the exception of transportation increasing its share to 14%. This share is expected to increase steadily with rising fuel costs. As consumers seek to minimize the impacts of travel on their lifestyle, they will be more willing to consider travel options or alternative ways of undertaking their daily activities.

Aligning new infrastructure with the "urban realm" will be a priority. Maintaining mobility in the face of growth pressures will require significant new transportation infrastructure that could have negative impacts on increasingly dense communities. This undesirable outcome will drive a focus on "light" infrastructure that has a minimal footprint and is fully integrated in the urban realm.

Urban and metropolitan growth: Throughout the past century, Canada's population has shifted from predominantly rural to predominantly urban. In 1871, 19% of Canada's population lived in urban areas. By 1951, this proportion had increased to 62% and by 2001, 80% of Canadians lived in cities. There is also a trend in the growth of the large urban agglomerations, with 50% of Canada's population living in the four largest urban regions. Urbanization, however, is not consistent at the regional scale. In 2001, approximately 40% of people in Atlantic Canada lived in rural areas (twice the national average).

Small towns and rural decline. Urban growth is largely matched by a steady decline in population of small towns and rural areas, except for those with specific economic engines.

Urban growth has been highly suburban. In Canada between 1996 and 2001, for each new job created within a 5 km radius of a city core, nearly five were created in the suburbs. In Montreal between 1987 and 2003, virtually all of the growth in jobs occurred in the suburbs, with a small amount of job growth in the immediate downtown core. In Calgary, Canada's fastest expanding metropolitan region, 80% of recent population growth has occurred in the newest suburbs. The ratio of suburban dwellers to those in the City of Montreal was almost 2.5 to 1 in 2001.

Commute times are on the rise. As more people and jobs have become 'suburbanized,' commuting patterns have become more complex and diffuse. In 2005, Canadians spent an average of 63 minutes getting to work and back again, compared to 59 minutes in 1998 and 54 minutes in 1992. Travel times vary by city. Among Canada's six largest cities, Toronto has the longest commute, at an average 79 minutes round trip in 2005, whereas Edmonton has the shortest, at 62 minutes. We are also commuting farther. From 1996 to 2001, the median commute increased from 7.0 kms to 7.2 kms across Canada.

Urban and suburban intensification. Public policy has seen a strong shift in recent years to supporting and regulating intensification in urban centres and suburban settings. This includes policies on densities, design and transit-supportive elements. In 2007, the number of permits issued for multiple dwelling units exceeded those for single family dwellings for the first time in almost 30 years. There has been a small, but important trend to urban living with an increase in the number of people living in urban centres.



Suburbs will evolve into areas that offer greater choice of housing and lifestyles, intensity of activity, and vibrancy.

KEY TRENDS: CULTURE / COMMUNITY FORM

KEY TRENDS: ECONOMY

Looming labour shortages. Canada's labour force is likely to expand in absolute terms. However, due to the low birth rate and aging of baby boomers, participation rates will decline. By 2015, more Canadians will be leaving the workforce (60-64) than entering it (20-24). The labour shortage will reach its peak around 2025 before easing somewhat by 2040. Only Ontario, B.C. and Alberta are projected to see a larger labour force in 2031 than was the case in 2005. With the aging population, by 2031, it is possible that nearly half of all people 15 or older in Newfoundland & Labrador will not participate in the labour force.

Energy uncertainty. The growth in the use of fossil fuels will plateau or decline in the long-term, in response to pricing, environmental awareness, greater availability of alternatives and taxes on carbon. There will, however, be a long period of uncertainty during transition along with increasing costs and fluctuations in costs. Increasing demand from transitional economies will contribute to steadily increasing costs in the shorter-term.

Increasing infrastructure burden, but lower average age. In Canada, the majority of infrastructure investment took place during the 1950s, 1960s and early 1970s. The average age of infrastructure hit an all time low of 14.7 years in the early 1970s. This was followed by modest investment in the 1980s and 1990s. By 2000, the average age had risen to an all time high of 17.5 years. The average age in 2007 dropped to 16.3 years, largely as a result of major new investment in roads and highways in Quebec and Ontario.



**Support for transit
will strengthen.**



ECONOMY

By 2040 the Canadian economy will be reshaped, continuing today's structural change leading to more commercial jobs and fewer industrial jobs.

Mobility constraints will have economic costs. By 2040 mobility (or the lack of it) will be a major factor in our economic competitiveness as delays increase and costs rise for the movement of both people and goods. Road congestion will continue to rise with limited options to increase road capacity in built environments. Transit will continue to experience rising costs, driven by labour and energy costs and road congestion impacts, but it will begin to be on a more even footing as driving costs increase sharply in response to fuel prices and a "user pay" culture takes hold.

Wealth generation will centre more around innovation and less around production.

This has the potential to transform cities where investment in local mobility and quality of life becomes as important as investment that supports the mobility of goods.

Employment conditions will become much more flexible. There will be a greater incidence of part-time work and an uptake in telework as changing attitudes and better technology yield greater acceptance.

Labour shortages are likely to occur. This trend, which arises from the aging population and pending retirement of the baby boomers, is particularly significant within the skilled labour market and may not be forestalled, even with increased automation and immigration.

Personal travel habits will change. Rising travel costs and increasing awareness of the environmental impact of trip-making could lead to a reduction in discretionary travel, and the creation of a "think before you go" mindset among consumers.

Transit capital investment will be strong. Infrastructure investment will continue to be cyclical, but support for transit will strengthen as it is increasingly seen as a way to maintain urban competitiveness in the face of rising economic challenges.



ENVIRONMENT

By 2040 progress on major environmental issues will have been made, but challenges will loom large as we will live in an increasingly climate constrained environment. Harmful emissions in urban centres will decline, with the adoption of cleaner technologies, new energy efficiencies and increased transit use.

A low-carbon energy paradigm will emerge. Growth in transport energy consumption and carbon emissions will moderate as we move to a new energy model with reduced reliance on fossil fuels, driven by market prices, environmental awareness, greater availability of alternatives and carbon taxes. There will, however, be a long period of uncertainty during this transition, along with increasing costs as demand outstrips supply.

Transit's "green mode" status may diminish. "Clean cars" will become a market force and major public policy objective, possibly undercutting transit's status as a green alternative. Consumer acceptance of diesel buses will decrease.

A climate-constrained future will drive us to better design our cities. Increasingly noticeable effects of climate change will lend support to evolving sustainable planning policies and practices.

Individual expectations will shift. Growing support for sustainable policies and practices, along with increasing constraints, will lead to a greater willingness to adopt lifestyle changes, and a moderation in current expectations for "cradle to grave" independent mobility. Walking and cycling will become more popular and better integrated into our lifestyles as their benefits for personal health and quality of life are more valued.



- 1
- 2
- 3
- 4
- 5
- 6

Walking and cycling will become more popular and better integrated into our lifestyles.

KEY TRENDS: ENVIRONMENT

Emissions improving but air quality will remain a problem. Changing technology and higher fuel efficiency standards have contributed to a decrease in NOx, CO and VOC emissions from transportation since the early 1990's. There has been an increase in smog days in communities throughout Canada. Up until 2000, Toronto had less than 10 smog days a year. Since 2000, the number of smog days in Toronto has ranged from 11 to 48 days annually.

Climate change impacts are felt. In Canada, the greatest impacts of global warming are expected in the north. By 2100, winter temperatures in Northern Ontario could increase by as much as 10 degrees Celsius and precipitation could decrease by as much as 30%. Warming is expected to be greater in western Canada than in eastern Canada.

Passenger transport accounts for 15% of GHG emissions. Transportation is the second largest source of greenhouse gas (GHG) emissions in Canada. It represents 27% of total GHG emissions, a share expected to remain constant until 2020. However, emissions for the transportation sector are expected to increase by 31% between 2006 and 2030. Passenger transport's share of total transportation emissions is growing, but at a slower rate than emissions generated by freight due to improved technology and higher standards in passenger vehicles.



Strategic Directions

In response to the major trends, challenges and opportunities that face Canadian communities and the transit industry, this Vision proposes a number of strategic directions for action by transit stakeholders. These directions are discussed in the following sections, where they are grouped into six key themes:

THEME 1: PUTTING TRANSIT AT THE CENTRE OF COMMUNITIES

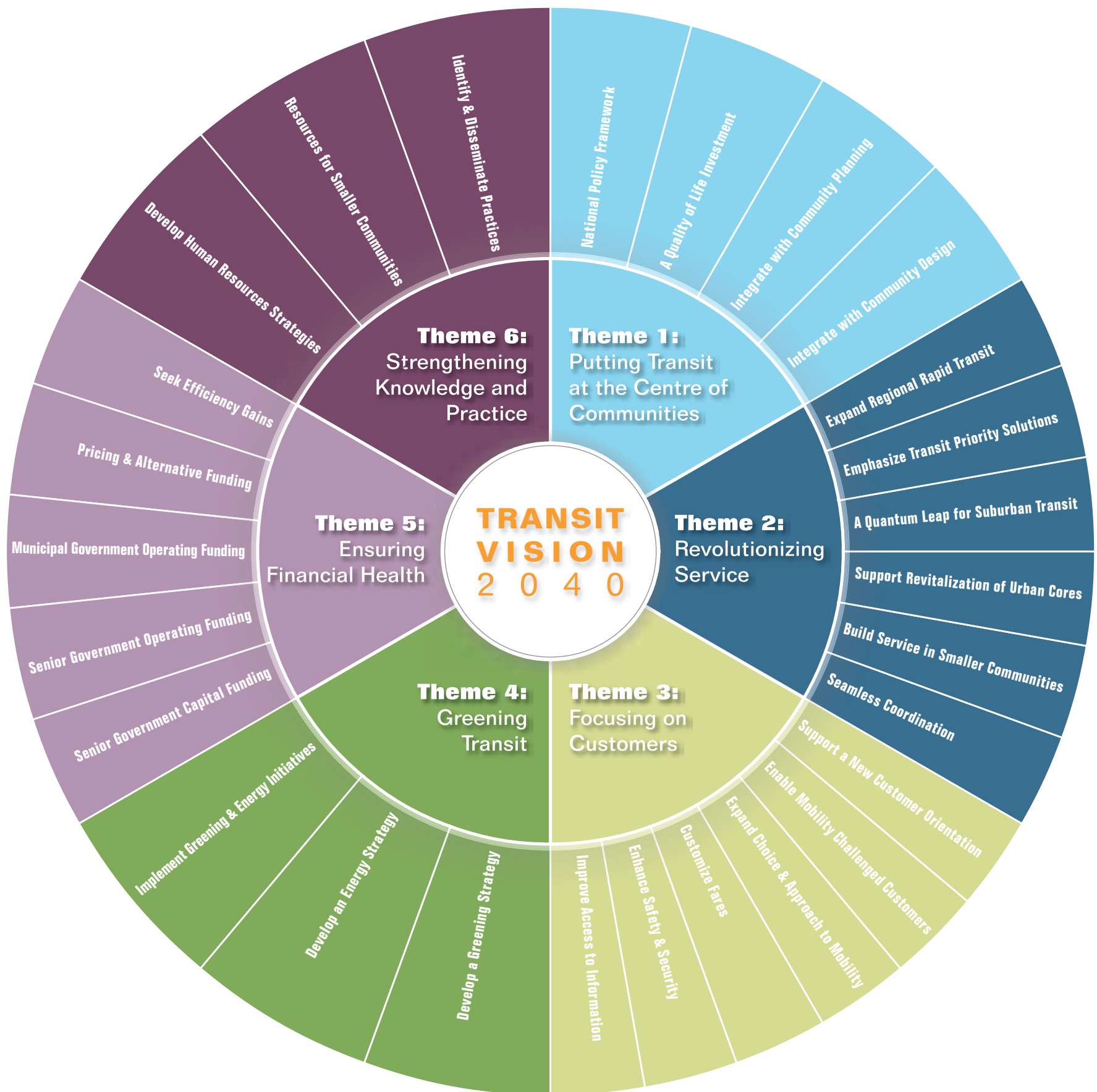


Transit plays a central role in maintaining mobility and quality of life in the urban environments that are the distinctive feature of our society, and which are a major generator of wealth. The creation of a transit-supportive social and political culture is a broad prerequisite to the other strategic directions recommended in this chapter. Simply put, an overarching recognition of the need for an enhanced context, role and resources for the transit industry is required if Canada is to both foster and meet rising demands for transit service, and ultimately to achieve its collective economic, environmental and quality of life objectives. The vital and inseparable relationship between public transit and successful city-building must be clarified, promoted and embedded by all orders of government into their own visioning, objective setting, decision making and action planning activities. The role of cities in our national economy and global competitiveness

is vital. These key messages must be transmitted effectively to the media, private sector and general public to build an expanded constituency for transit-supportive governance. The goal of these actions is to ensure that transit is appropriately considered as a natural part of the solution to challenges involving climate change, air quality, public health, traffic congestion, economic development and social justice.

STRATEGIC DIRECTIONS

[1.1] Develop a national transit policy framework. All orders of government should work together to develop a framework of national transit policies that are integrated, mutually supportive and consistent both vertically (across municipal, provincial and federal jurisdictions) and horizontally (among municipalities, among provinces and



**Transit plays a central role
in maintaining mobility and
quality of life in our urban
environments.**





1

2

3

4

5

6

among federal departments). Canada remains the only Organisation for Economic Co-operation and Development (OECD) nation without a federal policy of predictable, long-term support for transit. A policy framework should clarify jurisdictional roles, responsibilities and priorities. It should highlight goals for transit, and identify synergies amongst the objectives of different stakeholders. The development process should be collaborative, with each involved jurisdiction taking responsibility for developing, approving and implementing its own policies. Given the diversity and number of municipal governments in Canada, municipal associations are positioned to play a key role in the process.

[1.2] Strengthen transit's position as an investment in quality of life. A better demonstration is needed showing that successful cities have excellent transit and choice riders, and that a transit culture pays dividends. While there is often a strong intuitive appreciation for the many benefits that transit offers communities and regions, a more explicit articulation of those benefits could help ensure that transit is given due consideration in decision-making processes. A better understanding of transit's contribution, direct and indirect, to economic competitiveness, environmental and personal health and quality of life in communities could provide a clearer rationale for greater capital and operating investment. The rising costs of congestion need to be more explicitly



linked to transit investment. Another key linkage to be articulated is the relationship between transit and energy—both transit’s potential to help reduce energy consumption, and the need to preserve transit’s function as a key mobility option and economic lifeline in times of energy uncertainty.

There are many links between transit and other government objectives, such as individual access to employment, education and healthcare opportunities, where more rigorous analysis could better inform investment priorities, particularly in a highly competitive fiscal environment. The linkage to quality of life must also be communicated more broadly to ensure public awareness and, indeed, for the public to articulate its expectations of transit’s role.

Two recent examples of initiatives to better define transit’s economic value are ***The Optimal Supply and Demand for Urban Transit in Canada***, prepared in 2008 by HDR Decision Economics for CUTA; and ***Transit Means Business: The Economic Case for Public Transit in Canada*** commissioned by CUTA, together with Moving the Economy and the Federation of Canadian Municipalities.

[1.3] Fully integrate transit with community planning. Transit and transportation plans should be systematically linked with a range of other plans for community development. While social, economic and environmental plans are more likely to place demands on transit than to contribute to it, there is a special symbiotic relationship between land use and transit plans through which each supports and shapes the other—transit needs the right land use to function effectively and efficiently, and developments need transit to maximize their value. Transit can be as much a driver of urban form as roads, and poor transit infrastructure choices can be as damaging to the goal of sustainable communities as ill-conceived roads. Land use and transportation plans need to address issues like transit-oriented development standards (e.g. mix, density, design) in key nodes and corridors (particularly in suburban areas), pedestrian-supportive streetscaping, and transit corridor protection requirements.

A more integrated approach to planning is being pursued by **Infrastructure Canada**, which requires each municipality to develop an Integrated Community Sustainability Plan (ICSP) as a condition of receiving federal gas tax transfers. At the more local level, Vancouver is a good example of cooperative relationships that link different levels of planning. The process of monitoring and linking transportation investment and development planning occurs through annual modelling of the region’s transportation network, using land use inputs (population and employment) developed by the **City of Vancouver**, based on the current pace of development. **Metro Vancouver** and the regional transportation authority, **TransLink**, use the modelling to determine if additional capacity is warranted on transit lines. In the **Greater Toronto Area**, the new *Places to Grow* initiative is transforming the land use and transportation dynamic.



1
2
3
4

[1.4] Fully integrate transit with community design. Land use, the quality of the urban environment and the development culture will be key determinants of how successful transit will be. Likewise, the quality of planning and design of transit infrastructure can shape our communities and can make an important contribution to creating civilized places and spaces.

There remains a need to identify and understand the obstacles to further advancing transit-supportive development, and to embrace proactive strategies for addressing these challenges and shaping development. It will mean ensuring that regulations allow for innovation and that the development community recalibrates assumptions on how development is undertaken. To most effectively shape land use and mobility patterns, transit must be in place ahead of development just as roads are. This will require early investment in capital and operations as transit demand matures.

Transit infrastructure plays an important role in defining the quality of our urban places and spaces. Transit’s advantage over the automobile is that it is inherently more people-oriented, and creating good places for people is good for transit. Transit facilities can be exciting, even iconic, and there is increasing recognition that they can serve a mobility function while also contributing to the urban environment. This aspiration must be reflected in design policies, so that we create the kind of cities that we aspire to.

The **City of Montreal** is one of Canada’s leaders in integrating transit into its urban design. An example of the transformation taking place more widely is the way in which the **Toronto Transit Commission (TTC)** approaches the design of its stations, which range from utilitarian structures to ones that contribute positively to both the user experience and the surrounding community. The TTC has engaged world-renowned architects for some of its subway stations, but this emphasis on good design can permeate the infrastructure development process from grand rapid transit stations to basic on-street bus shelters.

5
6



THEME 2: REVOLUTIONIZING SERVICE

The continued growth and evolution of Canada's urban centres will require a substantial improvement in the availability, frequency, reliability and speed of transit services. This is especially true in communities where an ongoing shift toward intra-suburban and regional travel could make it perilous to preserve a primary focus on downtown-oriented commutes or conventional directional peaks. There will be increasing demand for transit in suburban settings as travel density increases and car-based alternatives become less attractive due to mounting congestion, limited parking supplies, and the rising costs of driving. There will also be greater demands for feeder transit services to access dispersed development patterns. At the same time, transit operating costs will face upward pressure due to

traffic congestion, an increase in off-peak travel demand, growth in demand for specialized transit services, and increased customer expectations. Current levels of transit service coverage and cost-effectiveness in suburban areas will clearly be insufficient, and dramatic shifts in service provision will be required. However, favourable factors could include increased land use densities, greater service levels, and a more even balance between peak and off-peak services. At stake in this challenge will be transit's ability to help combat rising levels of congestion and maintain mobility in support of economic activity, both in normal conditions and during times of crisis such as an energy shortage.





- 1
- 2
- 3
- 4
- 5
- 6

The growth and evolution of Canada's urban centres will require a substantial improvement in the availability, frequency, reliability and speed of transit services.

Successful transit priority strategies require close cooperation among transit and road authorities.



STRATEGIC DIRECTIONS

[2.1] Expand regional rapid transit networks. For decades, major metropolitan areas across Canada have relied on rapid transit networks to act as the “spine” of their transit systems and provide the capacity, speed, reliability and attractiveness that are needed to generate superior levels of transit ridership. In the last few years, many mid-sized urban centres have moved in the same direction, and begun to plan for rapid transit (particularly bus rapid transit, or BRT) as a long-term strategy for building sustainable communities. Recent transportation planning exercises in the Montreal, Ottawa, Toronto, Calgary and Vancouver metropolitan areas (among other communities) vividly illustrate the conviction that rapid transit enhancements are a necessary but very costly strategy that requires the full financial and political support of provincial and federal partners. Maximizing the opportunity for rapid transit will require advance planning and corridor protection in these communities.

Recent examples of a new planning focus on rapid transit include **Montreal's *Plan de transport***, **Metrolinx's *The Big Move***, and **Vancouver's *Transport 2040***. York Region's VIVA bus rapid transit service is a good project example. Winnipeg is moving forward with implementing its Southwest Rapid Transit Corridor.



1

2

3

4

5

6

[2.2] Emphasize transit priority solutions.

Rapid transit services cannot cater to every trip, and the expansion of surface transit operations in deteriorating mixed traffic conditions will highlight the urgent need to maximize the priority that regular transit vehicles receive on congested roads. Measures such as reserved bus lanes, queue jumps and dedicated phases at traffic signals can provide many of the benefits of rapid transit investments at a fraction of the cost, particularly where ridership levels are too low to justify a dedicated transit right-of-way. While successful transit priority strategies require close cooperation among transit and road authorities and a willingness among practitioners to adopt new practices, they help to make best use of transit operating resources and maximize the qualities of transit service that attract new customers.

Gatineau and **Ottawa** have had great success in using transit priority measures as an extension of and/or a precursor to rapid transit services. **Winnipeg’s Quality Corridor Initiative** is a multi-year transit improvement initiative that aims to improve the speed, reliability, comfort and accessibility of transit service along a number of major arterial roads. In **Montreal**, extensive transit priority measures include a contraflow lane on the Champlain Bridge to serve peak direction bus traffic. Other examples include **Halifax’s Metrolink**, **Vancouver’s B-Lines** and **Waterloo Region’s iXpress**.

[2.3] Enable a “quantum leap” in suburban transit. In urban areas, future growth will likely be concentrated in the same suburbs that now experience the lowest transit service levels and pose the greatest challenges to building ridership. A determined and targeted strategy of enhancements to suburban land use, transit facilities and transit services will be needed if tomorrow is to differ significantly from today. Major increases in fleets, operating hours, service reliability and operating speeds are required to meet the needs of changing markets in conventional suburban settings. There will be a need for transit to infiltrate suburban neighbourhoods with flexible and demand-responsive service arrangements.

In terms of land use, original streetcar suburbs may prove the greatest opportunity for retrofit, but suburban shopping malls will also be key. They can be transformed into more fully developed community centres with a diversity of uses. Barriers to the densification of suburban areas need to be better understood, and proactive strategies will need to be developed.

In **Vancouver**, the Oakridge Centre is a good example of how a shopping mall can be redeveloped to increase density and diversity through the addition of condominium housing. In **Edmonton** and **Ottawa**, there are programs in place where some transit service to new developments is paid for by the developer until the transit market can mature. **Winnipeg’s DART** service provides request bus service to residents living in some suburban neighbourhoods.



[2.4] Support the revitalization of urban cores. In some major cities, high-density urban cores have been rejuvenated in recent years by an influx of new residents. However, expectations for personal mobility in downtown areas may begin to conflict with the physical limitations of aging urban systems. In order to meet mobility needs in these constrained urban environments and maintain the quality of life that has attracted new residents, the quality of transit services and facilities will have to be improved.

One application of concepts to revitalize urban cores can be found in the efforts behind **Toronto's Transit City** plan. In **Ottawa**, plans are progressing to replace the congested at-grade Transitway route through the downtown core with an underground light rail line.

[2.5] Build service in smaller communities. Small and rural communities present market opportunities and economic constraints for public transit that are different and more variable than those in larger urban centres. The uniqueness of each community underlines the need for flexible and innovative transit solutions that can involve a range of funding and operating structures. In many small communities, improving the coordination of social transportation services for seniors or persons with disabilities can make the services more effective and efficient without requiring the introduction of an entirely new transit service. However, in growing communities, or those with high population of seniors, the capacity of social transportation services can be stretched as the client base expands—and the interests of individual customers as well as the general public may be better served by transit services that are accessible to more members of the community. The establishment of formal transit services can be facilitated by support from provincial governments and the involvement of local transportation providers and major employers. Neighbouring communities can work together to share risks, resources and responsibilities, yielding economies of scale while they strengthen social and economic bonds.



1
2
3
4

5

6

Kings Transit Authority in Nova Scotia's **Annapolis Valley** is one of Canada's most efficient small transit systems, and a model for cost-effective transit partnerships among rural communities. With five routes covering almost 200 kilometres of Highway 1, it offers service six days a week using low-floor, wheelchair-accessible buses equipped with bike racks. A significant proportion of Kings Transit customers are seniors. In **Quebec**, the **Conseil intermunicipal de transport Chambly-Richelieu-Carignan** provides public transit service to smaller communities including Chambly, Richelieu, Carignan, St-Mathias-sur-Richelieu and Marieville. **Charlottetown** in Prince Edward Island introduced regular transit service for the first time in 2005 with great success as a public-private partnership. Ridership has quadrupled in the last three years and service has now been extended to connect the nearby suburbs of Cornwall and Stratford. Another example of a successful transit initiative in a small community is the commuter service introduced by **Clarence-Rockland**, an Ontario community of 21,000 outside of Ottawa. Introduced in 2005, and assisted by the Provincial Gas Tax, this high-quality peak period service has grown from 17,000 annual passenger-trips in 2005 to 39,000 in 2008.

[2.6] Ensure seamless coordination of operations and governance at all levels. Most larger urban communities of any size suffer from disconnects between public transit services in adjacent municipalities, between public transit systems and private intercity passenger carriers, between conventional and specialized services, and between transit and related municipal services such as traffic operations. Unattractive or unnecessary transfers, differing service hours, incompatible fare systems and functional duplication are common issues. Within municipalities, there may be competing objectives or poor coordination, such as in maintenance priorities or traffic operations and relative priority of transit vs. automobile traffic. At the regional scale, wider policies, such as taxation rates among different municipalities, can have a profound effect on urban form and how transit will need to operate; witness the movement of institutions from downtown Toronto, Montreal and Vancouver to the outer suburbs in response to property tax rates. It will be essential to resolve these issues, which contribute directly to rider disillusionment and impaired efficiency, in order to serve travel within and among urban regions in a cost-effective and customer-focused manner.

A good example of changing approaches to service delivery is the **Agence métropolitaine de transport (AMT)** in **Montreal**, where transit services are allowed to penetrate across municipal boundaries to more adequately address customer needs. Similarly, in the **Edmonton** area, transit systems have undertaken innovative partnership arrangements to better serve outlying communities such as **Spruce Grove**, **Fort Saskatchewan** and **Namoo**.



THEME 3: FOCUSING ON CUSTOMERS

One of transit's greatest challenges in recent decades has been to serve travellers who have become more diverse by nature and more discriminating in their choices. To be more successful, the transit industry must replicate the strong customer orientation exhibited by many other product and service providers—it must work internally to become more flexible and responsive, while also working with existing and potential customers to build supportive attitudes. Looking ahead, transit faces several key converging factors:

- more complex and geographically dispersed trip patterns;
- growing demand for multimodal trips that involve both transit and another mode such as bicycle or car;
- growing demand for travel by seniors who have greater concerns about transit's affordability, accessibility and security, and who may live in currently underserved areas;
- increasing share of travel outside peak periods and within suburban areas;
- increasing traveller expectations with regard to convenience and personalized service;
- increasing traveller attention to cost, with a greater willingness to pay for necessary trips and premium services, a possible reluctance to make discretionary trips, and a growing acceptance of travel alternatives such as the Internet; and
- advancing technologies that turn smart cards, automated travel planning and real-time passenger information into everyday tools, yielding operating efficiencies but with significant capital requirements.

STRATEGIC DIRECTIONS

[3.1] Accelerate a new customer orientation. A cultural shift is well underway in the North American transit industry, which has exhibited an increasing focus on the needs and expectations of customers to attract choice riders and to provide a high quality of service for all users. This leads to a mutual understanding and respect between transit systems and their passengers, and should be expanded and refined. It also extends to suppliers as they begin to respond more fully to the needs of transit systems and transit riders. One



1

2

3

4

5

6



example of a helpful tool is a “customer service charter” that clearly outlines commitments to improving quality service. A supporting customer service strategy could outline goals for improving user satisfaction and ways to achieve this, such as surveys, communications, staff training and the development of new services. User audits (or mystery traveller audits) could also be used to benchmark service levels and assess the door-to-door customer experience involving trip planning, fare payment, wayfinding, amenities, and safety and security.

CUTA was a pioneer in developing organizational development and staff training initiatives such as the **Transit Ambassador** program, which was instrumental in an industry culture change in the 1990s. A new generation of this program promises to build from this beginning to cement a more deeply-rooted commitment to a customer focus throughout the industry. **TransLink** in **Vancouver** has adopted principles for public consultation and community engagement, and recently established an online voluntary advisor panel where residents can contribute to monthly discussions. The **City of Ottawa** has initiated annual transit performance reports which include several customer-oriented criteria. **Suppliers** are also responding in areas including new vehicle designs that better address the needs of operators and passengers.

[3.2] Focus on serving customers with mobility challenges. The anticipated growth in the volume of seniors and persons with disabilities using transit demands a major response. The industry will seek to maximize the attractiveness of conventional services to seniors and persons with disabilities, in order to reduce the cost burden of specialized services. Transit systems may develop initiatives related to fares, customer education and travel training, staff sensitivity training, more accessible vehicles and structures, and the efficient concurrent operation of conventional and specialized services.

Travel training programs to help people with disabilities use regular transit have been successful in several cities, including **Victoria**, **Kelowna**, **Edmonton** and **Ottawa**. **Grand River Transit** has introduced a program of group travel to serve programs for people with disabilities.

[3.3] Take a broad approach to mobility and expand choice. Transit cannot serve all trips, and is often just one element of an overall journey. There is a need to better integrate transit with other modes. Transit systems are broadening their perspective on serving door-to-door trips that may involve other modes such as walking, cycling or car use. Stronger integration with these modes clearly benefits both transit providers and users,

and extends beyond large facilities (e.g. park-and-ride lots) to minor facilities (e.g. pedestrian access routes), trip-end facilities (e.g. bike parking), hybrid facilities (e.g. bike racks on buses), customer information (e.g. inclusion of transit stations on bike route maps), and promotion (e.g. awareness campaigns for park-and-ride or bike-and-ride). Taxis and carsharing organizations can also play an important role by allowing people to access and pay for car use on a per-trip basis. Other opportunities could arise where transit systems adopt a “mobility provider” mindset and actively consider how transit can best serve overall mobility needs as part of a full suite of travel options, potentially offering unconventional services.

The **City of Montreal** has initiated its BIXI public bike program which is designed to enhance mobility in the city and includes rental stations in proximity to transit. The Berri-UQAM station is also a good example of integrated services with a convergence of Metro, bus, and regional and inter-regional private bus services through its co-location with the intercity coach terminal. **BC Transit** will have bike racks on its buses across the province by 2011. Implementation of **Halifax's Metrolink** service has included bike racks and lockers at stations, bike racks on buses, new pathway connections to stations, and marketing to encourage riders to walk or bike to the stations.



1
2
3
4

5

6

[3.4] Customize fares. Technological advancements are opening the door to more customizable fare policies and payment mechanisms—opportunities that encourage a new and less monolithic view of the market represented by current and potential transit customers. Tailored, flexible fares can be a key part of a more refined customer orientation by reflecting a wide range of user needs, activity requirements and travel choices. Users can pay different fares according to frequency of travel, time of day, day of week, geographic area, distance travelled, or membership in a target group (e.g. by age, physical ability, or place of residence, employment or education). Incentives, as well as flexible payment plans and options can be an important tool in attracting choice riders. Market segmentation allows transit operators to maximize the value delivered to (and revenue obtained from) a much greater range of customer groups that is conventionally possible. It also opens the door to a wider range of premium services that offer value to customers who are willing to pay for them.

The **Société de transport de l'Outaouais (STO)** in **Gatineau**, Quebec moved to a smartcard for its long-term passes, which allowed it to expand fare structure options. In Newfoundland, the **St. John's Transportation Commission** offers the m-Card, an interactive smart card for use on Metrobus that allows riders to earn m-Points that can be redeemed for merchandise.

[3.5] Enhance safety and security. Safety and security are more important than ever as elements of a transit customer's experience. Transit providers should build on current initiatives such as the creation and training of special constables, comprehensive video surveillance systems, and coordinated communication and dispatch services.

Many communities have begun the use of special constables who have powers of arrest. The federal government's **Transit-Secure** program enabled transit systems across Canada to conduct threat/risk assessments, and to develop and implement security plans.

[3.6] Provide information when, where and how customers want it. Advances in information technology are blurring the lines between connectivity, presence and mobility. It is certain that timely, accurate, convenient and customizable passenger information will be increasingly vital to a positive transit experience. Barriers are being removed to the goal of real-time information that is delivered seamlessly, in flexible formats, by different operators and jurisdictions, and to wherever passengers happen to be—at home, on the platform, on board, or at work or play. At the same time, new opportunities are arising to offer value-added services during travel, such as news, entertainment and journey support.

York Region's VIVA service includes real-time information at bus stops and on the bus, in both audio and visual information. In many cities across Canada, automated on-board audio and visual next stop announcements have become the norm. **Metro Vancouver** was the first Canadian region available on Google Transit which combines Google mapping with TransLink's trip planner. Vancouver's Next Bus service, which allows for bus schedule information to be sent as a text message to a customer, has now been expanded to social networking. Using a unique five-digit bus stop code, Facebook users can store their favourite stop location and transit route number combinations, and then find out when the next six buses are scheduled to arrive.



THEME 4: GREENING TRANSIT



By 2040, all orders of government will continue to emphasize transit as an environmental solution, even though the transit industry will face heightened competition from a greater share of “clean cars” in the marketplace. Transit providers will also face increased public expectations in terms of greening their own operations, and will have to meet pressures to use energy-efficient vehicles, fuels, suppliers and practices. Fortunately, such actions will also serve to minimize their own operational risks arising from fluctuations in the price and availability of conventional energy sources including diesel fuel. Currently, high capital costs challenge transit providers who seek alternatives to conventional propulsion technologies. The earliest possible removal of those barriers would offer real benefits to transit systems, their customers and communities at large.

STRATEGIC DIRECTIONS

[4.1] Develop a greening strategy for the transit industry. There is a need for industry-wide research, guidance and knowledge development in this area. Individual systems are

much more likely to take up new technologies and practices in a timely fashion if they have been developed and tested centrally. A greening strategy could address all elements of transit operations including vehicles, fuels, structures, planning, training, maintenance, procurement and waste disposal. A particular focus would be on life-cycle considerations that address impacts as well as costs.

The International Association of Public Transport (UITP) developed a sustainability charter that commits the signatories to make a voluntary but measurable commitment to monitor, measure and report on their own performance in relation to social justice, environmental protection, and economic sense. As an Association, CUTA was an early signatory to this charter and CUTA members such as **Bombardier Transportation**, the **Société de transport de Montréal (STM)**, **Montreal's Agence métropolitaine de transport (AMT)**, and **TransLink** have since adopted this commitment.

[4.2] Develop an energy strategy for the transit industry. Energy use by public transit will be a critical issue within the greening strategy, but would warrant separate consideration as a matter of industry robustness and national security. Alternatives to diesel buses are developing rapidly, but guidance is needed on existing options, such as expansion in the use of electric trolley buses, and on the maturity of evolving technologies such as diesel-electric hybrids and hydrogen fuel cells. Appropriate migration routes should be identified with adoption staging. It is conceivable that a more rapid electrification of the industry (or critical elements such as rapid transit and commuter rail) than would otherwise occur may be required in the interests of maintaining economic competitiveness and quality of life, should global petroleum supplies deteriorate. The Quality Urban Energy Systems of Tomorrow (QUEST) initiative may be one reference point in creating this strategy.

In **Whistler**, British Columbia a demonstration project is being undertaken by **BC Transit** with the deployment of 20 hydrogen fuel cell buses, making it the largest project of its kind in the world.

[4.3] Implement local greening and energy initiatives. There exists tremendous scope for local greening initiatives that can be undertaken in parallel with the development of wider greening and energy strategies. This includes issues such as waste disposal, energy use, facility design and life-cycle management. The industry can have considerable influence in the area of green purchasing through its buying power and coordinated procurement.

A transition away from fossil fuels, energy uncertainty, and climate change concerns will increase the attractiveness of electric transit vehicles. The industry has made good use of electric grid-connected vehicles, particularly in large urban centres. Renewed interest in trolley buses and evolving technology may allow for more widespread use.

The **Toronto Transit Commission (TTC)** has adopted and launched a Corporate Policy on Green Procurement. The policy reflects the system's commitment to integrating environmental considerations into every aspect of its purchasing process.



**THEME 5:
ENSURING FINANCIAL HEALTH**

While investment from senior governments for transit capital investments has increased in recent years, the ability of municipalities to pay for much-needed infrastructure is in decline. At the same time, operating cost pressures have grown considerably with little improvement to the corresponding funding outlook. Looking ahead toward 2040, a severe financial crisis within the transit industry is readily foreseeable. This is based on expectations of rising customer volumes, rising shares of passengers with disabilities and elderly passengers paying reduced fares, a shift to serving more costly suburban markets, the need for technology investments to meet customer expectations, and increasing competition for investment in other sectors such as healthcare. Such an event would threaten the achievement of virtually all areas of this Vision, and steps to prevent it are required.

STRATEGIC DIRECTIONS

[5.1] Establish suitable mechanisms for capital investment from senior governments. To enable proper investment planning and priority setting, capital funding should be predictable, reliable and adequate, with appropriate sharing of funding powers between federal, provincial and municipal governments. The federal government would have a key role in creating new investment programs, or expanding and extending existing programs such as the Building Canada Fund and Gas Tax Fund.

Quebec, Ontario and British Columbia have established consistent gas tax transfers. The British Columbia gas tax transfer benefits **TransLink** and **Victoria**, and in the latter it is applied to operating costs. The United States Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU) of 2005, and preceding legislation, resulted in a major change to transportation planning and policy with greater investment in transit and a more stable and predictable funding environment. Gas tax revenues are transferred to the state, regional and local level through a series of funding programs and allocations.



1

2

3

4

5

6



Reliable federal and provincial funding is key.



[5.2] Establish suitable performance-based mechanisms for operating funding from senior governments. Stakeholders should work toward long-term federal and provincial policies that enable predictable, reliable and adequate transit operating contributions to government revenues from new development and transportation pricing mechanisms (e.g. tolls, licensing). The goal should be to create a level playing field among modes—principally between transit and car use for personal travel—and to ensure transparency and accountability.

The **Province of Quebec** funds 50% of the operating cost for some new transit services. **BC Transit** receives a provincial contribution for operating costs related to all transit systems outside Metro Vancouver, representing 40% of operating costs on average. The **Ontario** gas tax transfer, which amounts to two cents per litre, and is intended primarily to support ridership growth, is distributed in a manner that is weighted by transit ridership (70%) and population (30%).

[5.3] Maximize municipal government support for transit operating costs. For several reasons already outlined, including the anticipated growth in passenger volumes, the future requirement for greatly increased operating support is inevitable, even when transit has a higher level of direct cost-recovery from users than other sectors. The challenge will be to price transit competitively, a goal that could be partly achieved by distinguishing between transit's social and economic functions.

If current practices are continued, a contributing factor in the need for operating support would be the budgetary impact of specialized services and concession fares that respond to social objectives (e.g. independent mobility for seniors and persons with disabilities). These costs could be transparently recovered, at least in part, from other non-transit funding sources in order to avoid creating tradeoffs where other transit users are impacted through service reductions or fare increases.



Transit's social, economic and environmental benefits validate government support.



1
2
3
4

To a great extent, the balance of government-supported operating costs would be offset by transit's social, economic and environmental benefits (e.g. congestion reduction, air quality improvements), and clearly communicating this message to decision makers is one way of maximizing their willingness to support transit's financial needs.

Gatineau has been increasing contributions to operations for the last six to seven years, and the **Halifax Regional Municipality** has also been increasing its support for transit operating costs.

[5.4] Use transportation pricing and alternative funding options more effectively. The eventual necessity of broad-based transportation pricing policies and programs in Canadian communities is widely recognized. Rationalizing the use of costly transportation resources depends on it. Decision-makers should accelerate consideration of measures that make the real cost of transportation options more evident to users, and that use incentives and disincentives to create a more equitable and sustainable balance among transit and private motor vehicle use. Transit fare policies, parking levies, road charges, tolls, fuel taxes and tax credits are some of the tools available. There are also opportunities to identify and act upon opportunities where transit is a wealth and revenue generator (e.g. land uplift capture) and where private capital can leverage major investment.

The **Transportation Association of Canada (TAC)** recently released a new briefing entitled *Road Pricing in an Urban Context*. In terms of incentives, the **STO** in **Gatineau** allows for transit pass deductions by the employer to occur at source so that federal tax credits are applied immediately.

[5.5] Seek efficiency gains. Given the foreseeable financial future, individual transit systems and the industry as a whole should be persistent in pursuing efficiencies wherever they can be found.

Sample approaches to reducing capital or operating costs could include coordinated procurement (as undertaken by **ATUQ** in **Quebec** and by **Metrolinx** in the **Greater Toronto and Hamilton Area**), the use of automation and other advanced technologies, energy conservation, partnerships with school boards to gain service efficiencies through optimum use of the transit fleet for students and commuters, and labour practices such as allowing retired drivers to work part-time.

5
6



**THEME 6:
STRENGTHENING KNOWLEDGE AND PRACTICE**

By 2040, the transit industry will have faced unprecedented challenges. Many of the solutions to those challenges will involve work that can be undertaken most efficiently at a national level. Collective research and development, information sharing and training will play an important part in achieving this Vision. The industry will need to continually improve its internal capacity in areas that include technology (e.g. vehicles, energy, communications), customer service, staff development, and funding and delivery models.

STRATEGIC DIRECTIONS

[6.1] Develop human resource strategies for a more diverse and competitive workforce. Transit systems face a clear trend of workforce decline over the coming decades, and will need to find ways to attract, develop and retain the workers they require. Complicating this situation will be the continuous advancement of technology

in the workplace, which is likely to raise the skill level of transit positions even as skilled workers may become scarcer and more costly as the labour supply tightens. At the same time, an opportunity may exist to draw a greater share of new transit employees from among the growing population of immigrants and seniors. Both of these issues could be tackled through industry-wide initiatives that help individual systems develop and implement the human resources strategies they need.

Some markets already face labour challenges. **Calgary Transit** has been recruiting drivers and mechanics overseas, while **Edmonton Transit** has undertaken an initiative to attract aboriginal Canadians. Outside the transit sector, the **federal government** has a program that allows employees to continue working part-time after they retire.



The industry must strive to continue improving its internal capacity.



[6.2] Develop transit resources for smaller communities.

Smaller communities and rural areas could face increasing difficulties as demands increase, particularly among elderly persons, even as their overall populations decline. The average age of many communities is increasing as a result of the outward migration of younger people, and in some cases, the inward migration of retirees. Communities that lack a strong transit history and internal expertise may depend on guidance from their peers, a process that could be facilitated through the creation of prototype service models, education and training.

An example of success in this area is **BC Transit's** shared services model, through which the agency capitalizes on its specialized skills and economies of scale to provide planning, marketing and contract administration services, and arranges province-wide contracts for vehicle and fuel purchases. This approach has allowed smaller communities to deliver quality transit services without "reinventing the wheel."

BC Transit's partnership program offers specialized professional services (e.g. planning and marketing) and strategic procurement (e.g. fleet acquisition, fuel and vehicle parts) to over 50 local governments outside the metropolitan areas of BC. It produced an extensive community outreach toolkit and centralized production of printed and Web-based public information (www.busonline.ca) yielding higher-quality materials at more affordable prices.

[6.3] Identify and disseminate current knowledge and practice within the transit industry and among its stakeholders.

The sharing of knowledge on practice is fundamental to achieving this Vision, and will be increasingly important in coming decades as the pace of change accelerates and challenges - both expected and unexpected - continue to arise. In addition to issues revolving around human resources and smaller communities, key concerns are likely to include technology and automation, labour practices, energy efficiency, governance models, infrastructure and service delivery mechanisms, alternative finance, environmental practices and land development. The industry should therefore strengthen its research and development activities and its knowledge-transfer function.

Another issue for which capacity is lacking is the identification and implementation of appropriate roles for the private sector in transit systems of varying sizes and in different regions. There is intense interest in service contracting and public-private partnerships for infrastructure and service delivery, but the mixed success of experiences to date has yielded conflicting views on the optimal private-sector role with regard to funding, risk transfer, operating efficiencies, and the provision of specialized expertise. There is a need to develop guidance, share current knowledge and practice, and identify possible improvements to policy and regulatory frameworks.

One example of developing the state of the practice is CUTA's innovative **SmartDRIVER** program which trains transit operators to drive their vehicles more efficiently. Computers built into the bus give feedback on driving habits and guide the operator in reaching targets for improved fuel efficiency and greater passenger comfort.



Moving Forward

MEASURING PROGRESS

Ridership targets. A substantial increase in public transit's share of passenger travel within Canadian communities is fundamental to the achievement of this Vision for 2040. If transit is to play a significantly enhanced role in the nation's quality of life, the growth in transit passengers must outpace overall population growth by a large margin. For this reason, the most important indicator of progress toward this Vision will be the number of annual transit trips taken per capita, both within individual communities and across the entire country. This indicator is commonly used in long-range planning and benchmarking among different communities, and the data needed to quantify it are readily available.

In 2007, actual transit ridership levels ranged from an average of 15 rides per capita in communities with fewer than 50,000 people, to an average of 115 rides per capita in Canada's three largest metropolitan areas of Toronto, Montreal and Vancouver. Looking to the future, it is appropriate to set targets for ridership growth that reflect this
















































































































































wide variation among different community sizes. Transit systems in small communities are more likely to achieve large increases in per-capita ridership than are systems in metropolitan areas where many key transit markets are well established. This has been demonstrated by the ability of some smaller systems to achieve annual growth of 10% or more in recent years, while larger systems consistently see typical growth rates of less than 3%.

The following table identifies current and targeted levels of annual per capita ridership in six groups of communities, defined by population. The target for major metropolitan areas is comparable to current levels in Western European cities, while for smaller communities the targets are based on the objective of at least matching the ridership currently achieved by the next larger population group.



PER CAPITA RIDERSHIP TARGETS FOR COMMUNITIES

AVERAGE ANNUAL TRANSIT TRIPS PER CAPITA

	Current (2007)	Target (2040)	Overall Increase (2007 to 2040)	Average Annual Increase
Group A Major metropolitan areas (2 Million or more)	115 rides                       	175 rides¹                           	+ 50%	+ 1.2%/year
Group B Large cities (400,000 to 2 Million)	80 rides                	120 rides²                        	+ 50%	+ 1.2%/year
Group C Medium cities (150,000 to 400,000)	49 rides          	85 rides³                 	+ 75%	+ 1.7%/year
Group D Small cities (50,000 to 150,000)	25 rides      	50 rides⁴          	+ 100%	+ 2.1%/year
Group E Small & rural communities (<50,000, with existing transit)	15 rides   	30 rides⁵       	+ 100%	+ 2.1%/year
Group F Small & rural communities (<50,000, without existing transit)	-	- ⁶	-	-

 = **5 rides**

¹ Similar to Western European cities today

² Similar to current Group A

³ Similar to current Group B

⁴ Similar to current Group C

⁵ Similar to current Group D

⁶ Becomes part of Group E when transit service begins

Assuming that Canada's population grows from about 33.2 million in 2006 to 40.2 million in 2040 (an average annual growth rate of 0.6% that reflects Statistics Canada projections), these targets imply that national transit ridership will rise 86% to 3.28 billion trips in 2040 from 1.76 billion trips in 2007. This is achievable, but will require a sustained, long-term growth rate of about 1.9% in annual transit trips. This compares to actual average annual growth rates of 1.5% over the previous 30 years and 3.1% over the five years ending in 2007,

The preceding table shows that the targeted annual rate of growth in transit trips per capita would be an average of 1.2% for the largest communities (Group A and B), 1.7% for medium cities (Group C), and 2.1% for small communities (Groups D and E). This compares to the last five years where ridership per capita remained constant at just over 77 rides per capita served. It is important to note that these growth rates are in addition to background population growth, meaning that the total number of annual transit trips in communities with growing populations will have to rise at an even faster pace. It is also important to note that, within each group, some communities will experience faster ridership growth than others; the targets apply to each group as a whole.

Investment implications. While the national benefits of enhancing transit's role will be substantial, so will the costs. Increasing the number of annual transit passengers by 86% across Canada will require substantial capital and operating investments.

A recent survey of CUTA members has already identified the need for \$40.1 billion in capital funding during the five-year period from 2008 through 2012. The need for investment on this scale will surely continue beyond 2012 if this Vision is to be achieved. However, capital investments in rapid transit lines and new buses will have little impact if transit systems cannot afford to provide increased service levels. For this reason, substantial growth in operating costs must be expected. Today, Canada's transit industry recovers nearly 60% of its operating costs from customer fares, with the remainder (about \$2 billion) being paid largely from municipal taxes. If current cost-recovery levels and average operating costs remain constant while the ridership growth targets are achieved, this Vision implies an 86% increase in those government operating contributions to \$3.72 billion annually (in real terms). A solid business case that can earn the commitment of decision-makers to these levels of public investment will require a comprehensive accounting of transit's economic, social and environmental benefits.

Service development implications.

Achievement of the 2040 transit ridership targets will require communities of varying sizes to focus on different areas of service development:

- In major metropolitan areas (Group A), the need for seamless service integration will be paramount, as will the development of extensive rapid transit networks and expanded commuter rail services.
- In large cities (Group B), the implementation of radial rapid transit lines connected by high-quality transit priority corridors is likely to be a priority action area.
- In small and medium cities (Groups C and D), the focus will likely be on raising overall levels of service, introducing transit priority measures and implementing higher-order transit (e.g. limited-stop express routes or bus rapid transit) in primary corridors.
- Some small and rural communities (Groups E and F) will initiate or expand formal transit services that target key markets, while some will partner with non-profit groups, taxi operators or other service providers to improve access to and coordination of the community's existing transportation resources.



1
2
3
4
5
6

CATEGORIZATION OF STRATEGIC DIRECTIONS FOR PROGRESS MEASUREMENT

SUPPORT These strategic directions build support for transit at a collective or national level. Progress in these areas will generally be measured in broad qualitative terms, and will reflect either a high-level synthesis of the status quo or nationally relevant data such as those gathered through public opinion polls.	1.1	Develop a national transit policy framework.
		Strengthen transit's position as an investment in quality of life.
	1.3	Fully integrate transit with community planning.
		Fully integrate transit with community design.
	4.1	Develop a greening strategy for the transit industry.
		Develop an energy strategy for the transit industry.
	5.4	Use transportation pricing and alternative funding options more effectively.
		Develop transit resources for smaller communities.
	6.3	Identify and disseminate current knowledge and practice within the transit industry and among its stakeholders.
INVESTMENT These strategic directions reflect the financial commitment to transit by different levels of government. Progress will be expressed both in qualitative terms (e.g. creation of new funding sources and mechanisms) and quantitative (e.g. amount invested).	5.1	Establish suitable mechanisms for capital investment from senior governments.
		Establish suitable performance-based mechanisms for operating funding from senior governments.
	5.3	Maximize municipal government support for transit operating costs.
SERVICE DELIVERY These strategic directions describe changes related to transit infrastructure, service or operations at the community level. Indicators will be both qualitative and quantitative, and can largely be measured using information on actual conditions collected from individual transit systems across the country.	2.1	Expand regional rapid transit networks.
		Emphasize transit priority solutions.
	2.3	Enable a "quantum leap" in suburban transit.
		Support the revitalization of urban cores.
	2.5	Build service in smaller communities.
		Ensure seamless coordination of operations and governance at all levels.
	3.1	Accelerate a new customer orientation.
		Focus on serving customers with mobility challenges.
	3.3	Take a broad approach to mobility and expand choice.
		Customize fares.
	3.5	Enhance safety and security.
		Provide information when, where and how customers want it.
	4.3	Implement local greening and energy initiatives.
		Seek efficiency gains.
	5.5	Seek efficiency gains.
		Develop human resource strategies for a more diverse and competitive workforce.
	6.1	Develop human resource strategies for a more diverse and competitive workforce.

Monitoring and reporting indicators.

Successful progress toward this Vision for 2040 will be the result of actions by many players over the coming three decades. To ensure that the industry is moving in the right direction and to make “course corrections” as needed, a monitoring and reporting process is required to track actions and results for each strategic direction identified in Chapter 5, as well as overall progress toward the transit ridership targets.

For each strategic direction, monitoring may need to track communities of different sizes or in different regions. Key indicators and targets within each strategic direction will also be needed. These indicators may be quantitative (e.g. percentage changes) or qualitative (e.g. positive rather than negative developments, or an action taken rather than not). The development of a complete monitoring framework is an effort that should occur early in the work to achieve this Vision.

To help guide the monitoring and reporting process, the following division of strategic directions into three main categories is suggested:

- **Support.** These strategic directions build support for transit at a collective or national level. Progress in these areas will generally be measured in broad qualitative terms, and will reflect either a high-level synthesis of the status quo or nationally relevant data such as those gathered through public opinion polls.
- **Investment.** These strategic directions reflect the financial commitment to transit by different levels of government. Progress will be expressed both in qualitative terms (e.g. creation of new funding sources and mechanisms) and quantitative (e.g. amount invested).

- **Service delivery.** These strategic directions describe changes related to transit infrastructure, service or operations at the community level. Indicators will be both qualitative and quantitative, and can largely be measured using information on actual conditions collected from individual transit systems across the country.

The table shown on the left illustrates the division of strategic directions from Chapter 5 into these three categories.

SHORT-TERM PRIORITIES

Actions by a range of stakeholders will be required to achieve this Vision. Short-term priorities either exploit immediate opportunities or represent the first steps of critical longer-term strategies. Two key priorities are:

- **Develop CUTA's Strategic Plan**, which will review CUTA's vision statement and identify specific actions CUTA must take to organise itself internally and engage stakeholders.
- **Develop a monitoring and reporting plan**, which will outline a framework for gathering and assessing information that is needed to measure progress toward key indicators over time.

The paragraphs on the following pages recommend other short-term priorities within several important strategic directions.





1

2

3

4

5

6



THEME 1: PUTTING TRANSIT AT THE CENTRE OF COMMUNITIES

[1.1] Develop a national transit policy framework. A comprehensive national transit policy is a prerequisite in facilitating other strategic directions, especially those related to policy and investment.

Lead: Federal government

[1.3] and [1.4] Fully integrate transit with community planning and design. Communities are currently undertaking the development of Integrated Community Sustainability Plans (ICSP) in response to federal gas tax transfer requirements. This represents an immediate opportunity to ensure that transit-supportive land use and urban design, and the development-supportive design of transit infrastructure, are properly addressed.

Lead: Municipal government





THEME 2:
REVOLUTIONIZING SERVICE

[2.1] Expand regional rapid transit networks.

Great progress is currently being made in expanding regional rapid transit networks, and it will be important to sustain a long-term level of commitment.

Lead: Provincial / regional and municipal governments

[2.3] Enable a “quantum leap” in suburban transit. Fundamentally reshaping suburban transit service and the communities it serves will be a long-term undertaking, however immediate action should be undertaken to lay the groundwork. In partnership with key stakeholders such as the Federation of Canadian Municipalities, the Canadian Institute of Planners and the Canadian Home Builders Association, CUTA can work together to identify the barriers to the densification of suburban communities and the nature of proactive strategies that will need to be developed. Successful strategies for serving these communities should also be identified and disseminated.

Lead: Municipal government and transit system

[2.6] Ensure seamless coordination of operations and governance at all levels.

Progress on regional governance issues are being made, however a high priority in this area would be to focus on the integration of travel planning and fare policy.

Lead: Provincial / regional, municipal governments and transit system



THEME 3: FOCUSING ON CUSTOMERS

[3.6] Provide information when, where and how customers want it.

Information is where major gains can be made in customer service. Technology is maturing and there is a range of media that can be used to deliver the types of travel information valued by the customer, even if limited to scheduled rather than real-time information.

Lead: Transit system







THEME 4: GREENING TRANSIT

[4.1] Develop a greening strategy for the transit industry.

Many transit systems have undertaken individual initiatives in relation to greening their operations. An early action would be to establish a broad framework on greening initiatives to serve as guidance for transit systems.

Lead: CUTA

[4.2] Develop an energy strategy for the transit industry. This will be a complex undertaking that will evolve over the long-term in response to our changing understanding of the most promising options in relation to energy. In the short-term however, there would be value in CUTA taking a lead in identifying the current “state of practice” by reviewing what initiatives have been undertaken, what lessons have been learned, and what constitutes current international practice.

Lead: CUTA and supplier



THEME 5: ENSURING FINANCIAL HEALTH

[5.1] Establish suitable mechanisms for capital investment from senior governments.

A national transit policy framework is an essential element in defining appropriate funding relationships. While work on establishing suitable mechanisms for capital investment will be a priority, it likely would follow completion of a national policy framework.

Lead: Federal and provincial / regional governments



THEME 6: STRENGTHENING KNOWLEDGE AND PRACTICE

[6.1] Develop human resource strategies for a more diverse and competitive workforce.

The first wave of the baby boom generation is entering retirement and this will place mounting pressure on the industry in the very near future. A high priority, therefore, will be to develop creative strategies for addressing labour shortages, in partnership with the Motor Carrier Passenger Council of Canada.

Lead: Transit system



- 1
- 2
- 3
- 4
- 5
- 6





A CALL FOR LEADERSHIP AND ACTION

This Vision requires the full commitment and participation of major stakeholders in the transit industry. Canada’s federal, provincial, territorial, regional and municipal governments must join transit systems, suppliers and CUTA itself in leading or supporting the strategic directions in Chapter 5. Their various roles and responsibilities are identified in the following figure, with the most vital areas of leadership summarized below:

- **Federal, provincial, territorial and regional governments** will have primary roles in shaping transit policy, coordination and investment with particular regard to governance, overall capital and operating funding mechanisms, and the expansion of rapid transit systems and service in smaller communities.
- **Municipal governments** will have a leading role in coordinating transit and community development, expanding transit service and infrastructure, and providing supportive levels of local funding.

- **Transit systems** will play a lead role in improving all aspects of transit service delivery, and in implementing local greening and energy initiatives.
- **Transit suppliers** will play an important supporting role in creating products and technologies that enhance fare and information systems as well as other aspects of customer service, and in developing industry-wide strategies for greening and energy efficiency.
- **CUTA** will play a vital national role in shaping transit policy, in developing greening and energy efficiency strategies, and in strengthening industry practices by creating and sharing information.

Together, these organizations can provide the leadership, knowledge, resources, innovation, determination and spirit of partnership that will be needed to make Transit Vision 2040 a reality, for the benefit of all Canadians.

ROLES AND RESPONSIBILITIES

		<div><div>● Primary Responsibility</div><div>○ Secondary Responsibility</div></div>					
		CUTA	Transit Systems	Suppliers	Federal	Provincial/ Territorial/ Regional	Municipal
THEME 1: Putting Transit at the Centre of Communities							
[1.1]	Develop a national transit policy framework	○	○		●	●	○
[1.2]	Strengthen transit's position as an investment in quality of life	●	○		○	○	○
[1.3]	Fully integrate transit with community planning		○			○	●
[1.4]	Fully integrate transit with community design		○				●
THEME 2: Revolutionizing Service							
[2.1]	Expand regional rapid transit networks		○		○	●	●
[2.2]	Emphasize transit priority solutions		●				●
[2.3]	Enable a "quantum leap" in suburban transit		●				●
[2.4]	Support the revitalization of urban cores		●				●
[2.5]	Build service in smaller communities		○		○	○	●
[2.6]	Ensure seamless coordination of operations and governance at all levels		●			●	●
THEME 3: Focusing on Customers							
[3.1]	Accelerate a new customer orientation	○	●	●			
[3.2]	Focus on serving customers with mobility challenges		●	○			
[3.3]	Take a broad approach to mobility and expand choice		●			○	○
[3.4]	Customize fares		●	○			
[3.5]	Enhance safety and security		●	○			
[3.6]	Provide information when, where and how customers want it		●	○			
THEME 4: Greening Transit							
[4.1]	Develop a greening strategy for the transit industry	●	○	○	○		
[4.2]	Develop an energy strategy for the transit industry	●	○	●	○		
[4.3]	Implement local greening and energy initiatives		●				○
THEME 5: Ensuring Financial Health							
[5.1]	Establish suitable mechanisms for capital investment from senior governments	○			●	●	○
[5.2]	Establish suitable performance-based mechanisms for operating funding from senior governments	○			●	●	○
[5.3]	Maximize municipal government support for transit operating costs		○				●
[5.4]	Use transportation pricing and alternative funding options more effectively		○			●	●
[5.5]	Seek efficiency gains		●				○
THEME 6: Strengthening Knowledge and Practice							
[6.1]	Develop human resource strategies for a more diverse and competitive workforce	○	●				○
[6.2]	Develop transit resources for smaller communities	○				●	
[6.3]	Identify and disseminate current knowledge and practice within the transit industry and among its stakeholders	●	○				

**“ Transit should have a more active role
in real estate development, both in capturing changes in land value,
but also in directing development that is
transit supportive and sustainable.”**

~ Mike Harcourt, former Premier of British Columbia

**“ Transit service needs to be more flexible.
It performs well at certain times of the day or for major destinations,
but more service options are needed if it is to be
competitive with car travel.”**

**~ Louise Poirier, Canadian Radio-television and
Telecommunications Commission**

**“We must redefine how we use streets,
and place people first.”**

~ Gordon Price, The City Program - Simon Fraser University

**“There is a need for integrated modal facilities
that are places, rather than just sheds or transit stops.”**

~ John Lorinc, Journalist

Acknowledgements

Transit Vision 2040 was developed through the participation and dedication of a large range of CUTA stakeholders. We thank all those who shared their time, knowledge, and wisdom.

CUTA Board of Directors

(Names in italics constitute the Executive Committee – correct as of March 2009)

- John Allain, Codiac Transit
- Brian Barnett, Resort Municipality of Whistler
- René Barrette, Association des CIT
- Nadine Bernard, Nova Bus
- *Mark Brager, New Flyer Industries; Vice Chair - Business Members*
- Wes Brodhead, Edmonton Transit System
- Jean-Yves Carrier, City of Ottawa
- Donna Clegg, Burlington Transit
- Judi Cohen, Terrasan Environmental Solutions
- Suzanne Connor, Brampton Transit
- Jacques Demers, Service de transport adapté de la Capitale
- Ted Dowling, USSC Group
- *Bev Dubois, City of Saskatoon; Vice Chair - Municipal Councils*
- Larry Ducharme, London Transit Commission
- Dennis Fletcher, ENTRA Consultants
- John Ford, London Transit Commission
- Jacques Gagnon, Ministère des transports - Québec
- Joël Gauthier, Agence métropolitaine de transport
- Eric Gillespie, Grand River Transit
- Catherine Higgins, Transport Canada
- Don Hull, Hamilton Street Railway Company
- *Angela Iannuzziello, ENTRA Consultants; Vice Chair - Canadian Members of APTA (Ex-Officio)*
- *John King, Lethbridge Transit; Vice Chair - Small Transit Systems*
- *Brian Leck, Toronto Transit Commission; Honourary Counsel*
- *Ray Little, Axion Technologies; Vice Chair - Business Members*
- *Rob MacIsaac, Metrolinx; Vice Chair - Government Agencies*
- Frank McCarey, Saint John Transit Commission
- *Gary McNeil, GO Transit; Vice Chair - Technical Services*
- Gilles Meloche, Ville de Delson
- Bill Menzies, Winnipeg Transit System
- *Steve New, BC Transit Chair*
- *Robert Olivier, Agence métropolitaine de transport; Vice Chair - Communications & Public Affairs*
- Bob Paddon, TransLink, South Coast British Columbia Transportation Authority
- Bob Pinet, Mohawk Manufacturing & Supply Co.
- Judy Powell, St. John's Transportation Commission
- *Vincent Rodo, Toronto Transit Commission; Vice Chair - Finance*

- *Charles Stolte, Edmonton Transit System; First Vice Chair*
- *Brian Taylor, Halifax Regional Municipality; Vice Chair - Education & Human Resources Development*
- Scott Thompson, Ministry of Transportation - Ontario
- Denise Vaillancourt, Société de transport de Montréal
- Marc Vendette, Société de transport de Laval
- Ron Westlake, City of Kelowna
- *Penny Williams, Transit Windsor; Immediate Past Chair*
- Fred Wong, Calgary Transit

CUTA Vision 2040 Task Force

- Steve New, Chair
- Charles Stolte, First Vice Chair
- Robert Olivier, Vice Chair - Communications & Public Affairs
- Gary McNeil, Vice Chair - Technical Services
- John Ford, Chair, Communications & Public Affairs Committee
- Bill Menzies, Vice Chair, Planning & Technology – Technical Services Committee
- Michael Roschlau, President & CEO

CUTA Staff

- Bernard D'Amour
- Grace Elasmur
- Martin Lajoie
- Isabel Lopes
- Christopher Norris
- Maureen Shuell

Vision 2040 Project Team

- Helen Gault, McCormick Rankin Corporation (MRC)
- Daniel Haufschild, MRC
- Geoff Noxon, Noxon Associates Limited
- Tim Dickinson, EcoPlans Limited
- Caroline Beaulieu, MRC
- Sue Flack, MRC McLean Hazel
- Steve Cassidy, MRC McLean Hazel
- Beth Garner, MRC McLean Hazel
- Suzanne Reeves, MMM Group Limited

Stakeholder Consultation

- Greg Jodouin, PACE Public Affairs & Community Engagement
- Monique Stone, PACE Public Affairs & Community Engagement

Expert Advisors

- Patrick Déoux, AECOM
- Jack Thompson, MRC
- Sean Rathwell, MRC
- George Hazel, MRC McLean Hazel
- Jeff Lehman, Metropolitan Knowledge International

Stakeholders

- Canadian Home Builders Association (CHBA)
- Canadian Institute of Planners (CIP)
- Federation of Canadian Municipalities (FCM)
- Transportation Association of Canada (TAC), Urban Transportation Council

International Stakeholders

- Arthur Guzzetti, American Public Transportation Association (APTA)
- Hans Rat, UITP – International Association of Public Transport

CUTA Members

CUTA members made a strong contribution to the Vision, with 641 members providing input through an online survey.

CUTA Youth Representatives

- Anne-Louise Chauvette
- Pooya Rafiee
- Denny Timm
- Dmitry Vanchugov

Thought Leaders

- David Collenette, York University, Former Federal Cabinet Minister
- Al Cormier, Electric Mobility Canada
- Martin Crilly, Regional Transportation Commissioner for TransLink
- Don Drummond, TD Bank Financial Group
- Jacques Fortin, Dessau
- Lawrence Frank, University of British Columbia
- Richard Gilbert, Consultant on Urban Issues
- John Godfrey, Toronto French School, former Federal Cabinet Minister
- Georges Gratton, Transgesco
- Florence Junca-Adenot, Université du Québec à Montréal (UQAM)
- Michael Harcourt, Sustainability Solutions, former Premier of British Columbia
- John Lorinc, Journalist
- Eric Miller, University of Toronto
- Glen Murray, Canadian Urban Institute
- Lise Ouellette, Association francophone des municipalités Nouveau Brunswick
- Anthony Perl, Urban Studies Program, Simon Fraser University
- Louise Poirier, Canadian Radio-television and Telecommunications Commission (CRTC)
- Gordon Price, The City Program - Simon Fraser University
- Richard Soberman, Trimap Communications Inc.
- Ryan Stein, Canadian Chamber of Commerce
- David Suzuki, The David Suzuki Foundation
- Brian Tobin, Fraser Milner Casgrain LLP, former Premier of Newfoundland and Labrador

Photo Acknowledgements

The following CUTA members graciously provided images shown in this document: BC Transit, Brampton Transit, Daimler Buses North America Ltd., Durham Region Transit, GO Transit, Grand River Transit, Ottawa Carleton Regional Transit Commission/Para Transpo, New Flyer Industries Limited, Nova Bus, Société de transport de Montréal, Waterloo Transit, Winnipeg Transit, York Region Transit.

