



CITY COUNCIL

**Wednesday, May 4, 2022
1:00 PM**

Henry Baker Hall, Main Floor, City Hall



OFFICE OF THE CITY CLERK

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**Agenda
City Council
Wednesday, May 4, 2022**

Confirmation of Agenda

Adoption of Minutes

Minutes of the special meeting held April 14, 2022 and the meeting held April 20, 2022.

DELEGATIONS, PUBLIC NOTICE AND RELATED REPORTS

DE22-76 Patrick Bergermann, Federated Co-operatives Limited, Regina, SK

CR22-51 FCL Integrated Ag Complex Additional Land Option

Recommendation

That City Council:

1. Approve the City of Regina entering into an agreement granting an option to Federated Co-operative Limited to purchase at fair market value the City owned lands shown in Appendix A as FCL Additional Option Lands.
2. Authorize the Executive Director of Financial Strategy & Sustainability to negotiate and approve any other commercially relevant terms and conditions of the land option agreement and any amendments to the agreement that do not substantially change what is described in this report and any ancillary agreements or documents required to give effect to the Agreement.
3. Authorize the City Clerk to execute the necessary agreements after review and approval by the City Solicitor.



OFFICE OF THE CITY CLERK

CR22-52 Rogers Communications Cell Tower Lease - 418 N Pasqua St

Recommendation

That City Council:

1. Approve the City of Regina (City) to enter into an agreement with Rogers Communications Inc. for the lease of a portion of the City-owned property located at 480 N Pasqua Street as outlined on the attached Appendix A, consistent with the terms and conditions stated in this report.
2. Delegate authority to the Executive Director, Financial Strategy & Sustainability or designate, to negotiate any other commercially relevant terms and conditions, as well as any amendments to the Agreement that do not substantially change what is described in this report and any ancillary agreements or documents required to give effect to the Agreement.
3. Authorize the City Clerk to execute the Agreement upon review and approval by the City Solicitor.

DELEGATIONS AND RELATED REPORTS

- DE22-68 Terri Sleeva, Regina Citizens Public Transit Coalition (RCPTC), Regina, SK
- DE22-69 Dylan Morin, Regina, SK
- DE22-70 Jamie McKenzie, Regina, SK
- DE22-71 Florence Stratton, Regina, SK
- DE22-72 Faith Savarese, 4to40, Regina, SK
- DE22-73 Carla Harris, Regina, SK
- DE22-74 Sarah Cummings Truszkowski, Regina Public School Board, Regina, SK
- DE22-75 Rob Proctor, First Transit Canada, Regina, SK
- CP22-35 Blaine Dodds, Regina, SK
- CP22-36 Jim Elliott, Regina, SK



OFFICE OF THE CITY CLERK

CR22-53 Regina Transit Master Plan

Recommendation

That City Council:

1. Approve the Regina Transit Master Plan (RTMP) contained in Appendix A - Regina Transit Master Plan Final Report.
2. Direct Administration to provide an annual report on the implementation of the Regina Transit Master Plan to Executive Committee.

TABLED AND RELATED REPORTS

IR22-1 CNC22-02 2020 and 2021 Annual Report

Recommendation

That City Council:

Receive and file this report.

COMMITTEE REPORTS

EXECUTIVE COMMITTEE

CR22-54 Regina Exhibition Association Limited (REAL) - Appointment of Directors

Recommendation

That City Council:

Authorize the Executive Director, Financial Strategy & Sustainability, as the City's proxy, to exercise the City's voting rights at the upcoming Regina Exhibition Association Limited (REAL) membership meeting to elect the following individuals to the Board of Directors for a three-year term, ending April 2025:

- Edmund Bellegarde (new candidate)
- Wayne Morsky (reappointment)
- Collin Pullar (reappointment)
- David Sinclair (reappointment)

Adjournment

AT REGINA, SASKATCHEWAN, THURSDAY, APRIL 14, 2022

AT A MEETING OF CITY COUNCIL

AT 11:00 AM

These are considered a draft rendering of the official minutes. Official minutes can be obtained through the Office of the City Clerk once approved.

Present: Mayor Sandra Masters, in the Chair
Councillor Lori Bresciani
Councillor Bob Hawkins
Councillor John Findura
Councillor Dan LeBlanc (Videoconference)
Councillor Landon Mohl (Videoconference)
Councillor Jason Mancinelli
Councillor Cheryl Stadnichuk (Videoconference)
Councillor Andrew Stevens
Councillor Shanon Zachidniak

Regrets: Councillor Terina Shaw

Also in Attendance: Interim City Clerk, Amber Ackerman
Council Officer, Martha Neovard
Interim City Manager, Jim Nicol
Executive Director, People & Transformation, Louise Folk
Acting Executive Director, City Planning & Community Dev., Deborah Bryden
Executive Director, Citizen Services, Kim Onrait
Executive Director, Financial Strategy & Sustainability, Barry Lacey
City Solicitor, Byron Werry

Due to technical difficulties the City Council meeting commencement was delayed until 11:15 a.m.

RECESS

Councillor John Findura moved, seconded by Councillor Dan LeBlanc, AND IT WAS RESOLVED, that City Council recess for 45 minutes to resolve technical issues.

City Council recessed at 11:16 a.m.

City Council reconvened at 12:01 p.m.

(The meeting reconvened in the absence of Councillor Jason Mancinelli.)

CONFIRMATION OF AGENDA

Councillor Dan LeBlanc moved, seconded by Councillor John Findura, AND IT WAS RESOLVED, that the agenda for this meeting be approved, as submitted.

(Councillor Jason Mancinelli returned to the meeting.)

TABLED DELEGATIONS, COMMUNICATIONS AND RELATED REPORTS

CR22-38 Clean Communities

Recommendation

That City Council:

1. Approve Service Option 1, which continues to offer the same level of solid waste service to all residents of the city.
2. Approve Enforcement Option 2, which introduces a notice of violation tickets for actions in contravention of *The Waste Management Bylaw, 2012, Bylaw No. 2012-63* that lead to increased incidents of litter as outlined in this report.
3. Direct the City Solicitor to prepare the necessary bylaw amendments to the Waste Management Bylaw and *The Regina Community Standards Bylaw, Bylaw No. 2016-2* to be consistent with the recommendations outlined in Schedule A to this report.
4. Remove MN21-3 Clean Communities items 1 to 4 from the List of Outstanding Items for City Council.

DE22-50 Orion Paradis, Regina, SK, addressed City Council.

Councillor Dan LeBlanc moved, seconded by Councillor John Findura, AND IT WAS RESOLVED, that the following be tabled to the April 20, 2022 meeting of City Council, due to technical issues in Henry Baker Hall:

- CP22-5 Rachel Wolbaum, Regina, SK
- CP22-7 Melanie Rose, Regina, SK
- CP22-8 Cameron Choquette, Saskatchewan Landlord Association, Saskatoon, SK
- CR22-38 Clean Communities

ADJOURNMENT

Councillor Bob Hawkins moved, seconded by Councillor John Findura, AND IT WAS RESOLVED, that the meeting adjourn.

The meeting adjourned at 12:33 p.m.

Chairperson

Secretary

AT REGINA, SASKATCHEWAN, WEDNESDAY, APRIL 20, 2022

AT A MEETING OF CITY COUNCIL

AT 1:00 PM

These are considered a draft rendering of the official minutes. Official minutes can be obtained through the Office of the City Clerk once approved.

Present: Mayor Sandra Masters, in the Chair
Councillor Lori Bresciani (Videoconference)
Councillor Bob Hawkins
Councillor John Findura
Councillor Dan LeBlanc
Councillor Landon Mohl (Teleconference)
Councillor Jason Mancinelli
Councillor Terina Shaw (Videoconference)
Councillor Cheryl Stadnichuk (Videoconference)
Councillor Andrew Stevens
Councillor Shanon Zachidniak

Also in Attendance: Interim City Clerk, Amber Ackerman
Council Officer, Martha Neovard
Interim City Manager, Jim Nicol
Executive Director, Citizen Services, Kim Onrait
A/ Executive Director, City Planning & Community Dev., Deborah Bryden
Executive Director, Financial Strategy & Sustainability, Barry Lacey
Executive Director, People & Transformation, Louise Folk
City Solicitor, Byron Werry
Director, Communications & Engagement, Jill Sveinson
Director, Planning & Development Services, Autumn Dawson
Director, Roadways & Transportation, Chris Warren
Director, Sustainable Infrastructure, Karen Gasmol
Manager, Bylaw Enforcement, Andrea McNeil-Wilson
Manager, Environmental Services, Shelley Wellman
Manager, Open Space Services, Russell Eirich
Manager, Real Estate, Keith Krawczyk
Manager, Solid Waste Operations, Faisal Kalim
Manager, Waste Diversion, Janet Aird

(The meeting commenced in the absence of Councillor Terina Shaw.)

CONFIRMATION OF AGENDA

Councillor Lori Bresciani moved, seconded by Councillor Bob Hawkins, AND IT WAS RESOLVED, that the agenda be approved at the call of the Chair and that item CR22-49 *Review of Minimum Parking Requirements* to be tabled to a meeting of City

Council in Q3 of 2022, so that Administration can prepare a supplemental report that includes additional information pertaining to the one versus 1.5 versus zero parking restriction impacts on greenfield development areas, that was mistakenly omitted from item CR22-49.

ADOPTION OF MINUTES

Councillor Jason Mancinelli moved, seconded by Councillor Bob Hawkins, AND IT WAS RESOLVED, that the minutes for the meetings held on March 30 and April 1, 2022 be adopted, as circulated.

TABLED, PUBLIC HEARING, PUBLIC NOTICE BYLAWS AND RELATED REPORTS

2022-23 The Wastewater and Storm Water Amendment Bylaw, 2022
First Reading

Councillor Shanon Zachidniak moved, seconded by Councillor Dan LeBlanc, that Bylaw No. 2022-23 be introduced and read a first time.

The motion was put and declared CARRIED.

RESULT:	CARRIED [Unanimous]
MOVER:	Councillor Zachidniak
SECONDER:	Councillor LeBlanc
IN FAVOUR:	Councillors: Bresciani, Findura, Hawkins, LeBlanc, Mancinelli, Mohl, Stadnichuk, Stevens, Zachidniak and Mayor Masters
AWAY:	Councillor Shaw

The Bylaw was read a first time.

Second Reading

Councillor Shanon Zachidniak moved, seconded by Councillor Jason Mancinelli, that Bylaw 2022-23 be introduced and read a second time.

The motion was put and declared CARRIED.

RESULT:	CARRIED [Unanimous]
MOVER:	Councillor Zachidniak
SECONDER:	Councillor Mancinelli
IN FAVOUR:	Councillors: Bresciani, Findura, Hawkins, LeBlanc, Mancinelli, Mohl, Stadnichuk, Stevens, Zachidniak and Mayor Masters
AWAY:	Councillor Shaw

The Bylaw was read a second time.

Third Reading Consent

Councillor Shanon Zachidniak moved, seconded by Councillor Landon Mohl that City Council hereby consent to Bylaw No. 2022-23 going to third and final reading at this meeting.

The motion was put and declared CARRIED UNANIMOUSLY as required by law.

RESULT:	CARRIED [Unanimous]
MOVER:	Councillor Zachidniak
SECONDER:	Councillor Mohl
IN FAVOUR:	Councillors: Bresciani, Findura, Hawkins, LeBlanc, Mancinelli, Mohl, Stadnichuk, Stevens, Zachidniak and Mayor Masters
AWAY:	Councillor Shaw

Third Reading

Councillor Shanon Zachidniak moved, seconded by Councillor Cheryl Stadnichuk, that Bylaw No. 2022-23 be read a third time.

The motion was put and declared CARRIED.

RESULT:	CARRIED [Unanimous]
MOVER:	Councillor Zachidniak
SECONDER:	Councillor Stadnichuk
IN FAVOUR:	Councillors: Bresciani, Findura, Hawkins, LeBlanc, Mancinelli, Mohl, Stadnichuk, Stevens, Zachidniak and Mayor Masters
AWAY:	Councillor Shaw

The Bylaw was read a third and final time.

2022-22 Design Regina: The Official Community Plan Amendment Bylaw, 2022 (No. 3)

2022-24 The Regina Water Amendment Bylaw, 2022

2022-28 The Regina Administration Amendment Bylaw, 2022

First Reading

Councillor Shanon Zachidniak moved, seconded by Councillor Bob Hawkins, that Bylaws 2022-22, 2022-24 and 2022-28 be introduced and read a first time.

The motion was put and declared CARRIED.

RESULT:	CARRIED [Unanimous]
MOVER:	Councillor Zachidniak
SECONDER:	Councillor Hawkins
IN FAVOUR:	Councillors: Bresciani, Findura, Hawkins, LeBlanc, Mancinelli, Mohl, Stadnichuk, Stevens, Zachidniak and Mayor Masters
AWAY:	Councillor Shaw

The Bylaws were read a first time.

Second Reading

Councillor Shanon Zachidniak moved, seconded by Councillor Andrew Stevens, that Bylaws 2022-22, 2022-24 and 2022-28 be introduced and read a second time.

The Clerk called for anyone present who wished to address City Council respecting Bylaws 2022-22, 2022-24 and 2022-28 to indicate their desire.

No one indicated a desire to address Council.

The motion was put and declared CARRIED.

RESULT:	CARRIED [Unanimous]
MOVER:	Councillor Zachidniak
SECONDER:	Councillor Stevens
IN FAVOUR:	Councillors: Bresciani, Findura, Hawkins, LeBlanc, Mancinelli, Mohl, Stadnichuk, Stevens, Zachidniak and Mayor Masters
AWAY:	Councillor Shaw

The Bylaws were read a second time.

Third Reading Consent

Councillor Shanon Zachidniak moved, seconded by Councillor Lori Bresciani that City Council hereby consent to Bylaws 2022-22, 2022-24 and 2022-28 going to third and final reading at this meeting.

The motion was put and declared CARRIED UNANIMOUSLY as required by law.

RESULT:	CARRIED [Unanimous]
MOVER:	Councillor Zachidniak
SECONDER:	Councillor Bresciani
IN FAVOUR:	Councillors: Bresciani, Findura, Hawkins, LeBlanc, Mancinelli, Mohl, Stadnichuk, Stevens, Zachidniak and Mayor Masters
AWAY:	Councillor Shaw

Third Reading

Councillor Shanon Zachidniak moved, seconded by Councillor John Findura, that Bylaws 2022-22, 2022-24 and 2022-28 be read a third time.

The motion was put and declared CARRIED.

RESULT:	CARRIED [Unanimous]
MOVER:	Councillor Zachidniak
SECONDER:	Councillor Findura
IN FAVOUR:	Councillors: Bresciani, Findura, Hawkins, LeBlanc, Mancinelli, Mohl, Stadnichuk, Stevens, Zachidniak and Mayor Masters
AWAY:	Councillor Shaw

The Bylaws were read a third and final time.

(Councillor Terina Shaw joined the meeting.)

CM22-13 North East Boundary Alteration

Recommendation

That City Council:

1. Adopt the following resolution concerning the alteration of municipal boundaries:

“BE IT RESOLVED THAT the boundaries of the City of Regina be altered to include those lands currently within the R.M. of Sherwood No. 159, identified on Appendix A and described as follows:

- Surface Parcel #203106215, being the North West Quarter of Section 8 in Township 18, Range 19, West of the Second Meridian, Extension 2, lying to the south of and excluding Inland Drive and lying to the east of and including Range Road 2195 (Winnipeg Street);
- Surface Parcel #110910709, being the South West Quarter of Section 8 in Township 18, Range 19, West of the Second Meridian, lying to the east of and including Range Road 2195 (Winnipeg Street);
- Surface Parcel #203106259, being the North East Quarter of Section 8 in Township 18, Range 19, West of the Second Meridian, Extension 2, lying to the south of and excluding Inland Drive;
- Surface Parcel #110860231, being the South East Quarter of Section 8, in Township 18, Range 19, West of the Second Meridian;

- Surface Parcel #203106293, being the North West of Section 9 in Township 18, Range 19, West of the Second Meridian, Extension 2, lying to the south of and excluding Inland Drive;
 - Surface Parcel #110860264, being the South West of Section 9 in Township 18, Range 19, West of the Second Meridian;
 - Surface Parcel #203106226, being the North East Quarter of Section 9 in Township 18, Range 19, West of the Second Meridian, Extension 3, lying to the south of and excluding Inland Drive and to the west of and excluding Fleet Street;
 - Surface Parcel #111431001, being the South East Quarter of Section 9, in Township 18, Range 19, West of the Second Meridian, Extension 4, lying to the north west of and excluding the rail line and lying to the west of and excluding Fleet Street; and
 - In addition to the road allowances listed above, the City of Regina will also assume jurisdiction and control of all registered road allowances (if any) within the boundary alteration area.”
2. Direct Administration to request that the R.M. of Sherwood No. 159 provide a certified resolution of its council in support of the proposed boundary alteration within 30 days.
 3. Direct Administration to do all things necessary to give effect to the resolution in Recommendation #1, including preparing and submitting an application to the Minister of Government Relations or the Saskatchewan Municipal Board in accordance with the provisions of section 43.1 of *The Cities Act* and arranging to participate in mediation with the R.M. of Sherwood No. 159, if required.
 4. Subject to Ministerial approval of the proposed boundary alteration, direct administration to give public notice of Council’s intention to consider a bylaw rezoning the annexed lands to IH - Industrial Heavy Zone.

The Clerk called for anyone present who wished to address City Council respecting item CM22-13 to indicate their desire.

No one indicated a desire to address Council.

Councillor Jason Mancinelli moved, seconded by Councillor Terina Shaw that the recommendations contained in the report be concurred in.

The motion was put and declared CARRIED.

RESULT:	CARRIED [Unanimous]
MOVER:	Councillor Mancinelli
SECONDER:	Councillor Shaw
IN FAVOUR:	Councillors: Bresciani, Findura, Hawkins, LeBlanc, Mancinelli, Mohl, Shaw, Stadnichuk, Stevens, Zachidniak and Mayor Masters

DELEGATIONS, TABLED, PUBLIC NOTICE AND RELATED REPORTS

CR22-38 Clean Communities

Recommendation

That City Council:

1. Approve Service Option 1, which continues to offer the same level of solid waste service to all residents of the city.
2. Approve Enforcement Option 2, which introduces a notice of violation tickets for actions in contravention of *The Waste Management Bylaw, 2012, Bylaw No. 2012-63* that lead to increased incidents of litter as outlined in this report.
3. Direct the City Solicitor to prepare the necessary bylaw amendments to the Waste Management Bylaw and *The Regina Community Standards Bylaw, Bylaw No. 2016-2* to be consistent with the recommendations outlined in Schedule A to this report.
4. Remove MN21-3 Clean Communities items 1 to 4 from the List of Outstanding Items for City Council.

Councillor Shanon Zachidniak moved, seconded by Councillor Dan LeBlanc, AND IT WAS RESOLVED, that the following communications be received and filed:

- CP22-5 Rachel Wolbaum, Regina, SK - Clean Communities
- CP22-7 Melanie Rose, Regina, SK
- CP22-8 Cameron Choquette, Saskatchewan Landlord Association, Saskatoon, SK

Councillor Shanon Zachidniak moved, seconded by Councillor Dan LeBlanc, that the recommendations contained in the report be concurred in.

Amendment #1

Councillor Bob Hawkins moved, seconded by Councillor Dan LeBlanc that the City, on a priority basis, and as soon as is practically possible, updates its ticket-issuing and tracking software to be used in conjunction with the enforcement of The Waste Management Bylaw, 2012, Bylaw No. 2012-63, and adopts technical solutions for dealing with service request submissions related to infractions under that bylaw.

That the following amendments to Enforcement Option 2, dealing with the issuance of a Notice of Violation ticket under The Waste Management Bylaw, 2012, Bylaw No. 2012-63, be adopted:

- **That the time between tagging a cart and issuing a Notice of Violation be limited to two to three weeks, depending on garbage pick-up schedules;**
- **That the following process be adopted for dealing with infractions under the bylaw:**
 - a) **A solid waste staff member who sees an infraction under the bylaw provisions will tag the cart in question which will cause a letter to be sent to the property owner making the owner aware of the infraction;**
 - b) **A solid waste staff member will return on the next regularly scheduled pick-up day and, if the original infraction is continuing, or if there is a subsequent infraction, the cart will be tagged a second time;**
 - c) **This second tag will result in the Solid Waste team visiting the property owner's location for the purpose of collecting evidence and issuing a Notice of Violation to the property owner;**
- **That the voluntary payment amounts under a Notice of Violation ticket issued pursuant to infractions under The Waste Management Bylaw be \$150 for the first violation ticket, \$200 for the second violation ticket and \$250 for the third and subsequent violation tickets.**

The amendment #1 was put and declared CARRIED.

RESULT:	CARRIED [10 to 1]
MOVER:	Councillor Hawkins
SECONDER:	Councillor LeBlanc
IN FAVOUR:	Councillors: Bresciani, Findura, Hawkins, LeBlanc, Mancinelli, Mohl, Stadnichuk, Stevens, Zachidniak and Mayor Masters
AGAINST:	Councillor Shaw

Amendment #2

Councillor Andrew Stevens moved, seconded by Councillor Dan LeBlanc that City Council direct Administration to:

1. **Implement the following changes to existing residential waste service levels for areas that are most affect by garbage and litter:**
 - a) **Spring and summer alley and street clean-ups;**
 - b) **Bi-weekly pick-up of large items (for instance, mattresses, furniture, and other appliances).**
2. **Update current bylaw enforcement software utilized by the City and automate, where possible, the service request submission process through the CartSmart or other appropriate technical solutions in 2022.**
3. **Adopt a proactive response to violations of the Regina Community Standards Bylaw and the Waste Management Bylaw.**

RECESS

Pursuant to the provisions of Section 33(2.1) of City Council's Procedure Bylaw No. 9004, a 15 minute recess was called.

City Council recessed at 2:32 p.m.

City Council reconvened at 2:46 p.m.

The amendment #2 was put and declared CARRIED.

RESULT:	CARRIED [9 to 2]
MOVER:	Councillor Stevens
SECONDER:	Councillor LeBlanc
IN FAVOUR:	Councillors: Findura, Hawkins, LeBlanc, Mancinelli, Mohl, Stadnichuk, Stevens, Zachidniak and Mayor Masters
AGAINST:	Councillors: Bresciani, Shaw

The main motion, as amended, was put and declared CARRIED.

RESULT:	CARRIED [Unanimous]
MOVER:	Councillor Zachidniak
SECONDER:	Councillor LeBlanc
IN FAVOUR:	Councillors: Bresciani, Findura, Hawkins, LeBlanc, Mancinelli, Mohl, Shaw, Stadnichuk, Stevens, Zachidniak and Mayor Masters

CR22-40 Clean Property Bylaw Integration into Traffic Bylaw

Recommendation

That City Council:

1. Approve the integration of relevant sections of *The Clean Property Bylaw, Bylaw No. 9881* (the "Clean Property Bylaw") into *The Regina Traffic Bylaw, 1997, Bylaw No. 9900* (the "Traffic Bylaw"), and the

resulting amendments to both bylaws as proposed in this report.

2. Direct the City Solicitor to amend the *Traffic Bylaw* and the *Clean Property Bylaw* to reflect the changes as detailed in the Discussion section of this report.

Councillor Shanon Zachidniak moved, seconded by Councillor Jason Mancinelli that the recommendations contained in the report be concurred in.

The motion was put and declared CARRIED.

RESULT:	CARRIED [Unanimous]
MOVER:	Councillor Zachidniak
SECONDER:	Councillor Mancinelli
IN FAVOUR:	Councillors: Bresciani, Findura, Hawkins, LeBlanc, Mancinelli, Mohl, Shaw, Stadnichuk, Stevens, Zachidniak and Mayor Masters

CR22-43 Update to Implications of 9th Avenue North Truck Route Removal

Recommendation

That City Council remove item MN20-23 from the List of Outstanding items for City Council.

Councillor Shanon Zachidniak moved, seconded by Councillor Dan LeBlanc that the recommendations contained in the report be concurred in.

The motion was put and declared CARRIED.

RESULT:	CARRIED [Unanimous]
MOVER:	Councillor Zachidniak
SECONDER:	Councillor LeBlanc
IN FAVOUR:	Councillors: Bresciani, Findura, Hawkins, LeBlanc, Mancinelli, Mohl, Shaw, Stadnichuk, Stevens, Zachidniak and Mayor Masters

CM22-9 COVID-19 Update

Recommendation

That City Council receive and file this report.

Councillor John Findura moved, seconded by Councillor Shanon Zachidniak that this report be received and filed.

(Councillor Landon Mohl temporarily left the meeting.)

The motion was put and declared CARRIED.

RESULT:	CARRIED [Unanimous]
MOVER:	Councillor Findura
SECONDER:	Councillor Zachidniak
IN FAVOUR:	Councillors: Bresciani, Findura, Hawkins, LeBlanc, Mancinelli, Shaw, Stadnichuk, Stevens, Zachidniak and Mayor Masters
AWAY:	Councillor Mohl

CR22-44 Discretionary Use Application - 3585 Evans Court (PL202100190)

Recommendation

That City Council:

1. Approve the discretionary use application for the proposed “Building, Planned Group” and “Building Stacked” land use with the proposed height of 18.67 meters at 3585 Evans Court, Blk/Par C-Plan 101931780 Ext 4, subject to compliance with the following development standards and conditions:
 - a) The development shall be generally consistent with the plans attached to this report as Appendix A-3.1 and A-3.4, prepared by Allan Duddridge Architect Ltd. and dated January 21, 2022.
 - b) Except as otherwise specified in this approval, the development shall comply with all applicable standards and regulations in *The Regina Zoning Bylaw, 2019*.
2. Authorize the Development Officer to issue a development permit with respect to the application, upon the applicant making payment of any applicable fees or charges and entering into a development agreement if one is required.

DE22-62 Bob Linner and Patrick Mah, representing Warwick Hall Developments, and Ryan Rogal, representing Catterall and Wright Consulting Engineers, addressed City Council.

Councillor John Findura moved, seconded by Councillor Jason Mancinelli, that the recommendations contained in the report be concurred in.

The motion was put and declared CARRIED.

RESULT:	CARRIED [Unanimous]
MOVER:	Councillor Findura
SECONDER:	Councillor Mancinelli
IN FAVOUR:	Hawkins, Findura, Stevens, Mancinelli, Bresciani, Masters, LeBlanc, Shaw, Stadnichuk, Zachidniak
AWAY:	Councillor Mohl

CR22-45 Zoning Bylaw Amendment - PL202100218 – 500 N Courtney Street
(Coopertown Phase 1)

Recommendation

That City Council:

1. Approve the application to rezone portions of lands from Coopertown Phase 1, being part of SE 04-18-20-2 Ext 4, located within the Coopertown Concept Plan, as shown in Appendix A-1, from UH - Urban Holding Zone to as follows:
 - a. RU - Residential Urban Zone – Parts of Proposed Blocks 1, 2, 3, 4, 6, and 7;
 - b. RL - Residential Low-Rise Zone - Parts of Proposed Blocks 1, 6, 7, and A;
 - c. RH – Residential High-Rise Zone- Proposed Block B;
 - c. PS - Public Service Zone - Proposed MR1 and MB1; and
 - d. LA - Lane Access Overlay Zone – Parts of Proposed Blocks 1, 2, 3, and 4.
2. Instruct the City Solicitor to prepare the necessary bylaw(s) to give effect to the recommendations, to be brought forward to the meeting of City Council following approval of these recommendations and the required public notice.

The following addressed City Council:

- DE22-63 David Sinclair, Regina, SK
- DE22-64 Julie Derby, Regina, SK
- DE22-65 Evan Hunchak, Dream Development, Regina, SK

Councillor Bob Hawkins moved, seconded by Councillor Shanon Zachidniak, AND IT WAS RESOLVED, that the following communications be received and filed:

- CP22-9 Bonnie Schmidt, Regina, SK
- CP22-10 Craig and Karen Edwards, Regina, SK
- CP22-11 Donna Binner, Regina, SK
- CP22-12 Eleanor Newcombe, Regina, SK
- CP22-13 Garry Schmidt, Regina, SK
- CP22-14 Rob and Sandra Ruiters, Regina, SK
- CP22-15 Ken and Denise Frederick, Regina, SK

- CP22-16 Pam and Pat Bryce, Regina, SK
- CP22-17 Richard and Margaret Helfrick, Regina, SK
- CP22-18 Mike Raedeke, Regina, SK
- CP22-19 Terry and Bonnie Huber, Regina SK
- CP22-20 Brett Hoeving, Regina, SK
- CP22-21 Audrey Hoeving, Regina, SK
- CP22-22 Gary Kesslering, Regina, SK
- CP22-23 Grant Wasnik, Regina, SK
- CP22-24 Ray Tarnes, Regina, SK
- CP22-25 Brian and Val Lloyd, Regina, SK
- CP22-26 Wendy and Laure Walter, Regina, SK
- CP22-27 Darrell and Yvonne Frohlick, Regina, SK
- CP22-28 Cheryl and Paul Viala, Regina, SK
- CP22-29 Angela Tarnes, Regina, SK
- CP22-30 George and Gloria Kups, Regina, SK
- CP22-31 Mark and Linda McFie, Regina, SK
- CP22-32 Marshall Wiebe, Regina, SK
- CP22-33 Maureen Baker, Regina, SK
- CP22-34 Calvin and Monica Sawyer, Regina, SK

RECESS

Pursuant to the provisions of Section 33(2.1) of City Council's Procedure Bylaw No. 9004, a 15 minute recess was called.

City Council recessed at 4:14 p.m.

City Council reconvened at 4:32 p.m.

(Councillor Landon Mohl returned to the meeting.)

Councillor John Findura moved, seconded by Councillor Jason Mancinelli that the recommendations contained in the report be concurred in.

Tabling Motion

Councillor Jason Mancinelli moved, seconded by Councillor Bob Hawkins that this item be tabled to Q3 of 2022, so that Administration can prepare a supplemental report that includes additional information on the safety implications and noise impacts to residential areas backing 9th Avenue and costing comparisons of relocating vs expanding the current 9th Avenue roadway.

The tabling motion was put and declared CARRIED.

RESULT:	CARRIED [10 to 1]
MOVER:	Councillor Mancinelli
SECONDER:	Councillor Hawkins
IN FAVOUR:	Councillors: Bresciani, Findura, Hawkins, Mancinelli, Mohl, Shaw, Stadnichuk, Stevens, Zachidniak and Mayor Masters
AGAINST:	Councillor LeBlanc

CR22-46 Zoning Bylaw, 2019 – Housekeeping and Administrative Amendments

Recommendation

That City Council:

1. Approve the amendments to *The Regina Zoning Bylaw, 2019*, as directed by Appendix A-1 of this report.
2. Instruct the City Solicitor to prepare the necessary bylaw to give effect to the recommendations, to be brought forward to the meeting of City Council following approval of the recommendations by Council and the required public notice.

Councillor John Findura moved, seconded by Councillor Jason Mancinelli that the recommendation contained in the report be concurred in and that the Proposed Regulation (C) column of Item 22 on Appendix A-1, associated with *RPC22-14*, be revised by replacing the text with the following:

“Revise the Motor Vehicle Regulations section to allow front access driveway width to include 1.2 metres on one side of the garage width that it leads to. Additionally, allow expanding a front access driveway leading to a single-vehicle garage, carport or parking pad to a total width of 6.1 metres, and remove reference to the maximum number of vehicles that can be parked on a driveway. Adjust reference to the figure showing Front Yard Parking.”

The motion was put and declared CARRIED.

RESULT:	CARRIED [Unanimous]
MOVER:	Councillor Findura
SECONDER:	Councillor Mancinelli
IN FAVOUR:	Councillors: Bresciani, Findura, Hawkins, LeBlanc, Mancinelli, Mohl, Shaw, Stadnichuk, Stevens, Zachidniak and Mayor Masters

CR22-47 McAsphalt Industries Lease Renewal - 600 Arcola Ave

Recommendation

That City Council:

1. Approve the City of Regina entering into an agreement for the lease of City of Regina (City) owned property located at 650 Arcola Avenue

(identified on the attached Appendix A) to McAsphalt Industries Limited, consistent with the terms and conditions stated in this report.

2. Delegate authority to the Executive Director, Financial Strategy & Sustainability or their designate, to negotiate any other commercially relevant terms and conditions, as well as any amendments to the agreement that do not substantially change what is described in this report and any ancillary agreements or documents required to give effect to the agreement.
3. Authorize the City Clerk to execute the agreement upon review and approval by the City Solicitor.

DE22-66 Jim Elliott, Regina, SK addressed City Council.

Councillor Shanon Zachidniak moved, seconded by Councillor John Findura that the recommendations contained in the report be concurred in.

Referral Motion

Councillor Bob Hawkins moved, seconded by Councillor-Andrew Stevens that this matter be referred back to Administration to enter into discussions with McAsphalt pertaining to a bond or other security to be paid in the event of an environmental damage event to City-owned land from the McAsphalt facility and report back to a future meeting of City Council with the results of those discussions.

The referral motion was put and declared CARRIED.

RESULT:	CARRIED [8 to 3]
MOVER:	Councillor Hawkins
SECONDER:	Councillor Stevens
IN FAVOUR:	Councillors: Bresciani, Hawkins, LeBlanc, Mohl, Shaw, Stadnichuk, Stevens, Zachidniak
AGAINST:	Councillors Findura, Mancinelli, and Mayor Masters

(Councillor Dan LeBlanc temporarily left the meeting.)

DELEGATIONS, TABLED MOTION AND RELATED REPORTS

CM22-12 Supplemental Report - Regulate the Non-essential (Cosmetic) Use of Pesticides

Recommendation

That City Council receive and file this report.

DE22-67 Tanya Dahms, Regina, SK addressed City Council.

(Councillor Dan LeBlanc returned to the meeting.)

Councillor Shanon Zachidniak moved, seconded by Councillor Jason Mancinelli, AND IT WAS RESOLVED, that this report be received and filed.

MN22-1 Regulate the Non-essential (Cosmetic) Use of Pesticides

THEREFORE BE IT RESOLVED that Regina City Council direct Administration to prepare a report for Executive Committee by Q4 of 2022 that includes:

1. A review of the research on how the elimination of cosmetic pesticides protects our biodiversity, especially birds and pollinators like bees and butterflies;
2. A summary of the regulation and best practices in Canada to maintain green spaces and yards without the cosmetic use of pesticides;
3. Feedback from the public through community engagement on a cosmetic pesticide ban; and
4. Recommendations and implications of implementing a cosmetic pesticide ban and the funding requirement for a public education and communications plan on such a ban including the promotion of safe alternative products and best practices for yards, gardens and parks.

Councillor Cheryl Stadnichuk moved, seconded by Councillor Shanon Zachidniak, that Regina City Council direct Administration to prepare a report for Executive Committee by Q1 of 2023 that includes:

- 1. A review of the research on how the elimination of cosmetic pesticides protects our biodiversity, especially birds and pollinators like bees and butterflies;**
- 2. A summary of the regulation and best practices in Canada to maintain green spaces and yards without the cosmetic use of pesticides;**
- 3. Feedback from the public through community engagement on a cosmetic pesticide ban; and**
- 4. Recommendations and implications of implementing a cosmetic pesticide ban and the funding requirement for a public education and communications plan on such a ban including the promotion of safe alternative products and best practices for yards, gardens and parks.**

(Councillor Bob Hawkins declared a conflict of interest prior to the calling of the vote on item MN22-1, citing a conflict in relation to this motion with respect to his employment with the University of Regina, abstained from discussion and voting and temporarily left the meeting.)

RESULT:	CARRIED [7 to 3]
MOVER:	Councillor Stadnichuk
SECONDER:	Councillor Zachidniak
IN FAVOUR:	Councillors: Findura, LeBlanc, Mancinelli, Mohl, Stadnichuk, Stevens, Zachidniak
AGAINST:	Councillors: Bresciani, Shaw, and Mayor Masters
AWAY:	Councillor Hawkins

(Councillor Bob Hawkins returned to the meeting.)

Councillor Dan LeBlanc moved, seconded by Councillor Shanon Zachidniak, AND IT WAS RESOLVED, that City Council take a 15 minute recess in place of the 45 minute mandatory break.

RECESS

Pursuant to the provisions of Section 33(2.1) of City Council's Procedure Bylaw No. 9004, a 15 minute recess was called.

City Council recessed at 6:17 p.m.

City Council reconvened at 6:32 p.m.

COMMITTEE REPORTS

EXECUTIVE COMMITTEE

CR22-48 Appointment for Accessibility Advisory Committee

Recommendation

That City Council:

Approve the following appointment to the Accessibility Advisory Committee for the term of office indicated below, and continue to hold office for the term indicated or until their successor is appointed:

Sarah Turnbull
2022

May 1, 2022 to December 31,

Councillor Shanon Zachidniak moved, seconded by Councillor Dan LeBlanc that the recommendations contained in the report be concurred in.

The motion was put and declared CARRIED.

RESULT:	CARRIED [Unanimous]
MOVER:	Councillor Zachidniak
SECONDER:	Councillor LeBlanc
IN FAVOUR:	Councillors: Bresciani, Findura, Hawkins, LeBlanc, Mancinelli, Mohl, Shaw, Stadnichuk, Stevens, Zachidniak and Mayor Masters

BYLAWS AND RELATED REPORTS

CR22-50 The Regina Property Tax Bylaw 2022 & The Education Property Tax Bylaw 2022

Recommendation

That City Council:

Instruct the City Solicitor to prepare the necessary property tax bylaws for consideration by City Council that include the municipal mill rate, the other taxing authorities' mill rates, and the business improvement districts' mill rates as outlined in Appendix A and the mill rate factors outlined in Appendix B.

Councillor Shanon Zachidniak moved, seconded by Councillor Jason Mancinelli that the recommendations contained in the report be concurred in.

The motion was put and declared CARRIED.

RESULT:	CARRIED [Unanimous]
MOVER:	Councillor Zachidniak
SECONDER:	Councillor Mancinelli
IN FAVOUR:	Councillors: Bresciani, Findura, Hawkins, LeBlanc, Mancinelli, Mohl, Shaw, Stadnichuk, Stevens, Zachidniak and Mayor Masters

2022-25 The Regina Property Tax Bylaw, 2022
2022-26 The Education Property Tax Bylaw, 2022
 First Reading

Councillor Shanon Zachidniak moved, seconded by Councillor Dan LeBlanc, that Bylaws No. 2022-25 and 2022-26 be introduced and read a first time.

The motion was put and declared CARRIED.

RESULT:	CARRIED [Unanimous]
MOVER:	Councillor Zachidniak
SECONDER:	Councillor LeBlanc
IN FAVOUR:	Councillors: Bresciani, Findura, Hawkins, LeBlanc, Mancinelli, Mohl, Shaw, Stadnichuk, Stevens, Zachidniak and Mayor Masters

The Bylaws were read a first time.

Second Reading

Councillor Shanon Zachidniak moved, seconded by Councillor Jason Mancinelli, that Bylaws No. 2022-25 and 2022-26 be introduced and read a second time.

The motion was put and declared CARRIED.

RESULT:	CARRIED [Unanimous]
MOVER:	Councillor Zachidniak
SECONDER:	Councillor Mancinelli
IN FAVOUR:	Councillors: Bresciani, Findura, Hawkins, LeBlanc, Mancinelli, Mohl, Shaw, Stadnichuk, Stevens, Zachidniak and Mayor Masters

The Bylaws were read a second time.

Third Reading Consent

Councillor Shanon Zachidniak moved, seconded by Councillor Landon Mohl that City Council hereby consent to Bylaws No. 2022-25 and 2022-26 going to third and final reading at this meeting.

The motion was put and declared CARRIED UNANIMOUSLY as required by law.

RESULT:	CARRIED [Unanimous]
MOVER:	Councillor Zachidniak
SECONDER:	Councillor Mohl
IN FAVOUR:	Councillors: Bresciani, Findura, Hawkins, LeBlanc, Mancinelli, Mohl, Shaw, Stadnichuk, Stevens, Zachidniak and Mayor Masters

Third Reading

Councillor Shanon Zachidniak moved, seconded by Councillor Cheryl Stadnichuk, that Bylaws No. 2022-25 and 2022-26 be read a third time.

The motion was put and declared CARRIED.

RESULT:	CARRIED [Unanimous]
MOVER:	Councillor Zachidniak
SECONDER:	Councillor Stadnichuk
IN FAVOUR:	Councillors: Bresciani, Findura, Hawkins, LeBlanc, Mancinelli, Mohl, Shaw, Stadnichuk, Stevens, Zachidniak and Mayor Masters

The Bylaws were read a third and final time.

2022-14 The Cemeteries Amendment Bylaw, 2022

2022-18 The Regina Animal Amendment Bylaw, 2022

2022-27 The Properties Exempt from Taxation as a Result of the 2014 Municipal Boundary Alteration Bylaw, 2022

First Reading

Councillor Shanon Zachidniak moved, seconded by Councillor Bob Hawkins, that Bylaws No. 2022-14, 2022-18 and 2022-27 be introduced and read a first time.

The motion was put and declared CARRIED.

RESULT:	CARRIED [Unanimous]
MOVER:	Councillor Zachidniak
SECONDER:	Councillor Hawkins
IN FAVOUR:	Councillors: Bresciani, Findura, Hawkins, LeBlanc, Mancinelli, Mohl, Shaw, Stadnichuk, Stevens, Zachidniak and Mayor Masters

The Bylaws were read a first time.

Second Reading

Councillor Shanon Zachidniak moved, seconded by Councillor Andrew Stevens, that Bylaws No. 2022-14, 2022-18 and 2022-27 be introduced and read a second time.

The motion was put and declared CARRIED.

RESULT:	CARRIED [Unanimous]
MOVER:	Councillor Zachidniak
SECONDER:	Councillor Stevens
IN FAVOUR:	Councillors: Bresciani, Findura, Hawkins, LeBlanc, Mancinelli, Mohl, Shaw, Stadnichuk, Stevens, Zachidniak and Mayor Masters

The Bylaws were read a second time.

Third Reading Consent

Councillor Shanon Zachidniak moved, seconded by Councillor Lori Bresciani that City Council hereby consent to Bylaws No. 2022-14, 2022-18 and 2022-27 going to third and final reading at this meeting.

The motion was put and declared CARRIED UNANIMOUSLY as required by law.

RESULT:	CARRIED [Unanimous]
MOVER:	Councillor Zachidniak
SECONDER:	Councillor Bresciani
IN FAVOUR:	Councillors: Bresciani, Findura, Hawkins, LeBlanc, Mancinelli, Mohl, Shaw, Stadnichuk, Stevens, Zachidniak and Mayor Masters

(Councillor Lori Bresciani left the meeting.)

Third Reading

Councillor Shanon Zachidniak moved, seconded by Councillor John Findura, that Bylaws No. 2022-14, 2022-18 and 2022-27 be read a third time.

The motion was put and declared CARRIED.

RESULT:	CARRIED [Unanimous]
MOVER:	Councillor Zachidniak
SECONDER:	Councillor Findura
IN FAVOUR:	Councillors: Findura, Hawkins, LeBlanc, Mancinelli, Mohl, Shaw, Stadnichuk, Stevens, Zachidniak and Mayor Masters
AWAY:	Councillor Bresciani

The Bylaws were read a third and final time.

ADJOURNMENT

Councillor Bob Hawkins moved, seconded by Councillor John Findura, AND IT WAS RESOLVED, that the meeting adjourn.

The meeting adjourned at 6:40 p.m.

Chairperson

Secretary

City of Regina: Patrick Bergermann, Associate Vice-President, Ag and Home, FCL

- Thank you, Your Worship and fellow Councillors for considering our offer to purchase land, east of the Co-op Refinery Complex, at fair market value.
- I will now highlight the request that has been presented in your provided meeting material.
- I'd like to acknowledge and thank City Administration and City Council members who have worked with us over the past several months to help bring this very exciting project to life.
- As we have advanced into the Front End Engineering Design stage of our project, it became clear that we needed to engage with the City to reconsider the land currently optioned. The land purchase we are approaching you with today accommodates both the needs of our business and respects the quality of life for residents of the City of Regina. The land allocated will accommodate an optimized design for the Integrated Ag Complex that provides the required access for emergency responders along with safe and efficient access for transportation/logistics providers. These access elements are vital requirements for our decision making regarding this project and we think, together, with the support of your administration, we have arrived at a solution that ensures our access requirements are met.
- As we publically announced on January 17, 2022, FCL is pleased to be moving forward with a historic investment. The investments we plan for the Integrated Ag Complex (or IAC), will be north of \$2 Billion, with anticipated direct and indirect economic impacts of \$4.5 Billion.
- Those investment do not include the carbon capture, utilization and storage (CCUS) investments - an additional \$500 million- announced by FCL. Our carbon capture projects are important because they will extend the relevance and ongoing operations of our existing facilities at the Co-op Refinery Complex.
- All told, our investments in the low carbon economy in the city of Regina will be at least \$2.5 billion.
- Last year, FCL publicly stated that our enterprise-wide emission commitment will see us reduce our greenhouse gas emissions by 40% by 2030. We also shared our goal of net-zero emissions by 2050. Our

investment in the IAC and CCUS are instrumental in achieving these targets and are in alignment with the plan City Council has set out for the City.

- With regards to the planning work related to the IAC. As highlighted in the opening of this address, as our work has progressed, it has become increasingly clear that the current option lands configuration presents insurmountable challenges for us in terms of safe access to our site as well as access to necessary rail, roadway, pipeline and utility corridors.
- In particular, the current land option configuration did not provide the necessary unimpeded access from all sides – a critical safety requirement for this industrial complex. It also positioned the Renewable Diesel plant adjacent to a residential area, which would increase traffic along with the associated sights and sounds of a 24/7 industrial complex.
- As a result, the current land configuration would also increase emissions associated with the operation.
- We appreciate the work the City initiated to present solutions that address the challenges we face in moving the IAC forward here in Regina. – Solutions that will accommodate an optimized design which is critical to ensuring we are ultimately able to move forward with the investment in the current proposed location. The solution is a win-win for the city as well in addressing potential concerns for its residents.
- As stated earlier, we are looking to design the IAC with the goal of net neutral by 2050 in mind. Moving forward with the currently proposed land parcel east of the Refinery allows for proper access via road and rail transport and provides utility access in a way that our current land option configuration does not.
- This an exciting opportunity for our organization and we look forward to partnering, in a meaningful way, with the City of Regina as we chart our course towards the low carbon economy.
- We look forward to working with you to invest in our collective futures as we look to achieve our vision of Building Sustainable Communities Together. With that, I turn the floor back to you, Madame (Mister) Chair.



FCL Integrated Ag Complex Additional Land Option

Date	May 4, 2022
To	Mayor Masters and City Councillors
From	Executive Committee
Service Area	Financial Strategy & Sustainability
Item #	CR22-51

RECOMMENDATION

That City Council:

1. Approve the City of Regina entering into an agreement granting an option to Federated Co-operative Limited to purchase at fair market value the City owned lands shown in Appendix A as FCL Additional Option Lands.
2. Authorize the Executive Director of Financial Strategy & Sustainability to negotiate and approve any other commercially relevant terms and conditions of the land option agreement and any amendments to the agreement that do not substantially change what is described in this report and any ancillary agreements or documents required to give effect to the Agreement.
3. Authorize the City Clerk to execute the necessary agreements after review and approval by the City Solicitor.

HISTORY

At the April 27, 2022 meeting of Executive Committee, the Committee in **private** session, considered report E22-9 from the Financial Strategy & Sustainability Division.

Gilbert Le Dressay and Patrick Bergermann, representing Federated Co-operatives Limited, Saskatoon, SK addressed the Committee.

The Committee adopted a resolution to concur in the recommendation contained in the report.

Recommendation #4 in the attached report does not require City Council approval.

Respectfully submitted,

EXECUTIVE COMMITTEE



Amber Ackerman, Interim City Clerk 4/28/2022

ATTACHMENTS

E22-9 FCL Integrated Ag Complex - Additional Land Option

Appendix A - FCL Additional Option Lands

Appendix B - Additional Protected Rail Land



FCL Integrated Ag Complex Additional Land Option

Date	April 27, 2022
To	Executive Committee
From	Financial Strategy & Sustainability
Service Area	Financial Strategy & Sustainability
Item No.	E22-9

RECOMMENDATION

The Executive Committee recommends that City Council:

1. Approve the City of Regina entering into an agreement granting an option to Federated Co-operative Limited to purchase at fair market value the City owned lands shown in Appendix A as FCL Additional Option Lands.
2. Authorize the Executive Director of Financial Strategy & Sustainability to negotiate and approve any other commercially relevant terms and conditions of the land option agreement and any amendments to the agreement that do not substantially change what is described in this report and any ancillary agreements or documents required to give effect to the Agreement.
3. Authorize the City Clerk to execute the necessary agreements after review and approval by the City Solicitor.
4. Approve these recommendations at its meeting on May 4, 2022.

ISSUE

On November 10, 2021, City Council approved granting Federated Co-operative Limited ("FCL") a one-year option to purchase lands owned by the City of Regina ("City") as shown on Appendix A

("FCL Optioned Lands") for the development of a Hydrogenated Renewable Diesel Plant ("HRD") with potential development of complementary agriculture processing services. On January 17, 2022, FCL announced its intentions to move forward with development of an Integrated Agriculture Complex ("IAC") which includes the construction and operation of a 15,000 barrel per day HRD, a hydrogen plant with carbon capture, utilisation and storage technology, a feedstock pre-treatment unit and a canola crush plant (in a joint venture with AGT Foods and Ingredients). Through FCL's planning for the IAC, FCL has been challenged to the extent that it is unlikely they will be able to find a configuration that allows rail, vehicle, pipeline and utility connections between the FCL Optioned Lands and the existing refinery complex. The connectivity between parcels was discussed during the negotiation of the original option; however, as design has progressed the configuration of the FCL Optioned Lands has proven to be a significant barrier for the viability of the project.

FCL has requested that the City extend the original option to allow it to purchase additional lands in the area as shown on Appendix A as FCL Additional Option Lands. The FCL Additional Option Lands consist of 105 hectares (259 acres) of City owned land located between the current refinery and the City landfill. Sale of these lands has not previously been recommended as the City has approval from the Ministry of Environment to expand the landfill westward on to the lands.

The FCL Additional Option Lands are comprised of 52 hectares (128 acres) of land appraised at \$49,421/ha and 53 hectares (131 acres) of land appraised at \$37,066/ha. If the option is exercised the purchase price would be approximately \$4,540,000 less any deductions for land retained by the City for the Ring Road Rail Relocation Project ("RRRRP") and Fleet Street and McDonald Street widening, which may be close to 20 per cent of the land area.

As the proposed land option agreement would result in the sale of land without a public offering pursuant to *The Regina Administration Bylaw*, approval of Council is required.

IMPACTS

Economic

The estimated cost to construct the IAC is in excess of \$2 billion dollars. The IAC is projected to create 2,750 jobs during construction and 300 full time jobs once operating. Economic Development Regina estimates the will IAC add \$1.52 billion dollars (or approximately 10 per cent) in annual GDP to the Regina economy.

The IAC development aligns with City Council's Economic Prosperity Strategic Priority, Regina's 2030 Growth Plan, Economic Development Regina's Agriculture and Food Innovation Strategy and the Government of Saskatchewan's Growth Plan.

Environmental

Development of the IAC using the FCL Additional Option Lands is anticipated to improve the overall operating efficiency of the IAC by reducing travel distances throughout the site and allowing pipeline connections rather than transportation by railcar of certain process materials.

Development of the IAC and related environmental impacts remain consistent as previously reported in EX21-74.

Landfill

The City obtained Ministry of Environment approval in 2010 to expand the existing landfill westward onto the lands shown as FCL Additional Option Lands in Appendix A. The current landfill area is estimated to have 27 years (or 42 per cent) of capacity remaining prior to expansion being required. The life of the landfill continues to be extended as recycling, diversion and composting efforts improve. With the sale of this land, the City will incur cost to redesign the existing landfill plan or to find an alternate location for a future landfill.

Urban Planning

Certain urban planning benefits are anticipated should the IAC develop primarily on lands along Fleet Street, including the FCL Additional Option Lands. The benefits are:

- An increased separation distance between the heavy industrial processes associated with the IAC and the existing residential neighbourhood of Uplands and proposed residential neighbourhood of Somerset;
- A reduction in anticipated truck traffic associated with the IAC on Winnipeg Street adjacent to the residential areas. Truck traffic will be directed primarily to Fleet Street and McDonald Street entrances which are along existing major roadways; and
- Emergency response routes to the IAC will be less circuitous.

Rail

The rail configuration associated with RRRRP is particularly complex as it crosses the CN rail line. If FCL develops the IAC using the FCL Additional Option Lands it is anticipated that the RRRRP rail configuration will be simplified and reduce future costs associated with the project. Further, as FCL and RRRRP rail configuration plans progress, Administration anticipates there may be opportunities to leverage some of FCL's rail investment to support the RRRRP, similar to the agreement the City has reached with Viterro to leverage their rail investment to support the future RRRRP.

OTHER OPTIONS

Executive Committee could decide to not approve the option agreement which may result in FCL pursuing other geographical locations for this development resulting in the loss of the economic opportunity. Further, it may impact FCL's view of the City's support of FCL which already has a significant economic presence in the City including being a major employer, community contributor and tax payer.

COMMUNICATIONS

Council is required to give public notice prior to considering approval of an option to purchase City owned lands without a public offering. Notice was advertised on April 23, 2022, on the City website, public notice board and in the CityPage section of the Leader Post in accordance with *The Public Notice Policy Bylaw, 2020*. The decision of City Council will be provided to FCL.

DISCUSSION

FCL has encountered significant challenges planning the IAC across various parcels of land. FCL has requested an option agreement to purchase the FCL Additional Option Lands to provide flexibility in planning the development and related connections for road, rail, utilities, and pipelines between the land parcels and the existing refinery complex.

While the sale of these lands would require the City to form an alternate plan for expansion of the landfill, there is sufficient time to consider various options. In 2016, the City purchased the half section of land directly east of the landfill for the City's Waste Management Center, Public Works Facility and other City services. In considering FCL's current request, the City met with the Ministry of Environment to discuss the possibility of expanding the landfill eastward. The Ministry outlined a formal process through which application must be made to alter the current approval. The Ministry also confirmed that no significant legislative changes have occurred that would indicate that such an approval could not be obtained. If the Option to purchase the FCL Additional Option Lands is exercised by FCL, the City will review current land use plans for the lands east of the landfill and undertake the work required to consider an alternate landfill expansion plan. Though additional work is involved in pursuing regulatory approval, there may be a significant savings to the City in eliminating the Fleet Street realignment required to accommodate an expansion of the landfill to the west. Should FCL not proceed with development of the IAC, the City shall have the right to take back the Additional Option Lands at the same price as optioned to FCL.

Administration recommends that Council grant FCL the option to purchase the FCL Additional Option Lands on the terms outlined in this report, noting that the City needs to retain ownership of

certain portions of the City owned lands to accommodate the RRRRP and potential widening of Fleet Street and McDonald Street as shown on Appendix B as Additional Protected Rail Land.

Key terms that would be included in the land option agreement are:

- The land purchase option would be for 105 hectares of land within the City as shown on Appendix A noted as FCL Additional Option Lands, less any land required for RRRRP and potential Fleet Street and McDonald Street widening.
- The sale price shall be at the fair market value of \$49,421/ha for land in the southern parcel and \$37,066/ha for land in the northern parcel.
- The option would need to be exercised by January 27, 2023, making it consistent with the previously executed option agreement.
- The City would have the right to take back the FCL Additional Option Lands on the same terms as sold if no material work has commenced on construction of the IAC within 2 years of transfer of the lands to FCL. FCL would be provided the ability to extend the take back period by an additional 2 years providing that FCL can demonstrate they are actively working to construct the IAC on the FCL Optioned Lands or the FCL Additional Option Lands (the intent is to recognize FCL has significant feasibility work to undertake, while balancing the need for the lands not to be tied up if development is not going to occur).
- The ability of FCL to acquire any portions of the Protected Rail Land and Additional Protected Rail Land that becomes available once the rail routes are finalized, on the same terms and price.
- The return of optioned lands (including the original optioned lands) that are not required for the development of the IAC to the City at the same sale price as sold to FCL so that such lands may be developed or sold by the City.

Administration has based its recommendation on the following considerations:

1. The positive economic impact associated with the development of the IAC. Should it proceed within the City of Regina, the IAC will produce a significant number of employment opportunities for residents, generate significant property tax revenue for the City, produce meaningful land sale revenue well in advance of anticipated development, and increase the GDP of the Regina region by upwards of 10 per cent.
2. The planned landfill expansion is not an immediate need and improvements in waste management practices continue to extend the life of the current landfill. A modification to the current expansion plan may permit an eastward expansion though no certainty will be available during the timeframe in which Council must decide this matter.
3. Locating the IAC along Fleet Street increases the separation between existing and proposed residential development and industrial uses, as well as it locates the facility along an existing major roadway.
4. Locating the IAC along Fleet Street may reduce the complexity of the rail alignment in the RRRRP thereby limiting the cost of the RRRRP.

DECISION HISTORY

On November 10, 2021, City Council approved entering into an option agreement with FCL for the purchase of 222 hectares of land (CR 21-151).

Respectfully submitted,

Respectfully submitted,


Chad Jedlic, Director, Economic & Business Development

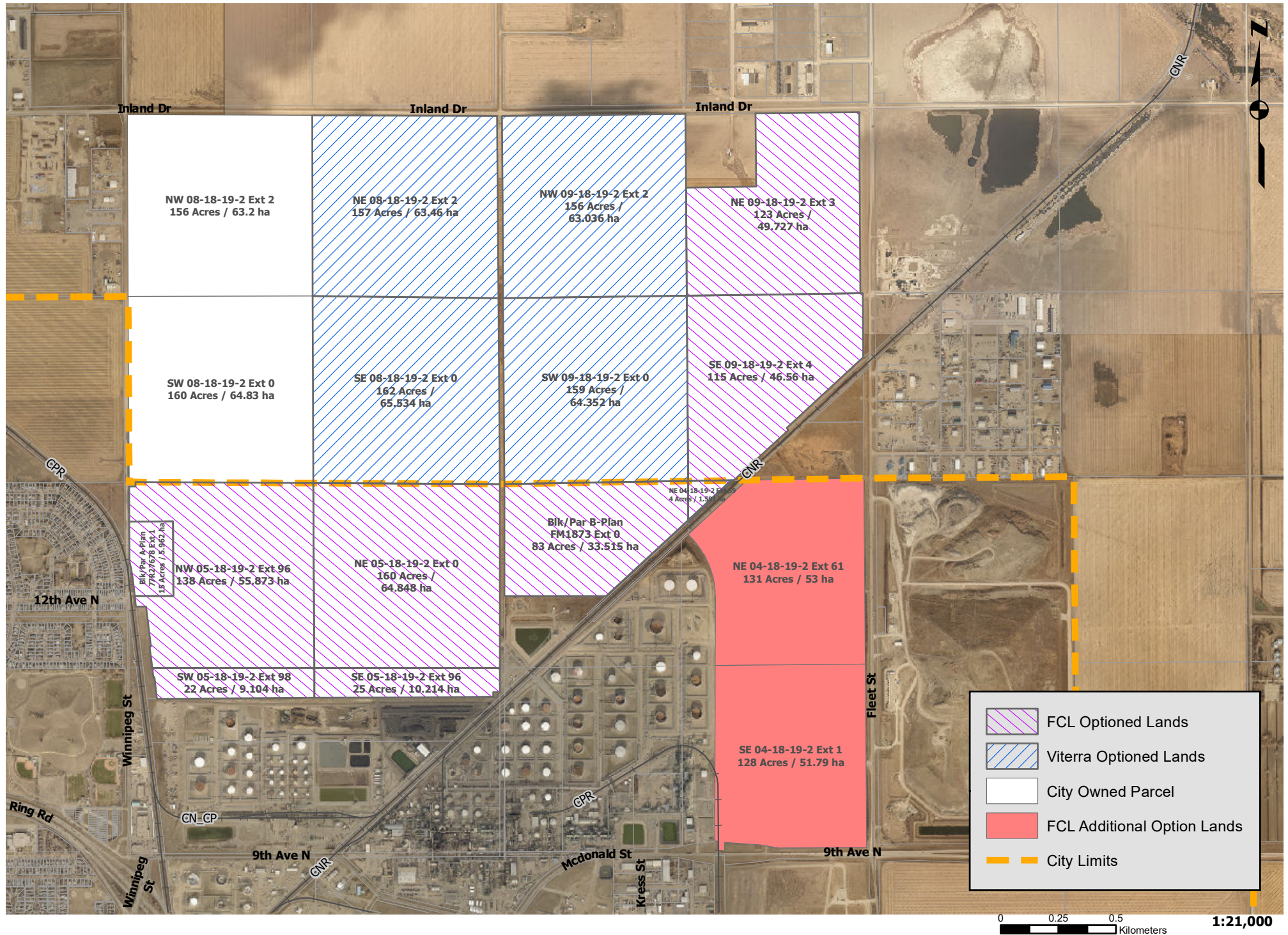
4/22/2022


Barry Lacey, Exec. Director, Financial Strategy & Sustainability

4/22/2022

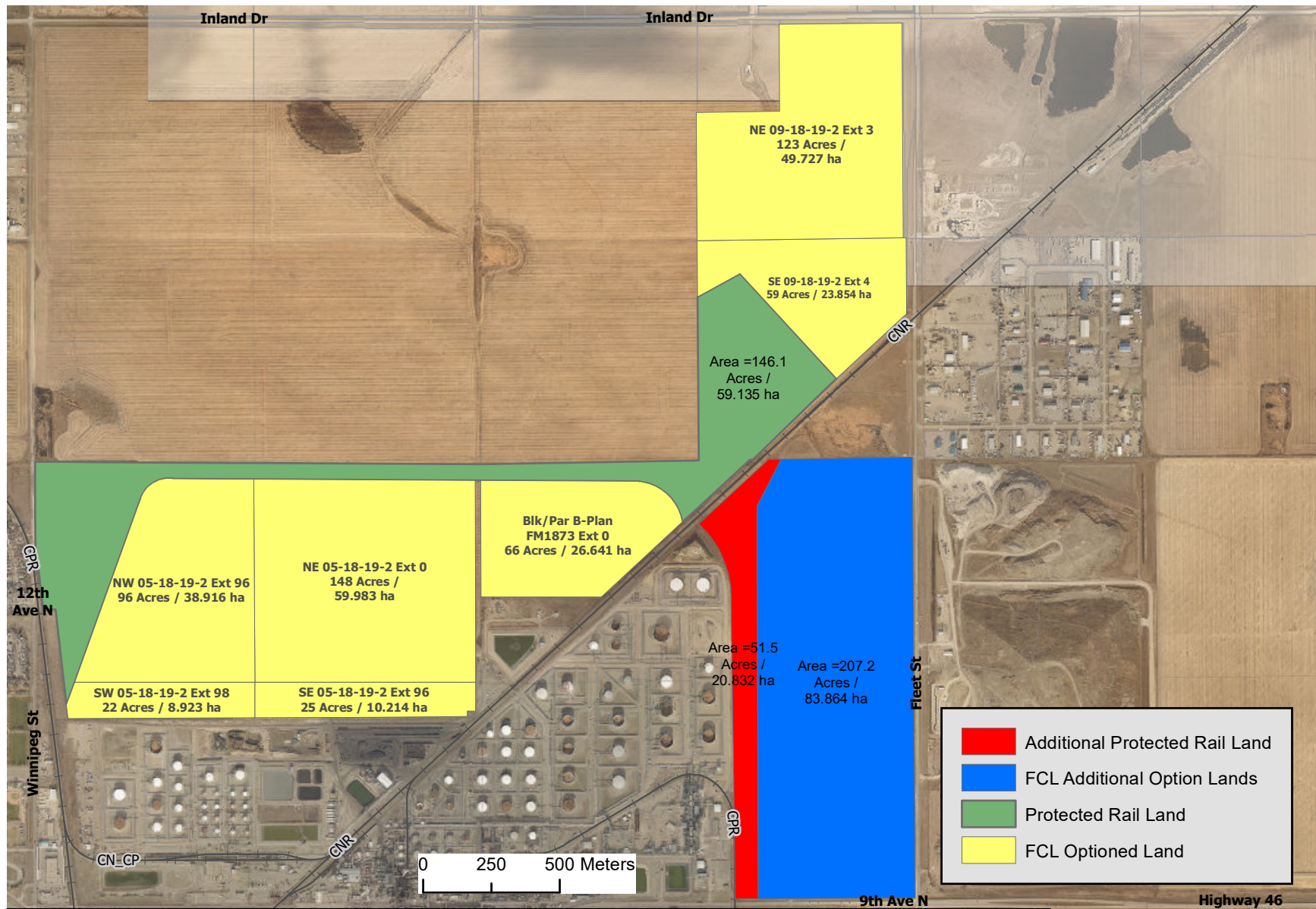
Prepared by: Chad Jedlic, Director, Economic & Business Development

Appendix A



Appendix B

1:21,000





Rogers Communications Cell Tower Lease - 418 N Pasqua St

Date	May 4, 2022
To	Mayor Masters and City Councillors
From	Executive Committee
Service Area	Land, Real Estate & Facilities
Item #	CR22-52

RECOMMENDATION

That City Council:

1. Approve the City of Regina (City) to enter into an agreement with Rogers Communications Inc. for the lease of a portion of the City-owned property located at 480 N Pasqua Street as outlined on the attached Appendix A, consistent with the terms and conditions stated in this report.
2. Delegate authority to the Executive Director, Financial Strategy & Sustainability or designate, to negotiate any other commercially relevant terms and conditions, as well as any amendments to the Agreement that do not substantially change what is described in this report and any ancillary agreements or documents required to give effect to the Agreement.
3. Authorize the City Clerk to execute the Agreement upon review and approval by the City Solicitor.

HISTORY

At the April 27 2022 meeting of Executive Committee, the Committee considered the attached EX22-57 report from the Financial Strategy & Sustainability Division.

Anthony Novello, representing Evolve Surface Strategies Inc., Regina, SK addressed the Committee.

The Committee adopted a resolution to concur in the recommendation contained in the report after amending the approval of the recommendation at the City Council meeting on May 4, 2022 following the required public notice, and replacing Appendix A with the revised version in the report forwarded to City Council for approval, to show the new access route and size/configuration of the lease site.

Recommendation #4 in the attached report does not require City Council approval.

Respectfully submitted,

EXECUTIVE COMMITTEE



Amber Ackerman, Interim City Clerk 4/29/2022

ATTACHMENTS

EX22-57 - Rogers Communications Cell Tower Lease - 418 N Pasqua St
Appendix A - Pasqua St 480N Map22



Rogers Communications Cell Tower Lease - 418 N Pasqua St

Date	April 27, 2022
To	Executive Committee
From	Financial Strategy & Sustainability
Service Area	Land, Real Estate & Facilities
Item No.	EX22-57

RECOMMENDATION

The Executive Committee recommends that City Council:

1. Approve the City of Regina (City) to enter into an agreement with Rogers Communications Inc. for the lease of a portion of the City-owned property located at 480 N Pasqua Street as outlined on the attached Appendix A, consistent with the terms and conditions stated in this report.
2. Delegate authority to the Executive Director, Financial Strategy & Sustainability or designate, to negotiate any other commercially relevant terms and conditions, as well as any amendments to the Agreement that do not substantially change what is described in this report and any ancillary agreements or documents required to give effect to the Agreement.
3. Authorize the City Clerk to execute the Agreement upon review and approval by the City Solicitor.
4. Approve these recommendations at its meeting on March 16, 2022, following the required public notice.

ISSUE

Rogers Communications Inc. (Rogers) has contacted the City asking to locate a new cellular tower near the intersection of 9th Avenue North and Pasqua Street. Administration has reviewed the location and recommends proceeding with a lease to Rogers as outlined in this report.

When considering the lease of City-owned property, standard procedure for Administration is to ensure that the property is made publicly available. In this case, the space is being provided without a public offering, which requires City Council approval.

IMPACTS

Financial Impacts

The proposed lease is at market value. The annual rate of \$20,000 includes a 10 per cent increase upon each five-year renewal period. Rogers would also be responsible for all property tax, which is estimated at \$1,275 annually.

Policy/Strategic Impacts

Access to reasonable telecommunications has been deemed to perform an essential role in the maintenance of the identity and sovereignty of Canada as per Section 7 of the *Telecommunications Act*. The Act states that the Canadian telecommunications policy has an objective to “render reliable and affordable telecommunications services of high quality accessible to Canadians in both urban and rural areas in all regions of Canada;”.

Environmental Impacts

City Council set a community goal for the City of achieving net zero emissions and sourcing of net zero renewable energy by 2050. In support of this goal, City Council asked Administration to provide energy and greenhouse gas implications of recommendations so that Council can evaluate the climate impacts of its decisions.

The proposed lease involves the construction of a new cellular tower on City-owned property. Although difficult to quantify at this stage, the construction of any new infrastructure contributes to additional greenhouse gas (GHG) emissions in two ways. First, producing building materials and the construction process itself are both energy intensive and generate emissions. Second, there are also GHG emissions associated with the lifecycle of the cellular tower.

OTHER OPTIONS

The City could choose to not proceed with a lease of property to Rogers for the purpose of a cellular tower. This is not the recommended option as Rogers has noted a significant need for an additional tower in this area to provide consistent and reliable service to their telecommunications customers.

COMMUNICATIONS

Public notice is required for City Council to approve the lease of City-owned property without public

offering. Notice regarding this proposal has been advertised in accordance with public notice requirements.

Rogers will be informed of any decisions of the Executive Committee and City Council.

DISCUSSION

The proposed cell tower will be located at 480 N Pasqua Street, which is close to the intersection of Pasqua Street and 9th Avenue North, see Appendix A. Rogers originally provided three locations at this corner to review, and this was determined to be the most suitable location as the parcel houses the North Zone Pump Station at the northern end of the parcel and the adjacent parcel to the south already houses another communications tower located directly adjacent to the building located there. This is a generic parcel of land that is zoned Public Service and cellular towers are a permitted use in all City zones. The lease area will be 20m x 20m with a 5m wide access road off an existing access on Pasqua Street. The lease area will include a 35m monopole style tower, an alarmed and electronically monitored walk-in equipment cabinet and the entire compound will be surrounded by a 1.8m high chain link security fence with a locked gate access point at the base of the tower.

Rogers has completed public consultation for the proposed installation as per Innovation, Science and Economic Development (ISED) Canada's process. A public notice advertisement was placed in the Regina Leader-Post on January 13, 2022 and a notification package was mailed to all property owners within a radius of three times the height of the tower plus the width of the lease area. As the proposed tower is 35m in height and the proposed lease area is 20m wide, this made for a total radius of notification of 125m from the lease centre which resulted in a total of 44 notification packages being mailed. The notification period closed on February 13, 2022, and Rogers advised only one response was received and was regarding the site access.

The proposed lease is for an initial five-year term with three options to renew for an additional five years for a total of 20 years. The agreement requires that Rogers begin payments of the lease consideration either upon construction of the tower or on the first anniversary of the lease, whichever is sooner. The agreement has been reviewed and approved by the City Solicitor.

The construction of new cellular towers is a vital part of providing access to reasonable telecommunications to all residents. Administration is recommending the approval of the lease.

DECISION HISTORY

This lease has never been before City Council.

The recommendations contained within this report require City Council approval.

Respectfully submitted,

Respectfully submitted,



Shauna Bzdel, Director, Land, Real Estate & Facilities

2/17/2022



Barry Lacey, Exec. Director, Financial Strategy & Sustainability

2/24/2022

Report prepared by: Sherri Hegyi, Real Estate Officer

ATTACHMENTS

Appendix A - 480 N Pasqua St

Appendix A

1:1,750



I'm Terri Sleevea, chair of the Regina Citizens Public Transit Coalition (RCPTC) and I'm here to address the Transit Master Plan. In general, I agree with the goals being presented.

In fact, this was said in 2013 "The city would like to push for an electrified fleet for the near future and added a great point of saying "We can't talk seriously about a renewable Regina without transit..."

Now with the TMP we see that this is being brought forth as not just a possibility, but an inevitability.

Though this is a step in the right direction, there is still much to be done to meet our long standing goals.

It is worth noting this comment in the Official Community Plan (OCP) from December 16, 2013:

"Create Better, More Active Ways of Getting Around

Mobility – The city is increasingly transitioning from car-oriented to people-oriented design and development by offering residents a greater range of mobility choices. At the same time, the city faces increased demands for more and better transportation connections to the region.

Make it easier for people of all abilities to travel through the city by investing in public transit in appropriate locations and planning for all active forms of transportation. This includes providing access routes so all people can more easily travel from home to work and to other destinations."

We are getting closer to meeting all the previously noted targets, however we need to remain focused and unified on these matters that will result in a better environment, and a more livable city for all people.

In regards to the 11th Avenue bus hub:

The central downtown bus line is crucial to the already established area and should remain as such going further. Many people commuting to the Cornwall Center or Scarth Street rely on those buses year round, and given our especially cold and long winters, they don't need to be venturing even further just to get meaningful transport. Especially when a large portion of the current transit users are retirees like me.

In addition, the downtown area is one of our restaurant/bar areas of the city. Removal or redirection of the 11th Avenue line would be another hurdle for people to find safe rides home. Saskatchewan is already the worst drinking and driving statistic in Canada for years running. This doesn't need to be exacerbated by an increase in difficulty for using safe, affordable transit home.

Thank you for addressing the key points some of which are free transit for youth, bus frequency, Sunday and holiday service, increased service hours and route expansion for the citizens of Regina. I pray that we will have speedy implementation improvements to public transit in Regina.

Hello,

I would like to come before Council to talk about the Transit Master Plan.

I would like to see the following changes:

- Increase in hours for Sundays for and Holidays, especially Canada Day for folks that want to go to the fireworks, but don't have a vehicle to get there.
- I would like to see the Travel Training program continue, that teaches folks with Disabilities how to take City Transit.

Thank you for letting me speak.

Dylan Morin

Honorable mayor and City Council

My name is James McKenzie I'm here speaking on behalf myself about the Regina Transit Master Plan one of my concerns is the current on-demand pilot project on a route, not all transit customers have Cell phones I do not have a cellphone there is a on demand phone number but is not made public for people who do not have a cellphone I hope they change this when they add more transit routes.

Regina transit buses should not be on 11 Avenues it is hard to transfer on other buses in mobility device when bus operators are letting other transit customers on board before letting the mobility device off the bus when other transit customers can use the back door and us that use mobility device miss our transfers.

having Regina transit buses transferring in different parts of Downtown will make it hard for transit customers that use mobility devices it depends on the street the transfer are on it is how wide the street is that why there should be one transit Terminal Downtown that what like about Saskatoon before I move from Saskatoon end of august 2010 it was safer to transfer to different buses it was close off to cars.

Thank you from James McKenzie

**TRANSIT MASTER PLAN
REGINA CITY COUNCIL
MAY 4 2022
FLORENCE STRATTON**

Regina's 2022 Transit Master Plan was, for the most part, a joy to read. There are so many excellent recommendations in it, including:

- More frequent service
- Earlier and later service
- Better Sunday and holiday service.

These are improvements that many Regina transit users have been requesting.

I was also pleased to see the recommendation that 11th Avenue downtown “continue to be accessible, with a high-quality bus stop” (30). As the Plan observes, downtown 11th Avenue remains one of the most popular destinations for transit users. Any other location would make downtown Regina, with its shops, businesses, and banks, much less accessible to those of us who use transit.

And it's not merely a matter of convenience. Many transit users have mobility issues which make having to move even short distances on foot or by wheel a big challenge, especially in winter.

On the subject of accessibility, I was especially thrilled to see the repeated commitment, not only to accessibility, but also to equity, and inclusion in both the City of Regina recommendation document (pages 1, 2, 3, 4, and 5) and the Transit Master Plan itself (pages 11, 13, 14, 37, and 38).

When I got to the section on fares, however, I was more than a little dismayed. Most of the recommendations have to do with the digitalization of transit fare payment through smartphone applications and debit and credit cards. Such technologies assume a certain level of affluence—one that many transit users do not possess.

At this point in the plan, the commitment to accessibility, equity, and inclusion seems to have been thrown out the window. This is especially upsetting since several of the commitment statements explicitly include “regardless of their economic situation” (13 & 14).

To add insult to injury, the Plan then recommends that those who pay their fare in cash be charged more than those who pay digitally (41). Single fares are already more expensive per ride. This needs to be changed—unless Regina wants to be known as a city with a transit system that engages in anti-poor discrimination.

According to the Plan, “Regina Transit’s current fare system...present[s] challenges and barriers to accessing the system” (41). The main barrier to accessing Regina Transit for many people is the fare itself:

Youth 5 – 14 years of age or attending high school: \$2.75 per ride or \$64 for a 31 day pass
Adults: \$3.25 per ride or \$88 for a 31 day pass

Approximately 47,000 Regina residents live below the poverty line (*Saskatchewan Child and Family Report 2021*, p 2). That’s 47,000 people with an income that is not enough to cover basic living expenses. And while some will be eligible for the \$25 monthly low income bus pass, \$25 is still a lot of money if you only get \$915 a month—the amount those on the Saskatchewan Income Support program receive.

On a more positive note, the Report also recommends fare free transit for children 12 years old and younger, an improvement over the current situation of fare free transit for children under the age of five. But on two counts this recommendation is not sufficient.

First, there is again the question of accessibility, equity, and inclusion.

Approximately 9,400 children live in poverty in Regina (*Poverty In Regina Public Schools*, p 3). If the Transit Master Plan is approved, children 12 and under will have fare free transit. But what about those aged 13 -18? They still need to get to school and other places.

A few weeks ago, I was coming home on the bus. When it stopped at the Golden Mile, a young girl, a teenager, got on. When she tapped her pass on the farebox, it registered empty. The driver told her to get off the bus and go and put money on her pass. She got off the bus and went and sat back down in the bus shelter. Clearly she didn’t have money to put on her pass.

Another passenger and I gathered our wits and paid her fare. When the girl got back on the bus she was crying.

No one should be refused service for lack of a fare!

In the name of accessibility, equity, and inclusion, please make Regina Transit fare free for everyone 18 years old and younger—**as a first step toward fare free transit for all.**

The recommendation that children 12 and under have fare free transit is also insufficient on another ground. As the report says: “Public transit plays an important role in reducing greenhouse gas emissions by providing alternative mobility options that reduce reliance on single occupancy vehicles” (4). As the report also states: “Sustainable travel behaviours are best established at an early age” (42).

However, if fare free transit is only offered to those 12 and under, teenagers, rather than becoming transit users for life, are likely to view riding the bus as something only children do—as something to be put away with other childish things.

A climate crisis is at our door. Free transit is a way for Regina to meet its climate targets.

- In 2016, Kingston Ontario eliminated transit fares for all high school students.
- In 2019, Victoria BC eliminated transit fares for everyone 18 years old and under.
- This fall, Victoria will be having a city-wide referendum on fare free transit for all.
- Over 100 cities and towns around the world have introduced fully free transit.

These are the models Regina should follow.

How to pay for it? Regina Transit is subsidized by local taxes. But so too are private vehicles. It is, after all, Regina taxpayers who foot the bill for road construction and maintenance. Indeed, according to the 2017 Regina Transportation Master Plan, “Historically, a large portion of Regina’s transportation budget has been dedicated to roadways” (12).

Yet we aren’t charged a fee to drive down a Regina roadway. Why do we continue to encourage driving?

Fare free transit addresses so many issues, including accessibility, equity, and inclusion, along with the climate emergency. By encouraging people to get out of their cars and on to the bus, fare free transit also reduces traffic congestion and accidents, as well as air and noise pollution.

Fare free transit is also a way of improving efficiency, as it saves all the money currently spent on collecting fares. It also makes the boarding of buses more time efficient as there is no fare to be paid or card to be swiped.

In the name of accessibility, equity, inclusion, sustainability, health and safety, and efficiency, I ask you to please make Regina Transit fare free for everyone 18 years old and younger—as a **first step toward fare free transit for all.**

Indeed, if Regina acted quickly, we could go into the records as the first Canadian city to mandate fare free transit for all.

Florence Stratton

4to40 Travel Training Service	
Regina City Council Meeting, Wednesday, May 4, 2022	
Request: to provide information regarding the existing Travel Training service and support its proposed expansion (i.e. continuing with existing service -- related to paratransit use- - while expanding the service to potential conventional transit users, including seniors and newcomers, youth, etc., increasing regular ridership and options for travel (as per the Regina Master Plan, p. 35).	
Spokespersons:	Michael Lavis –Creative Options Regina (COR)
	Faith Savarese – Campus For All (CFA)
	University of Regina
Summary of Presentation	
What is 4to40? 4to40 is an initiative to connect people experiencing intellectual disability with forward thinking employers who embrace a flexible 4 to 40 hour work week. 4to40 is also a collaborative partnership between Creative Options Regina (COR) and the University of Regina’s Campus For All. COR is a non-profit organization that develops personalized support services for people experiencing disability, while Campus for All is an inclusive post-secondary education initiative at the University of Regina.	
What is the Travel Training Service: Travel training started as a pilot project to provide practical skills and guidance to people who are unfamiliar with using conventional City of Regina transit. It was originally aimed at assisting people experiencing disability who were frequent users of Paratransit. The purpose was not to totally eliminate users from Paratransit, but to promote the idea that “not every trip needs to be a Paratransit trip”. A unique feature of the project was that individuals with intellectual disabilities were hired as trainers or transit ambassadors.	
Success Encountered: Met/ or exceeded Regina Transit targets. (See also Benefits)	
Demand for Service: The program was in high demand necessitating a wait-list until COVID 19 halted the program in March 2020.	
Benefits:	
For Trainee: Using conventional transit gives individuals more freedom and independence, confidence and access to events and services. It also creates a greater sense of community, increases ridership and reduces costs.	
For Trainers: Employment is one of the most strongly valued social roles in our society. The trainers were provided with meaningful, paid employment in a valued and visible role with a valued employer. Aside from the tangible benefit of being paid, trainers reported improved self-esteem and a sense of belonging and community.	

As a disabled entrepreneur, as an environmentalist I am excited for the plans to improve our public transit system and would like to advocate for a focus on access to employment including locations with entry level job opportunities.

I rely on the public transit system due to a medical condition so am familiar with limitations to employment as well as limited access to different areas of Regina. My prior experience was as an employment facilitator focused on students, newcomers and people changing careers. I have also worked with disabilities groups.

I would like to propose:

- focusing on routes employers in newer suburbs their specific needs as it relates to employment including services for evenings and weekend shifts.
- Partnering with groups that help people access careers, giving introductory offers for trial bus passes to new workers. This would be a positive way to offer low income rates that without requiring that people disclose that they fall below the poverty level
- Increasing the profile: actively partner with community organizations who serve non dominant cultures and marginalized groups, and work with them to promote Regina transit at their community events. Partner with schools, GSA's campus orientation events, assault and domestic violence survivors, newcomer orgs, events they all hold for developing outreach and all of our city's career fairs.
- Speaking with working Unions to explore creating an agreement similar to the U of R to open up jobs in health care and the trades to people who previously couldn't apply there.
- Continuing to encourage the young to use the transit system to develop a culture of transit use. Extend the free transit to the age of 18, kids 12 and under will most often not be traveling alone, but if teens have this access before the age of 16, they could establish an awareness for the potential they have for independent lives as transit users.
- Engage the senior population to try the transit system. Offering free transit for everyone over 50 during low traffic hours of 10 am to 2 pm. This group is reluctant so this change would have slow uptake, but opening it right away could gradually pick up interest.

Today, the people currently working in hospitals, trades, and service industry jobs, are already drivers, so don't ask them if they want transit. Look to the people who have never had access to those opportunities before, and focus on the speed of launching this new transit map to allow unskilled labour, health care, trades, and service industry employers extend their reach to connect with new groups of untapped workers. I implore you to take bold actions in the speed of implementation, while working with employment facilitators and community support organizations. Focus on providing access to employment in areas like the airport, Aurora, the GTH, shopping centres in the suburbs and the industrial area of Regina as soon as possible, having a large uptake on transit users will empower the city to move forward on this plan as quickly as possible.

Carla Harris

April 25, 2022

Dear Mayor Masters and the Regina City Council,

I am writing to you, as a Regina Public School Board Trustee and parent to ask the City of Regina to please consider offering free public transportation to all children in Regina up to age 18. Not only would free transit help children all over Regina get to school, but it would also help thousands of children in Regina live more equitable lives with accessible transportation.

Most of our high school students are expected to get to school on their own. Some walk, some drive (if they have that luxury of affording gas and having a car available every day), and some take the city bus! But, there are many children who find it difficult to get to school. A 31 day youth bus pass costs \$64 a month. Multiply that x 10 months and that is an extra \$640 a year. This is a cost that many families cannot afford.

Over the last year, I have spoken with many principals in our schools. Free transit would greatly help our students all over the city! It would lessen financial pressure on families living in poverty, reduce stress for children and it would help ensure children living in or near the poverty line more easily get to their jobs, get to their appointments and succeed in life. Free city transit would greatly help families.

I have just completed a research report entitled "Poverty in Regina Public Schools" (attached). In Regina approximately 20% of children live in poverty. That places approximately 4800 of our Regina Public School students living in poverty. One of the key recommendations for the City of Regina in this report to improve the lives of families and children living in poverty is to provide free public transportation for all children up to age 18.

I will include an excerpt from this report: "Accessible transportation is not the only challenge for our students in poverty, since their families face a mountain of crippling expenses. The high cost of rent, high monthly utility bills (power, heat, water, internet, phone), high (skyrocketing) cost of groceries, childcare, transportation and clothing all add financial pressure."

Free public transportation for all children up to age 18 would lift one major barrier for those students living in poverty to succeed in life. These students would have better school attendance and in turn, these students would improve their graduation rates and success in life.

Thank you for your consideration,

Sarah Cummings Truszkowski, Regina Public School Board Trustee and Vice-Chair

Cc: Cheryl Stadnichuk – Ward 1
Bob Hawkins – Ward 2
Andrew Stevens – Ward 3
Lori Bresciani – Ward 4
John Findura – Ward 5
Daniel Leblanc – Ward 6
Terina Shaw – Ward 7
Shanon Zachidniak – Ward 8
Jason Mancinelli – Ward 9
Landon Mohl – Ward 10

POVERTY IN REGINA PUBLIC SCHOOLS

**Sarah E. Cummings Truszkowski
Regina Public School Board**

March 2022



INTRODUCTION

Poverty is a multi-generational problem rooted deeply in our communities. The impacts of poverty are widespread across Canada, but vulnerable groups such as people living with disabilities, single parents, elderly individuals, young people, and racialized communities are more susceptible (Canada without Poverty, 2019). Poverty entails more than the lack of income and its manifestations include hunger and malnutrition, limited access to education and other basic services, social discrimination and exclusion as well as the lack of access to decision-making (Regina Anti-Poverty Ministry, 2021).

Poverty for children in Regina Public Schools is a huge concern. Children living in poverty may experience:

- food insecurity,
- may not have stable housing,
- may not have internet connectivity at home,
- may face discrimination (poor shaming) and,
- because racialized students are more likely to live in poverty, may even face racism.

Poverty can have other serious, negative effects on children's mental health issues including anxiety and depression and can contribute to addiction. Unfortunately, these same students often find it difficult to get to school and attend school consistently, and as studies tell us low attendance is correlated with poor academic outcomes and lower graduation rates, these students often struggle academically and are less likely to graduate.

Parents of these families often work longer hours or multiple jobs [for minimum wage], meaning they may not be available to assist their children with their schoolwork (National Association of Secondary School Principals, 2021). Experienced administrators I spoke with said that language deficiencies are one of the biggest concerns in schools for those in poverty because they simply do not get the same reading and literacy supports at home as others (C. Keyes, personal communication, August 20, 2021). And, while school staff work wonders with their students academically once they are at school, there are still many learning gaps to address. **Poverty directly hurts children in our schools.**



MEASURING POVERTY

The Federal Government and Statistics Canada use three measures to find the poverty line, these are:

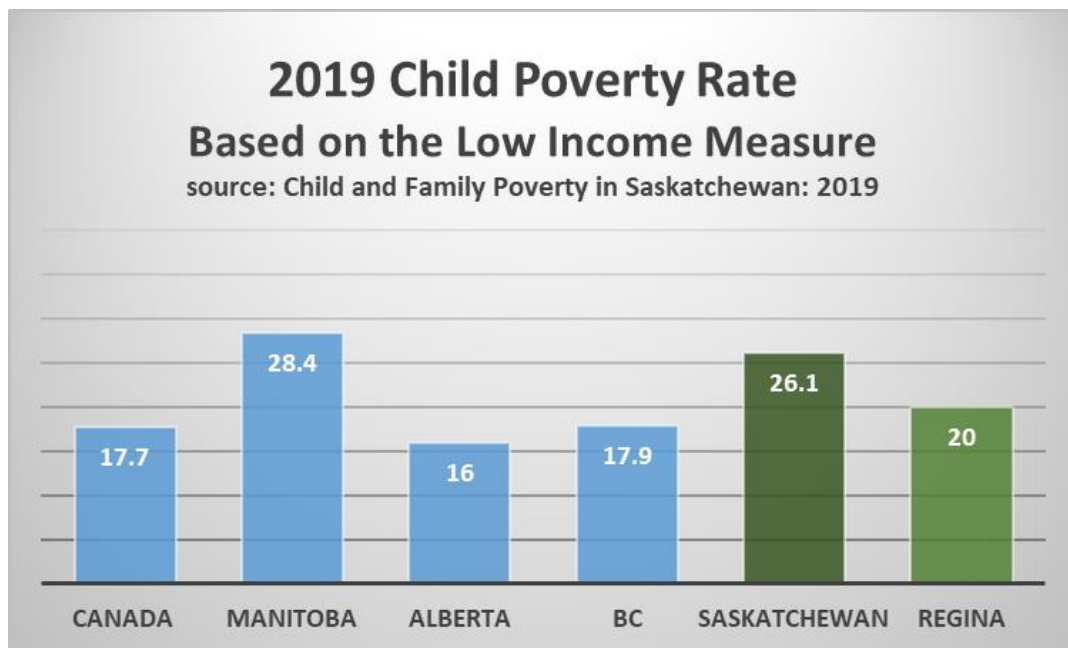
1. the Market Basket Measure (MBM),
2. the Low Income Cut-Off (LICO), and
3. the Low Income Measure (LIM) (Saskatchewan Ministry of Education, n.d.).

If using the federal government's Low Income Measure (LIM) the statistics place 26.1% of all children in Saskatchewan in poverty. Using this same Low Income Measure, in the city of Regina, 20% of all children live in poverty. (Sanchez, 2019)

Other sources measure poverty via the MBM - an income level below which a household does not have enough money to buy a specific basket of goods and services that allows it to meet its basic needs and achieve a modest standard of living. Using the MBM, approximately 12.6% of all children in Saskatchewan live in Poverty (Gingrich, 2019).

In 2019, given the population of children in Saskatchewan was 244,476, these measures tell us that between 30,803 (12.6%) and 48,895 (20%) children in Saskatchewan are living in poverty. (Canadian Child Welfare Portal, 2019)

And, what about children in our Regina Public Schools? If approximately 20% of all children in Regina live in poverty, and we have approximately 24,000 students enrolled in our schools, that means approximately 4,800 Regina Public School students are living in poverty. In my opinion, 4,800 children in our schools living in poverty is 4,800 too many.



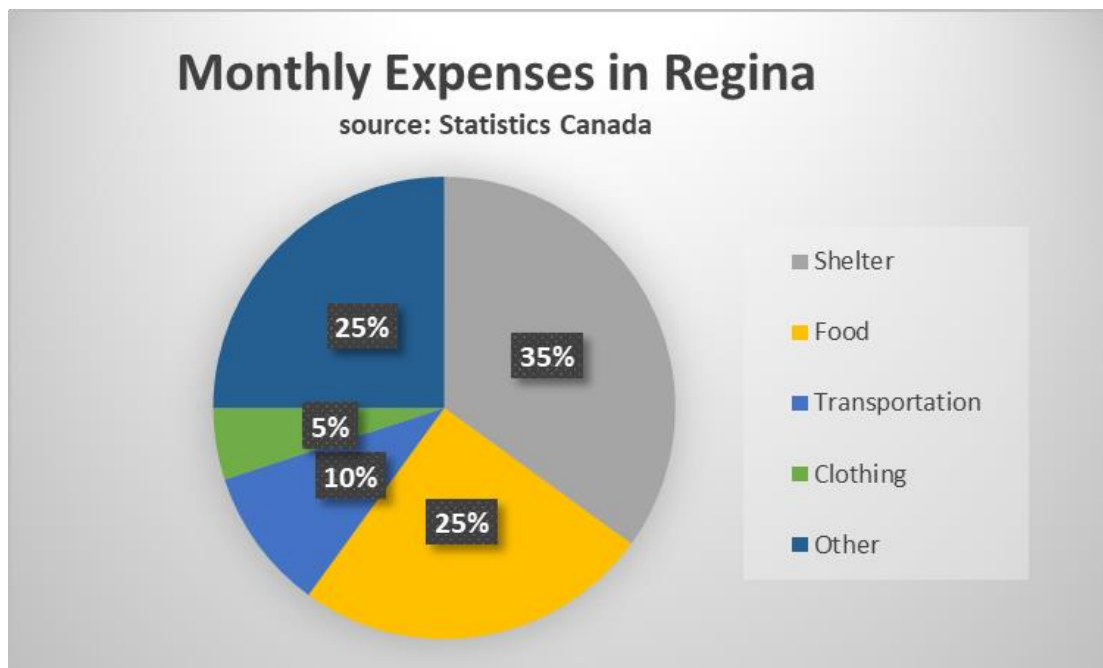
CONSULTATION

This past Fall 2021, I spoke with several Regina Public School Principals whose students experience widespread poverty. On September 23, 2021 in a Zoom discussion, I was told that “poverty affects everything that happens in our building”, and “schools are often safe-havens for families, where basic needs like nutrition, health-care, and basic physical needs” must be acknowledged and met before teaching and learning can take place (Poverty discussion with Regina Public School Principals, September 23, 2021). Unfortunately, poverty is a central driver of attendance issues and if a student isn’t consistently attending school, many of the desperately needed academic and social supports available aren’t being used.

And, as we know, attendance hinges on access to transportation - something many of our families in poverty do not have. Accessible transportation is not the only challenge for our students in poverty, since their families face a mountain of crippling expenses. The high cost of rent, high monthly utility bills (power, heat, water, internet, phone), high (skyrocketing!) cost of groceries, childcare, transportation and clothing all add financial pressure.

According to Statistics Canada, in the city of Regina, Shelter makes up approximately 35% of our expenses, Food 25%, Transportation 10%, Clothing 5% and Other 25% (Gingrich, 2020).

If we could reduce monthly expenses and increase financial assistance to those living in poverty, we would help thousands of children in our Regina schools.



SCHOOL BOARD AND MUNICIPAL INITIATIVES

More than one of the principals' schools has a free "supply store" where students can come get shoes, clothes, backpacks and school supplies, but unfortunately this operation uses a large portion of the school's yearly budget. The principals said their staff are regularly helping students with eye appointments, hearing appointments, getting health cards, identification cards, driving students to medical appointments, and so on. They often spend time writing grants to access as much financial support as possible, which isn't easy when there is no centralized, accessible service that provides all the things these children need (Poverty discussion with Regina Public School Principals, September 23, 2021).

Fortunately, our school division has access to, and provides funding for food programs in 24 of our schools. We receive funding from the provincial government's Child Nutrition Program, Breakfast for Learning, REACH, MOSAIC, Breakfast Clubs of Canada and PC Charity (and often others should the individual schools – usually in-school administrators or parents – apply). Unfortunately, there are still many schools that do not have access to nutrition funding and do not provide snacks and lunches to students. Because of this, there are still many students who struggle with food insecurity in our schools.

When students experience racism and/or discrimination, have food insecurity or unstable housing because of poverty, they often also struggle at school. Knowing this, if we are to take our responsibility for reconciliation seriously we must also take poverty seriously. Poverty rates for First Nations peoples in Saskatchewan are significantly higher than for all other citizens. According to the 2016 Census of Canada data, 45% of First Nations people in Regina are living in poverty. Compare that (45%) to all non-Indigenous people living in poverty in Regina (10%) it is clear that First Nations people are disproportionately living in poverty in our city (Gingrich, 2020). These same people also experience denial of hospital and/or medical services and live with systemic racism every day.

Notably, racism and discrimination is one of the major issues raised in the City of Regina's Community Safety and Well-being (CSWB) plan which was approved by Regina City Council on November 25, 2021. In this plan, the city outlines six priorities to create a healthier and more sustainable quality of life for Regina citizens, including the most vulnerable. These priorities include:

- Domestic Violence and Intimate Partner Violence
- Food Insecurity
- Problematic Substance Use
- Racism and Discrimination
- Safety
- Service System

Implementing the CSWB Plan would greatly benefit Regina Public School students who live in poverty by ensuring they are able to meet their needs for education, health care, food, housing, income and social and cultural expression, and create a city where everyone has the opportunity to grow, learn, work, play, connect, love and be loved (City of Regina and Canadian Municipal Network on Crime

Prevention, 2021). When these basic needs are met, and poverty is reduced, we *will* see increases in learning outcomes and graduation rates for thousands of our students!

Research shows that those with less than a high school education stay unemployed longer than those who graduated high school (Saskatchewan Ministry of Education, Advisory Group on Poverty Reduction). We also know that students who do not complete Grade 12 have fewer work opportunities, less income, and ultimately poorer health (Provincial Auditor of Saskatchewan, 2021). Reducing poverty in our community is paramount to increasing high school graduation rates in our schools.

The human and financial cost of poverty is great. Knowing that so many of our Regina Public School students live in poverty should push all levels of policy-makers into action to find solutions immediately. As said in the CSWB plan's exploration of Awasiw: A Story of Courage and Resilience: it takes a courageous heart to "bring out into the open the hidden issues of our community" (City of Regina and Canadian Municipal Network on Crime Prevention, 2021).



City of Regina Community Safety and Well-Being Plan Priorities

STUDENT VOICES

Below are several statements from the 2017 report *“Shhh Listen! We have something to say!”* by the Saskatchewan Advocate for Children and Youth.

I believe that listening to children in our schools, city and province, will give leaders clear guidance for what these children need. Together, let’s be school board, municipal and provincial leaders who show our children we really care.

“Youth need to know that someone loves them. They need to know someone cares about them and that they can talk to someone. Meaningful friendships and relationships really matter”

“Sometimes we come to school and haven’t had enough to eat. We need more food, snacks and juice.”

“We need more activities. Places to hang out with our friends such as youth centres, parks or skate parks. Family fun nights, youth conferences and camps. We need more celebrations!”

“If you want to help youth, you have to help the older people. Because there is still so much going on from residential school. We have lost most of our language, culture, and identity. Our community is fractured”

“The leaders need to provide safe places for the kids to do recreational activities, come together and talk and be kids”

“We need to stop bullying and substance misuse, and increase support and physical safety”

“Improving meaningful activities for youth improves mental health”.

RECOMMENDATIONS

Provincial Government of Saskatchewan	1. Reinstate a yearly “back to school” amount of \$100/child for school supplies to all people on Saskatchewan Income Support (SIS) with school-aged children (18 and under).
	2. Increase funding for school nutrition programs so more children receive more meals, snacks and drinks at school.
	3. Raise SIS rates by \$300 a month as a step toward raising it above the poverty line.
	4. Provide free wifi to all people who live in poverty and acknowledge that internet access is a basic human right.
	5. Provide Social Assistance (SIS) recipients with full coverage of basic utilities.
	6. Increase City of Regina funding for public transportation, so all children and youth can access the bus for free.
	7. Raise the minimum wage to \$15/hour or more so Saskatchewan offers a liveable income for all.
	8. Increase affordable, safe, community housing in Regina.
The City of Regina	1. Provide free public transportation for all children up to age 18.
	2. Centralize poverty support through a city-wide service system for poverty reduction and food security.
	3. Increase free recreation and leisure programs, spaces, community events and activities across Regina.
	4. Develop stable, consistent, subsidized grocery stores in the “food deserts” of North Central and Heritage Neighbourhoods.
The Saskatchewan School Boards Association	1. Prioritize poverty reduction advocacy in Saskatchewan schools.
	2. Bring awareness to the impacts poverty has on Saskatchewan students.

Regina Public School Board	1. Prioritize poverty reduction advocacy in conversations with provincial government leaders.
	2. Bring awareness to our community of the gravity of poverty in Regina Public Schools and how it is affecting students.
	3. Divert additional resources and support to schools in our division with high poverty rates to ensure they have a more level playing field for achieving success.
	4. Advocate for additional nutrition funding and support in more of our Regina Public Schools.
	5. Keep the children and families who live in poverty at the forefront of decision-making.
	6. Review School Nutrition Program locations and programs. Ensure the schools in our division with the most children in poverty are receiving a School Nutrition Coordinator, kitchen access and any provincial funding for food support.
	7. Provide resources and time to build relationships with families. Improve communication between schools and marginalized families (non-white, non-privileged) in our schools. Create casual, comfortable, ongoing opportunities for engagement with those families/students.
	8. Encourage relationship-building activities for students in need to encourage meaningful student-student relationships.
	9. Offer free food to families and students whenever possible.
	10. Listen carefully to the needs of those in poverty. Take action based on their recommendations.
	11. Provide professional development for school staff to assist them in working effectively with students in poverty and addressing the impact of associated trauma and chronic stress.
	12. Minimize bullying and discrimination against children in poverty.

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Good afternoon,

My name is Rob Proctor and I am the Area Vice President for First Transit Canada. We are currently the contractor for the Operations and Maintenance of the paratransit service for the City of Regina. We have been a proud partner of the City of Regina for more than 20 years and value this long-standing relationship. It has long been one of our strongest contractual partnerships.

We operate the service out of a local facility located at 140 4 Avenue East, Regina. There are currently 33 and soon to be 35 buses dedicated to this service and we are responsible for the licensing and insurance for all of those vehicles. For the paratransit service we employ approximately 60 total staff members that operate the vehicles, supervise the operators, provide maintenance services as well as cleaning the fleet. Our operations staff are unionized and are represented under a collective agreement with ATU Local 588.

We have reviewed the Master Plan that is being discussed on today's agenda. We were excited to read about all of the initiatives being considered in the plan, many of which will transform public transit in the City. I am here today, to confirm our support of the Master Plan, and let the City of Regina know that we are excited to stand with the city and support the initiatives that are included.

Many of these strategies will go a long way in driving the initiatives for long term success of the Master Plan, and an enhanced service delivery model. We look forward to the continuation and strengthening of our partnership, are excited about the Master Plan and will assist the City to ensure any future endeavors are successful.

Thank you for the opportunity to be here today.

I would like to request that Paratransit be allowed to give us rides to and from the ROC Church, 1010 south service rd., hwy 6 south. Thank you.

Blaine Dodds

The revenue lost if council approves free transit for children aged 12 and under would be approximately \$2,000 per year. That number jumps to \$2 million per year if the age is extended to 18, according to administration.

- Leader Post – Thursday, April 28, 2022

Dear Mayor & Council,

This portrayal of the transit system in the Leader Post and the results of moving to a free transit system for children 18 years and younger is somewhat misleading and has been used by many people as a reason or rationale to not change.

Let's work through a scenario to explain this. We have a 13-year-old child that is riding the public transit system. Currently, 37% of their fare is paid for by their parents, taxpayers in the city. The other 63% is paid for by the remaining taxpayers in the city through the city budget that is approved every year. So parents and taxpayers cover the entire fare.

Under the proposed new funding proposal, we will have the 13-year-old's fare paid for entirely by the taxpayers of this city. So, in one case, the fare is paid for by a taxpaying parent and the rest of the taxpayers. The second option is the fare is paid for by all taxpayers. There is no lost revenue. It simply shows up on a different line. And taxpayers are paying for the entire fare, whether individually or collectively either way.

This type of red herring or distraction was also used when it was earlier proposed that those on social assistance should get a reduced rate transit pass. They said at the time that this is lost revenue. Those individuals most likely would not be riding the bus and would most likely not get any benefits of the transit system. Secondly, the costs to the taxpayer would not be going up because having one more person on a bus that holds 40 passengers that had 20 people there is negligible or near zero.

And yet, in both cases the benefits to the community are substantial. In the case of the 13-year-old, that is potentially one less automobile on the road and potentially another resident in Regina that may not purchase an automobile in their lifetime.

And if they eventually do, it is more likely to be electric. Extrapolate that to the entire youth population in Regina, that could, based on 2021 census data, take 98,260 vehicles off the road or nearly half (43.4%) of what is out there. As I stated before many will purchase electric vehicles. If only those 10-19 don't purchase a vehicle, that is 10.1% of the city's population that will take the public transit system or half of what is being proposed in the Transit Master Plan over the next 18 years.

As was stated by the student from Miller High School, many of those high school-aged children want to do something on the climate crisis. You have the potential to put them on that best path. Are they going to be disappointed again and again by adults when you only go halfway?

Respectfully submitted,

Jim Elliott



Regina Transit Master Plan

Date	May 4, 2022
To	Mayor Masters and City Councillors
From	Executive Committee
Service Area	Transit & Fleet
Item #	CR22-53

RECOMMENDATION

That City Council:

1. Approve the Regina Transit Master Plan (RTMP) contained in Appendix A - Regina Transit Master Plan Final Report.
2. Direct Administration to provide an annual report on the implementation of the Regina Transit Master Plan to Executive Committee.

HISTORY

At the April 27, 2022 meeting of Executive Committee, the Committee considered the attached EX22-50 report from the Citizen Services Division.

Thomas Pacy, Sean Rathwell, and Brandy MacInnis, Dillon Consulting, Moose Jaw, SK addressed the Committee and made a PowerPoint presentation, a copy of which is on file in the Office of the City Clerk.

The following addressed the Committee:

- Jim Elliott, Regina, SK;
- Victoria Gabel, Harvard Developments, Regina, SK;

- Jamie Mckenzie, Regina, SK;
- Judith Veresuk, Regina, SK;
- Ross Zimmerman, Emerald Park, SK;
- Carla Harris, Regina, SK; and
- Sophia Young, Regina, SK.

The Committee adopted a resolution to concur in the recommendation contained in the report.

Recommendation #3 in the attached report does not require City Council approval.

Respectfully submitted,

EXECUTIVE COMMITTEE



Amber Ackerman, Interim City Clerk 4/28/2022

ATTACHMENTS

EX22-50 - Regina Transit Master Plan

Appendix A - Regina Transit Master Plan Final Report

Appendix B - Supplement 1 - Engagement Report

Appendix C - Supplement 2 - Policy Framework

Appendix D - Supplement 3 - Peer Review Report

Appendix E - Supplement 4 - Paratransit and Demand Responsive Recommendations

Appendix F - Supplement 5 - Brand Recommendations

Appendix G - Supplement 6 - Organizational Review

Appendix H - Supplement 7 - Bus Alternative Technology Assessment



Regina Transit Master Plan

Date	April 27, 2022
To	Executive Committee
From	Citizen Services
Service Area	Transit & Fleet
Item No.	EX22-50

RECOMMENDATION

The Executive Committee recommends that City Council:

1. Approve the Regina Transit Master Plan (RTMP) contained in Appendix A - Regina Transit Master Plan Final Report.
2. Direct Administration to provide an annual report on the implementation of the Regina Transit Master Plan to Executive Committee.
3. Approve these recommendations at its meeting on May 4, 2022.

ISSUE

City Council directed Administration to develop the Regina Transit Master Plan on July 29, 2020 (CR20-70). This is the first Transit Master Plan that the City of Regina has had. This report introduces the 25-year Regina Transit Master Plan (RTMP) for Council's approval based on the founding principals of accessibility, sustainability, and age friendliness.

IMPACTS

Accessibility Impact

Accessibility is one of the founding principles of the RTMP, with the goal of ensuring public

transportation is easy to use for all citizens and visitors to the City of Regina (City). Increasing accessibility includes taking affirmative action to improve the eligibility and reassessment process for paratransit customers. Implementation of an integrated trip model will see some paratransit customers able to use conventional transit, within their abilities, providing access to high frequency direct routes with accessible stops, while reducing ride time. Building on the success of the On Demand service, a unified Demand Responsive service will be provided allowing for the sharing of resources to operate both services and increased efficiency within Transit for paratransit and conventional riders.

Almost all transit riders use path and sidewalk networks to access bus stops at both ends of their trip. The connectivity and quality of these networks is important to the success of any transit service, as passengers are more likely to walk or wheel to bus stops when it is safe and comfortable to do so. In both existing and new neighborhoods, path connectivity and quality will be a priority in all stages of planning and development.

The RTMP is also recommending increased frequency on all routes and increased hours of operation so Regina residents and visitors can rely on public transit as their primary means of transportation.

Financial Impact

The RTMP identifies recommendations which involve financial implications spanning 25 years. However, approval of the RTMP does not constitute approval of future costs. Wherever possible, the goals of the RTMP will be met through the reallocation of existing budget and resources. When additional budget or resources are required, separate budget requests would be brought to City Council for consideration as part of the overall budget process. Appendix A – Regina Transit Master Plan Final Report - Table 13, p.49, outlines possible budget requirements for the short, mid and long term, if actions within the Plan are initiated. These numbers will vary depending on the finances of the City and available funding from other sources.

Policy/Strategic Impact

The RTMP will help guide change and growth for Regina Transit over the next 25 years. To do so effectively, a policy framework that clearly outlines where the organization wants to go and how to get there is required. A new policy framework has been developed with defined components including the role, vision, mission, goals and service guidelines. Based on the RTMP policy framework, community engagement, system analysis, existing contexts, recommended role, and the updated vision and mission statements, the following three strategic priorities are recommended for Regina Transit: 1. Customer Experience 2. Equity 3. Sustainability.

The RTMP was also developed to align with other transformative City documents starting with the Official Community Plan (OCP). The RTMP aligns with the OCP transportation goals specifically;

Goal 1 - Providing Sustainable Transportation Choices and Goal 2 - Elevating the Role of Public Transit. Having an accessible, easy to use transit system will ensure Regina is competitive with other larger cities who may have more robust transportation systems. Creating better, more active ways to get around will help achieve our growth plans of 300,000 residents. The key goal from the OCP is to enhance transit service in existing neighbourhoods to support continued residential and employment growth. The RTMP has several actions to enhance transit service by increasing frequency, expanding hours, and use new innovative service types like on-demand service.

The City's Transportation Master Plan (TMP) provides direction on all transportation modes in the City, including Transit. The TMP Direction 3 is to Elevate the Role of Transit and outlines the broad foundations to achieve that goal. Specifically, the TMP aims to make transit reliable and easy to use. New users should find the experience of using transit accessible which is a key foundation of the plan. The RTMP aims to meet that goal by focusing on service frequency and customer facing technology.

In addition, the RTMP was developed to achieve alignment with the goals and objectives of other plans including the Winter City Strategy, neighbourhood plans including the downtown and warehouse districts, and Age-Friendly Regina. The Age-Friendly Regina project objectives tie closely with Transit to ensure services are accessible to all. This includes frequent bus service, expanding evening and weekend service, paratransit resources for those with low mobility, available accessible seating in conventional buses, and affordable fare options.

City Council set a community goal for the City to achieve net zero emissions and to source net zero renewable energy by 2050. The approval of the Energy & Sustainability Framework (ESF) by Council is a roadmap to meet that goal. The recommended actions in the RTMP align with the ESF and support the following key areas of the ESF, known as the "seven Big Moves" for action that are necessary to achieve Regina's energy and greenhouse gas emissions reductions goals:

- Big Move Five – Low Emissions Vehicles, Action 5.4 – Electrify transit: One Hundred per cent of new City transit buses are electric.
- Big Move Six – Increase Active Transportation and Transit Use, Action 6.1 – Expand transit services: Offer expanded services to encourage a 25% transit mode share by 2025.

The RTMP is a 25-year document. Future demand trends, changes in technology and shifts in the diversity of our community will require that the plan be reviewed every five years and revisions to this document will be made as necessary.

Environmental Impact

The RTMP is timely as Council looks to advance sustainability in Regina. The ESF team worked closely with the RTMP team to ensure alignment in the two plans. Making transit attractive by

increasing frequency and increasing the ease of access will make it a viable, more sustainable transportation option. The private automobile landscape is changing as more battery electric vehicles are available to purchase but in today's market, electric vehicles remain a costly upfront option for the consumer. Gas and diesel prices for traditional vehicles continue to increase. Having a reliable, convenient transit system will help residents not only with their transportation needs but assist in lowering transportation costs overall while moving the goals from the ESF forward.

The recommendations from the RTMP contribute to the reduction of energy use and greenhouse gas emissions in various ways, including:

- Encouraging transit use and creating a path towards an inclusive and less vehicle-reliant community.
- Maintaining low congestion levels as the population increases.
- Promoting the use of viable alternatives to fossil-fueled vehicles through the adoption of electric City transit buses, which are more energy efficient and reduce emissions.
- Complementing urban intensification and mixed-use developments while decreasing emissions.

OTHER OPTIONS

City Council does have the option of not approving the RTMP in its current form. This option is not recommended as it will delay immediate projects planned for transit, including mobile ticketing, securing a full time on-demand provider, future route changes, and the change to battery electric technology.

COMMUNICATIONS

If the RTMP is approved, future Transit service changes would be communicated as needed on a project-by-project basis, with additional public engagement where appropriate.

DISCUSSION

Currently, the City does not have a Transit Master Plan. The Transportation Master Plan (TMP) (2017) provides guidance for the City's transportation network as a whole and articulates high-level goals and objectives for transit service in Regina. Regina Transit has made changes to advance the goals of the TMP, by adding service to new areas, investing in larger articulating buses, investing in accessibility improvements and piloting new on-demand technology. Transit has seen ridership increase steadily in Regina as it adapted with the changing environment to meet current demand.

The RTMP is a 25-year transformative and innovative document that elevates the role of transit in

the City. It prepares the City for a future that will help prioritize investments in transit and paratransit. A Transit Master Plan will ensure that transit activities are aligned and contain specific action plans and investments to make transit a transportation mode of choice for residents in Regina. The plan is designed around the founding principals of accessibility, sustainability and age-friendliness.

The City used a consultant to help complete the RTMP. Dillon Consulting Ltd. (Dillon) was selected through a Request for Proposals (RFP) process. Dillon is a well-respected consultant in the transit industry having completed similar work in Windsor, London, Strathcona County and Brampton. Dillon has also completed transportation master plans in cities like Winnipeg and Guelph. The report completed by Dillon is contained in Appendix A – Regina Transit Master Plan Final Report.

Large plans such as this should be reflective of the community. The RTMP had two periods of community engagement In February and September of 2021. The response rate and involvement from the community exceeded expectations during both rounds. The details, methodology, and tactics can be found in Appendix B – Supplement 1 - Engagement Report.

An important part of the RTMP was defining the role of Transit in Regina in the policy framework which can be found in Appendix A - Regina Transit Master Plan Final Report - p.13. The role, vision and mission describe how transit will integrate with the community to aid the work already done in the OCP and TMP focusing on the strategic priorities of customer experience, equity and sustainability. These priorities align with the goals and objectives laid out in the RTMP.

The City has identified sustainability and environmental protection in the OCP, the TMP, and the ESF as key principles for how the City should grow and develop moving forward. Public transit plays an important role in reducing greenhouse gas emissions by providing alternative mobility options that reduce reliance on single occupancy vehicles. In addition, alternative energy for transit vehicles will contribute to overall sustainability.

Contained in Appendix H is the Bus Alternative Technology Assessment, which is an analysis for alternative fuel technology in the bus fleet. This information was evaluated as part of the ESF project that was recently approved by Council. In alignment with the recommended approach of the ESF, the plan recommends that transit proceed with the replacement of conventional fleet with battery electric buses (BEBs). As the City will need to ready the Transit garage to support BEBs, the replacement process would start in 2024 with all bus purchases going forward. This process is the most efficient way to convert the bus fleet, as it maximizes the life span of the current fleet. Based on this replacement schedule, the City would have an entire alternative energy bus fleet by 2039. The replacement timeline is outlined in Appendix A - Figure 17, p. 36.

The ESF recommended that Transit also focuses on increasing Transit service hours to encourage increased ridership, which could result in a reduction of private vehicles on the road. The proposed

service hour increases in the RTMP are shown in Appendix A – Regina Transit Master Plan Final Report, Figure 15, p. 31.

Updating the route network, service standards, amenities, and other aspects of the customer experience encourages a modal shift towards public transit. The RTMP provides a roadmap to strategically guide both short-, mid- and long-term changes that will continuously improve the level of service and therefore attractiveness of utilizing public transit in Regina.

The recommended actions in the RTMP are grouped into five categories with 45 recommended actions. These actions can be found in Appendix A – Regina Transit Master Plan Final Report, p. 23-42. These actions reflect the foundational pillars at the outset of the plan of accessibility, sustainability and age-friendliness. The recommendations are transformative in the way we see mass transportation in Regina today and are focused in meeting the goals laid out in the ESF to have a 25% transit mode share by 2025. Using a combination of community feedback, city wide travel data, and innovative solutions from other municipalities, actions were developed to start that transformation. The actions position Regina to help meet growth in the City as the plan is laid out in short-, mid-, and long-term recommendations.

Some highlights of the plan include:

- 1) Transit Routes and Services** - The proposed system design was based on feedback from the community that service needed to be frequent, short, reliable, and connecting Regina. The suggested route changes consider these factors with the recommended actions:
 - a. Increase frequency on all routes.
 - b. Expand hours of operations on Sundays and holidays.
 - c. Expand routes running on weekends
 - d. Ensure routes are direct to key destinations for short trips.
 - e. Expand and enhance the use of On-Demand transit for lower ridership areas in the periphery of the City.
- 2) Long-Term Network** – As the RTMP is a 25-year plan, there are considerations for Transit in the mid to long term to continue to enhance and encourage the use of Transit. These include:
 - a. Implementing transit priority to build main routes into a future bus rapid transit system (BRT).
 - b. Explore partnerships with neighbouring municipalities for regional connections.
- 3) Paratransit** – Paratransit service is essential for those who may not be able to take conventional bus service. Some of the recommendations include:
 - a. Taking steps to provide an integrated trip model by using other transit services such as conventional, on-demand and taxis to complete trips where appropriate.

- b. Expanding the already successful customer travel training program will allow more Paratransit clients to learn to how to use other transit services.

4) Customer Experiences – Customer experience is pivotal for retaining customers long term by making trips enjoyable. Some recommendations include:

- a. Switching the fleet to battery electric buses beginning in 2024. This is not only a sustainable goal, but electric buses are much quieter lending to a pleasant commute for both passengers and neighbourhood residents.
- b. Transit hubs should be established in communities to help connect all service types like conventional transit, paratransit and on demand services. These could also act as potential regional connectors or a park and ride option.

5) Fares and Trip Planning – Developing different fare and trip planning options can improve the rider experience and help with first impressions for new transit users.

- a. Implementing a new mobile fare payment system will allow customers to pay by using their phone, credit or debit card. Installing self serve ticket systems at popular bus stops is also a priority. Investigate an integrated app that allows for payment, trip planning and on demand services in one app to provide a seamless transit experience.
- b. Removing fares for children up to and including 12 years old will help encourage new riders but will also make transit attractive to families travelling together.

The recommended actions are of benefit for all residents. These changes will not only provide an excellent, affordable mass transportation system, but will help lessen congestion on roadways, reduce emissions into the environment, and promote active transportation within our community. These recommended actions will increase annual ridership from four million trips today to over 25 million during the life of the plan. They support the ESF goals and targets of greenhouse gas reductions and increase transit mode share in the city.

Next Steps

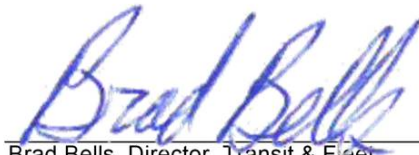
If the RTMP is approved, Administration will start work on initiatives in 2022 that do not need budget, including adjustments to routes or adjustments to youth fares. Larger projects that require capital or operating funding would be discussed, as part of the overall future City budget discussions. In Appendix A – Regina Transit Master Plan Final Report - Table 8, p.44, shows activities that would be considered in the short-, mid-, or long-term. Costs are also entered here where possible. Exact timing and costs would be dependent on the current economic environment and City finances available to support the initiatives. Any changes to the transit route system would include engagement with communities before any route changes are recommended to Council.

DECISION HISTORY

On July 29, 2020, City Council approved the creation of the Regina Transit Master Plan (RTMP), with an approved operating budget totaling \$440,000 (CR20-70).

Respectfully submitted,

Respectfully submitted,



Brad Bells, Director, Transit & Fleet

3/15/2022



Kim Onra, Executive Director, Citizen Services

4/11/2022

Prepared by: Nathan Luhning, Manager, Administration

ATTACHMENTS

- Appendix A - Regina Transit Master Plan Final Report
- Appendix B - Supplement 1 - Engagement Report
- Appendix C - Supplement 2 - Policy Framework
- Appendix D - Supplement 3 - Peer Review Report
- Appendix E - Supplement 4 - Paratransit and Demand Responsive Recommendations
- Appendix F - Supplement 5 - Brand Recommendations
- Appendix G - Supplement 6 - Organizational Review
- Appendix H - Supplement 7 - Bus Alternative Technology Assessment



Regina Transit Master Plan

April 2022

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Definitions

BRT

Bus Rapid Transit – a bus system that is designed to have better reliability and capacity by using dedicated bus lanes, high frequency and transit priority measures at intersections

Bus Bay

A space for a bus to pull out of the kerbside lane and stop without impacting other traffic

Conventional (Transit)

Transit services that follow a fixed route at times specified in a timetable

CUTA

Canadian Urban Transit Association

Demand Responsive (Transit)

Transit services, including Paratransit, which operate only when requested, and are not restricted to any pre-defined routing

Livery

The special design and color scheme used to create a consistent visual identity on vehicles

On Demand (Transit)

Transit services, excluding Paratransit, which operate only when requested, and are not restricted to any pre-defined routing

Paratransit

Transit services that operate on request and provide door-to-door service for eligible riders, who may not be able to use other transit services

Service Hour

An hour that a transit vehicle is operating and available to passengers

Travel Training

An education program to familiarize potential riders with transit, including how to take services relevant to them

Introduction

As of 2019, the annual ridership of Regina Transit, including Paratransit, is 7,574,573 boardings.

Purpose

The Regina Transit Master Plan (Plan) has been developed to implement and expand upon the strategic direction for transportation set out in the Regina Transportation Master Plan (2017). It identifies the actions to be undertaken by Regina Transit over the next 25 years to improve transit and expand mobility options for residents, employees and visitors in Regina. The Plan will be transformative for Regina making Transit a transportation mode of choice to help support an accessible and sustainable community.

Background

Regina Transit provides public transportation services to the City of Regina, the capital city of Saskatchewan, which houses 238,132 residents. Transit services have been in operation in the City since 1911 when a streetcar network was established. Streetcar service was replaced with buses in the 1950s, driven partially by the “bus barn” fire of 1949 which destroyed a number of vehicles and resulted in significant replacement of the fleet. Traditional buses have been the preferred vehicle of choice for the system since then and provide all of Regina’s services. The current fleet is made up of 121 conventional vehicles operating across 21 bus routes.

Paratransit service began in 1949, when the Saskatchewan Council for Crippled Children and Adults (SCCCA) provided medical and emergency transportation services for persons with disabilities in Regina with funding from charitable organizations like the March of Dimes. As this type of service was limited, organizations like The Saskatchewan Voice of the Handicapped lobbied municipal and provincial governments for a publicly funded transportation system for individuals with disabilities. Regina City Council approved a municipal/provincial cost sharing arrangement and the SCCCA started a full public paratransit service on July 1, 1975. The SCCCA, which later became the Saskatchewan Abilities Council, operated paratransit until 1991. After that, the City took over the administration, scheduling and dispatching aspects of the service, but the operation and maintenance of the 35 vehicles remained contracted.

Section A

Why a New Transit Master Plan?

The Need for a Transit Plan

The City of Regina does not currently have a Transit Master Plan in place. The Transportation Master Plan (2017) provides guidance for the City's transportation network as a whole and articulates high-level goals and objectives for transit service in Regina. A Transit Master Plan will ensure that transit activities are aligned, and contain specific action plans and investments to make transit a transportation mode of choice for residents in Regina.

The City of Regina has identified sustainability and environmental protection in the Official Community Plan (2013), the Transportation Master Plan (2017), and the proposed Energy and Sustainability Framework, as key principles for how the City should grow and develop moving forward. Public transit plays an important role in reducing greenhouse gas emissions by providing alternative mobility options that reduce reliance on single occupancy vehicles. In addition, alternative energy for transit vehicles will contribute to overall sustainability. Updating the route network, service standards, facilities, and other aspects of the customer experience can encourage a modal shift towards public transit. The Transit Master Plan can provide a roadmap to strategically guide both short and long term changes that will continuously improve the level of service and therefore attractiveness of utilizing public transit in Regina.

Existing Transit Situation

The current network provides coverage across the City of Regina and is largely centred on downtown, with 15 out of 21 fixed routes passing 11th Avenue. The network provides some level of access to the majority of the City, however, trips between non-downtown locations may require additional travel time and transfers to account for routing through downtown.

Paratransit provides door-to-door service to eligible riders within City limits, using a fleet of 35 vehicles. A booking system is used to plan and schedule trips, facilitating a service that is tailored to the needs of its riders.

Table 1 provides a summary of the operating characteristics of each route. Many routes operate at low frequencies. This means Regina residents cannot fully rely on public transit as their primary means of transportation and may be discouraged from using the service if they have alternative options.

Route productivity is a way of measuring a transit network's performance and shows the average number of passengers per hour on the service. This can provide a sense of whether a route is being well-utilized or not, meaning that there is an appropriate balance of passengers per hour: not too few and not too many. Route productivity in Regina varies across routes, which is represented in **Table 2**. Several routes are underutilized, meaning fewer than 25 passengers use the route per service hour. Route 18 between the University of Regina and Harbour Landing is the only route that is currently over-utilized, meaning there may be more passengers per hour than is desirable and service should be increased. This may be indicative of the high demand presented by post-secondary students travelling to and from the University of Regina.

Route	Weekday Service	Weekday Headway		Saturday Service	Saturday Headway		Sunday/ Holiday	
		Peak	Off-Peak		Peak	Off-Peak	Service	All Day
1 Dieppe - Broad North	5:30-24:30	15	30/60	6:30-24:00	30	30/60	8:00-18:00	60
2 Argyle Park - Wood Meadows	6:00-24:30	15	30/60	6:30-24:00	30	30/60	8:00-18:00	60
3 University - Sherwood Estates	5:30-24:30	15	30/60	6:30-24:00	30	30/60	8:00-18:00	60
4 Hillsdale - Walsh Acres	5:30-24:30	30	30/60	6:30-24:00	30	30/60	8:00-18:00	60
5 Uplands - Downtown	6:00-18:00	30	60	7:00-18:00	60		N/A	N/A
6 Westhill - Ross Industrial	6:00-9:00	30	N/A	N/A	N/A		N/A	N/A
	15:00-18:00	30						
7 Glencairn - Whitmore Park	5:30-24:30	15/30	30/60	6:00-24:00	30	30/60	8:00-18:30	60
8 Normandy Heights - Eastview	5:30-21:00	30	30/60	6:30-21:00	30	30/60	8:00-18:00	60
9 Parkridge - Albert Park	6:00-24:00	15/30	30/60	6:00-24:00	30	30/60	8:00-18:00	60
10 Normanview - RCMP	6:00-18:30	30	30	6:30-18:30	30	30/60	8:00-18:00	60
12 Varsity Park - Mount Royal	6:00-24:00	30	30/60	6:30-24:00	30	30/60	8:00-18:00	60
15 Heritage	8:00-18:00	45	45	8:30-18:00	45		N/A	N/A
16 Lakeridge – Hawkstone	6:00-9:00	30	N/A	N/A	N/A		N/A	N/A
	15:00-18:00	30						
17 Maple Ridge	6:00-9:00	30	30	N/A	N/A		N/A	N/A
	15:00-18:00	30						
18 University - Harbour Landing	6:00-22:00	15	30/60	6:00-18:30	30		N/A	N/A
21 University - Glencairn	7:00-22:00	30	30	N/A	N/A		N/A	N/A
22 University - Arcola East	6:30-22:30	30	60	N/A	N/A		N/A	N/A
30 University - Rochdale Express	6:30-17:30	30	30	N/A	N/A		N/A	N/A
40 Albert Street Express	6:00-21:30	30	30/60	N/A	N/A		N/A	N/A
50 Victoria Avenue Express	6:00-18:00	30	60	N/A	N/A		N/A	N/A
60 Arcola Express	6:00-9:00	30	N/A	N/A	N/A		N/A	N/A
	15:00-18:00	30						

Table 2: Route Productivity (prior to COVID)

Route	Passenger Boardings per Revenue Service Hour							
	Weekday Average	Peak AM (6:00-9:00)	Midday (9:00-15:00)	Peak PM (15:00-18:00)	Early Evening (18:00-22:00)	Late Evening (22:00-30:00)	Average Saturday	Average Sunday
1 Dieppe - Broad North	18.9	23.8	20.2	28.1	11.7	5.9	14.5	13.1
2 Argyle Park - Wood Meadows	23.8	24.0	25.9	30.5	15.9	8.6	20.2	20.6
3 University - Sherwood Estates	33.2	29.2	43.1	34.8	27.0	12.5	18.8	20.1
4 Hillsdale - Walsh Acres	24.2	20.8	28.6	27.0	23.6	11.4	17.9	25.7
5 Uplands - Downtown	16.3	21.6	12.8	16.7	N/A	N/A	9.5	N/A
6 Westhill - Ross Industrial	10.6	14.9	N/A	13.3	N/A	N/A	N/A	N/A
7 Glencairn - Whitmore Park	27.1	28.0	25.8	36.4	23.0	17.7	24.7	31.7
8 Normandy Heights - Eastview	19.5	24.5	15.7	29.3	13.4	N/A	11.2	18.1
9 Parkridge - Albert Park	25.9	22.4	25.8	31.6	23.0	13.6	22.4	28.4
10 Normanview - RCMP	15.9	17.2	19.1	19.4	10.6	N/A	8.9	10.7
12 Varsity Park - Mount Royal	15.1	20.4	13.3	21.7	8.0	3.5	9.1	10.5
15 Heritage	9.9	8.3	11.4	7.2	N/A	N/A	6.5	N/A
16 Lakeridge - Hawkstone	7.9	9.3	N/A	8.2	N/A	N/A	N/A	N/A
17 Maple Ridge	11.6	26.0	6.3	12.9	N/A	N/A	N/A	N/A
18 University - Harbour Landing	45.7	33.9	49.2	48.0	51.6	23.8	21.9	N/A
21 University - Glencairn	21.8	34.1	19.5	24.5	8.2	N/A	N/A	N/A
22 University - Arcola East	21.0	28.5	19.6	26.9	6.0	N/A	N/A	N/A
30 University - Rochdale Express	33.1	40.7	27.9	36.6	N/A	N/A	N/A	N/A
40 Albert Street Express	18.4	19.4	16.1	25.8	12.7	N/A	N/A	N/A
50 Victoria Avenue Express	13.9	11.4	9.8	20.9	N/A	N/A	N/A	N/A
60 Arcola Express	15.0	15.0	N/A	15.0	N/A	N/A	N/A	N/A

Examining Regina's demographic and transit service trends provides greater insight into the current transit situation in the City. Regina has experienced population growth of 22% over the past decade and transit boardings have risen in conjunction with it. **Figure 1** below illustrates how Regina Transit service has not kept pace with this growth. Revenue vehicle hours, which represent the amount of service being provided, has not increased significantly since 2012. This means service hours per capita have declined over time. Over the same period, operating

expenses have risen by almost 50% while revenues have increased by 40%, despite no additional service being provided to attract additional riders and their associated ticket revenue. In cases where escalating operating costs are unavoidable, higher ridership would provide higher levels of revenue and could offset these increased costs.

Regina is undergoing change and growth and the transit system must grow with it.

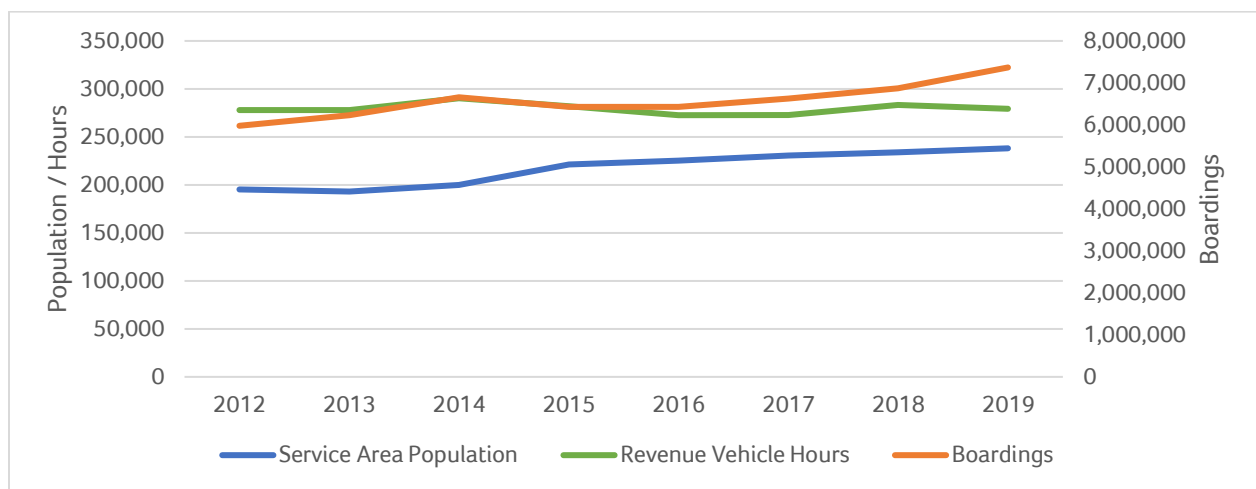


Figure 1: Regina Population Compared to Transit Hours and Boardings

Regina Transit & Paratransit Performance Assessment

To better understand the current performance of Regina Transit and identify aspects that could be improved, a peer review of similar transit systems that serve populations of 150,000 to 400,000 people was undertaken. Each city has its own unique geographic and cultural context which will inform its transit service, performance, and overall characteristics. However, it is valuable to compare standardized statistics across transit agencies to get a big-picture sense of where Regina's transit service falls among its peers. This review examined the transit agencies serving Saskatoon, Windsor, Victoria, Guelph and Winnipeg. The purpose was not to identify identical transit systems that Regina could mimic entirely. Instead, the purpose was to identify appropriate communities to compare with Regina, obtain performance data and other relevant information from those communities, and assess whether these approaches may be relevant for Regina.

In several categories, Regina was on par with its identified peers. The predominantly radial network design of the system is similar to many systems of a comparable size. Smaller and medium-sized cities typically utilize a radial network to maximize access to downtown, a major origin and destination for trips. As a city grows, the emphasis on downtown may not adequately serve the needs of residents as key destinations across the city may develop elsewhere and individuals may wish to travel between them without travelling through downtown. A U-Pass - a system by which local post-secondary students access semester-long transit passes - is in place in Regina like many other transit systems. Regina Transit was also consistent with its peers in the number of peak and total buses, labour productivity, wage rates, average rider fares, operating costs per revenue vehicle hour and passengers per capita.

Regina performed above the peer average in the operating cost per passenger, which suggests a high level of operational efficiency, and reflects a high level of value for the service provided.

There were a number of areas in which the identified peer systems exceeded Regina. Regina Transit does not offer free fares to children older than 4 years of age, which occurs in Victoria and Winnipeg, and can instill sustainable transportation habits from a younger age. Regina Transit's cash fares are the most expensive of the peer systems in all categories. Vehicle hours (the amount of service) per capita, revenue per passenger and the number of employees was lower than the peer systems. These represent aspects of Regina Transit's operations that have room for improvement, to provide the highest possible level of service for the community and will be addressed through the Plan.

Some of Regina Transit's performance highlights compared to its peers are shown in **Figure 2**.

Paratransit

Overall, the Regina Paratransit Service is a leader among peer systems. In terms of service delivery, its services start earlier, and it is the only system with no minimum notice for booking. In terms of efficiency, Regina has the highest percentage of subscription/pre-booked trips, provides more service hours per capita and per registrant, provides the most rides per revenue vehicle hour, has a higher revenue / cost ratio and has a low net operating cost per hour. Administratively, Regina's comprehensive eligibility criteria and nuanced registrant categories are a benefit compared to other systems.

The full Peer Review report can be found in **Supplement 3**.

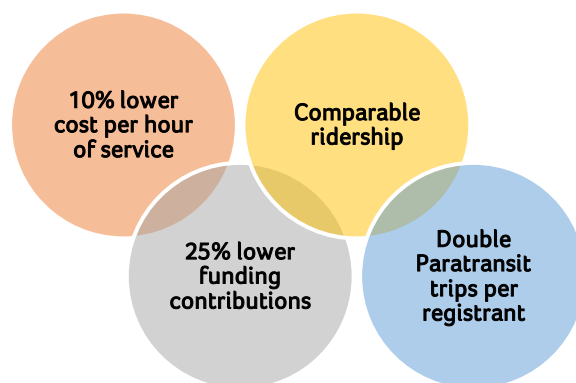


Figure 2: Regina Transit Peer Comparison Highlights

Regina Transit Market Assessment

The Regina Transit Master Plan aims to ensure that transit is meeting the needs of all individuals who live and work in the City, providing mobility options when and where they need to go.

A travel demand analysis was undertaken to illustrate where and when trips are currently taking place across Regina. This analysis included trips by any mode, reflecting overall travel demand, rather than existing transit trips.

Downtown is the most popular destination on weekday mornings, with 16% of trips ending in that zone. Morning trips originate from all areas of the City, with the highest number of trips coming from Normanview, to the northwest of downtown. Normanview is the most popular origin and destination on weekday afternoons and has the highest number of trips taking place within a single zone, highlighting its importance in the City's travel patterns. **Figure 3** illustrates how busy each zone is during weekday mornings, while **Figure 4** illustrates the same during weekday afternoons.

For reference, **Figure 5** maps each zone location by number.

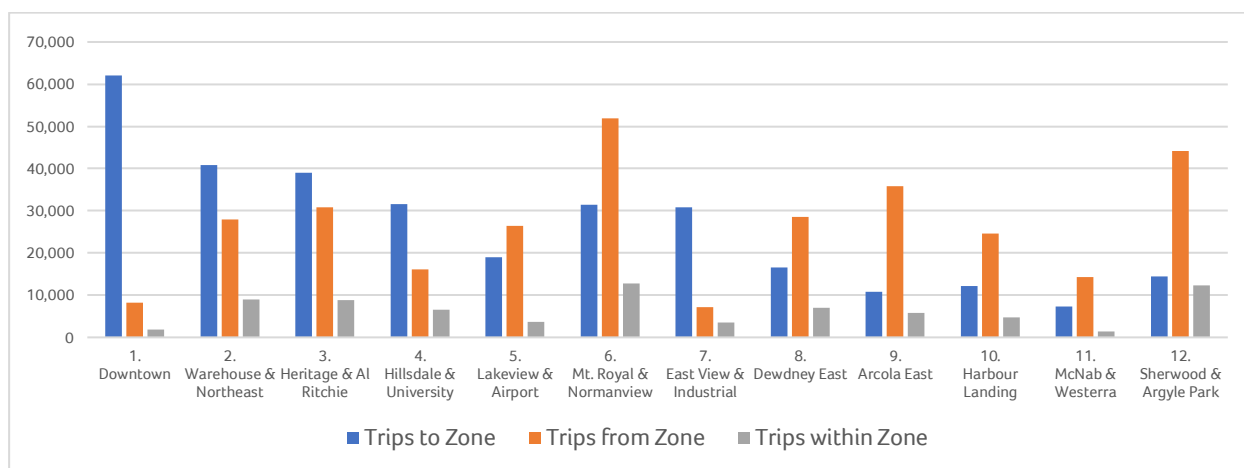


Figure 3: Weekday Morning Trips by Zone (All Modes)

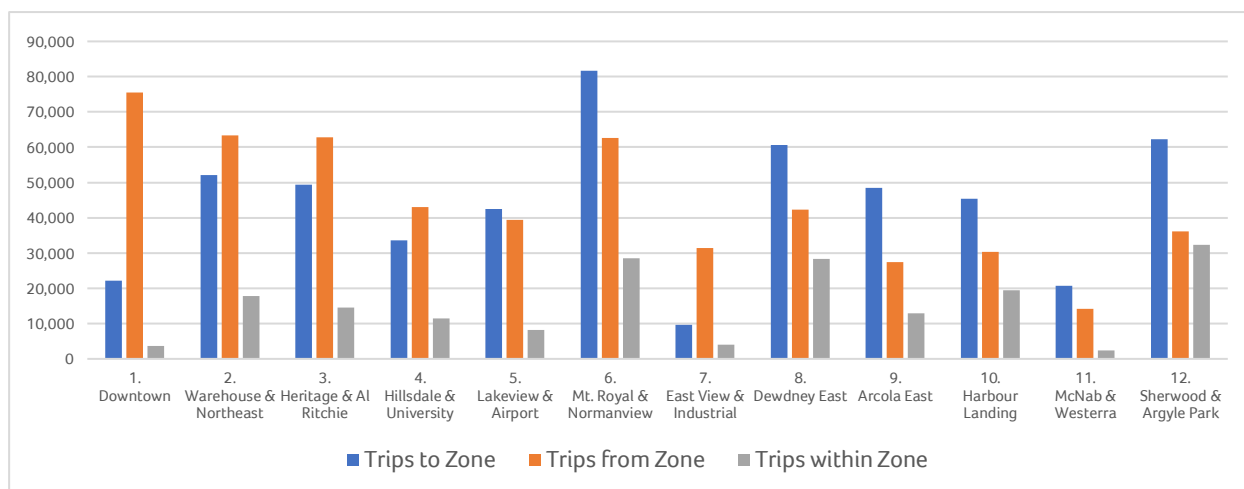


Figure 4: Weekday Afternoon Trips by Zone (All Modes)

Over 70% of Regina Transit's routes terminate and originate at or travel through downtown, making it the focal point of the system. However, travel demand analysis illustrates that travelers in Regina are taking a wide variety of trips across the City, even during traditional commuting hours. Routing a high number of buses along the same busy downtown corridors can result in congestion and slow the service down, resulting in overall longer trip times. This may discourage potential riders, who need to access destinations other than downtown, from using the service.

Understanding common origin and destination pairs can help evaluate whether the transit system is offering sufficient service between where people are coming from and where they are going. A number of underserved links were identified, where there are limited transit options between certain commonly-travelled parts of the City. These are illustrated in **Figure 5** below. While direct routes between all destinations in the City are not feasible for a public transit system, high frequencies and efficient transfers can make it possible to connect to a wide variety of locations.

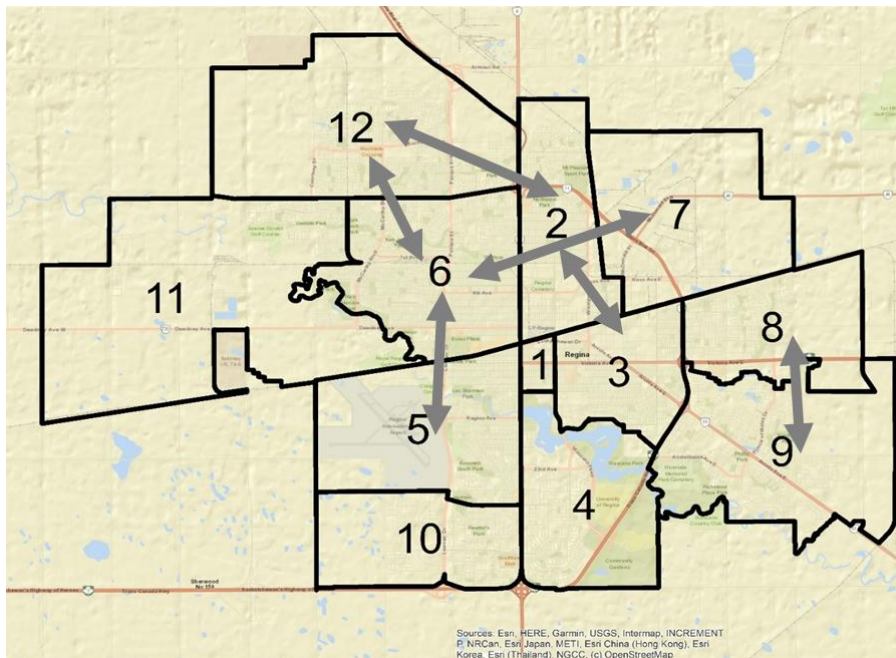


Figure 5: Current Transit Underserved Links

Figure 6 illustrates the number of trips taking place in Regina by hour for both weekdays and weekends. It shows multiple peaks in the morning, midday, and afternoon for weekdays and a single, gradual peak in the early afternoon on weekends. There is significant midday

demand when transit service is less frequent. Understanding when individuals in Regina want and need to travel was considered in developing the new route network, Paratransit service levels, and overall service standards.

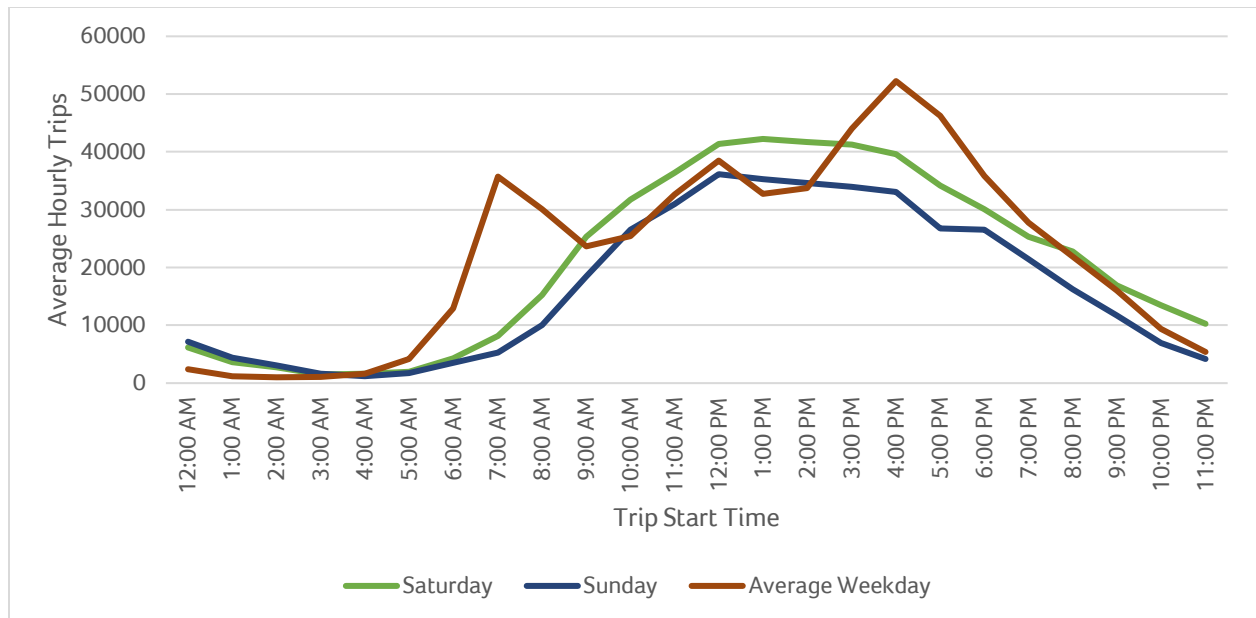


Figure 6: Travel Demand in Regina by Hour (All Modes)

Passenger Characteristics

- Majority of annual trips are undertaken using Adult category fares
- The number of student trips, including Paratransit, has grown significantly, increasing by 40% between 2018 and 2019
- 5.1% of Regina residents use public transit as their primary mode of transportation for commuting trips
- 3.3% of total trips on Regina Transit are Paratransit trips

Community Feedback

- Frequency and routing were identified as primary concerns for stakeholders and the public. This theme encompasses issues with frequency, expansion of services, timing and route efficiencies
- Assistance improvements and ease of use was another theme identified that encompasses both technological and human factors of customer service and service delivery.
- Equity is treating everyone fairly by acknowledging their unique situation

and addressing systemic barriers. The aim of equity is to ensure that everyone has access to equal results and benefits. Equity in transit is related to the general accessibility of the service to all populations, and the right to feel safe while navigating Regina Transit

- Fares, including the cost-of-service and the payment method for passes, was a common theme identified by stakeholders
- Transit infrastructure was noted as an important element of the rider experience and opportunity for innovation
- Various assistance improvements were suggested, consisting of physical, technological and social improvements
- Snow/ice conditions in winter travel create additional areas of concern for Paratransit riders, and those with mobility issues

Section B

Focusing the Organization

Policy Framework

The Regina Transit Master Plan will help guide change and growth for Regina Transit over the next 25 years. To do so effectively, a policy framework that clearly outlines where the organization wants to go and how to get there is required. To this end, a new Policy Framework (**Supplement 2**) was developed with five components:

- Role
- Vision
- Mission
- Goals
- Service Guidelines

The **role** is an overarching statement of what services Regina Transit is intended to provide in the community, recognizing the way transit is interconnected in the wider community. Based on this understanding of its role, the **vision** provides an aspirational statement that summarizes what the organization is working towards. The **mission** statement puts the concept of the vision into action by broadly stating what will occur to ensure it is realized and what values guide those actions. From there, **goals** more specifically outline steps forward and measure what outcomes the organization wants to achieve to indicate success. These are further narrowed down and operationalized by **service guidelines**, metrics and tools that are used to measure the performance of the system based on the vision, mission and goals.

Role

The primary purpose of Regina Transit is to provide mobility services to the community.

To achieve this role, Regina Transit will do the following:

- Provide transit service to 90% of residents within the City;

- Provide services that are accessible to all people, regardless of their background, economic situation, or ability level;
- Implement partnerships with other mobility providers and identify approaches that enhance mobility for residents; and
- Implement programs that encourage greater use of transit and active transportation options.

Vision

Regina Transit – Connecting people and communities

Within the Vision Statement, the emphasis on connection highlights the importance of transit's role in facilitating relationships among people, organizations and locations. Transit is an integral way in which both individuals and communities access the places they need to go, and by providing and strengthening this service, community bonds can also be strengthened within Regina.

Mission

Regina Transit is committed to providing **safe, reliable, accessible** and **sustainable** services.

The bolded words in the suggested mission statement convey four specific values of Regina Transit, which are described in more detail below.

- **Safe** – This speaks to a service that emphasizes the *safety* of its passengers, employees, and any other roadway user or traveler driving, cycling, or walking near or in conflict with the transit vehicles.
- **Reliable** – A *reliable* service is consistently on time, dependable in transporting passengers between their origin and desired location, and available as an option whenever its passengers need to travel somewhere.

- **Accessible** – *Accessible* to people of all physical and cognitive ability levels, age, gender, social, ethnic, cultural and economic backgrounds.
- **Sustainable** – An environmentally *sustainable* service that aims to have a lesser impact on the environment through reduced emissions due to transit use.

Goals

Having established the roles, vision and mission for Regina Transit to guide future actions, the next step is to establish a set of goals and corresponding objectives that will guide the individual activities of the organization. While the goals are specific paths taken to achieve the vision and mission, they are still relatively broad. On the other hand, objectives are more detailed measurable targets to progress the goals.

Goals and objectives are more manageable and better aligned when they belong to a clearly defined set of strategic priorities – or themes – that the organization will focus on and prioritize.

Based on the existing policy framework, community engagement, system analysis, existing contexts, recommended role, and the updated vision and mission statements, the following three strategic priorities are recommended for Regina Transit:

1. Customer Experience
2. Equity
3. Sustainability

Each have measurable goals and objectives which are outlined in **Table 3**:

Table 3: Proposed Goals and Objectives Aligning with Recommended Strategic Priorities

Strategic Priority	Goals	Objectives
Customer Experience	Enhance rider amenities	Addition of amenities such as wifi, clocks, coffee shops, video screens, accessibility enhancements, good waiting areas etc.
	Remove fare and pass purchasing barriers	Implement modern fare payment system in formats desired by customers
	Improve service frequency	Add additional buses to increase frequency
	Engage partners to support service growth	Ensure developments are supportive of transit service
	Define minimum access to transit service	Update minimum access standards to ensure 90% of the community is within walking distance of bus stops
	Deliver transit service in innovative ways	Incorporate on-demand service or flex routing where feasible Park and rides for out-of-town customers
	Operate a system built on connections across the City	Ensure bus stops are accessible (path access/curb cut)
	Develop guidelines and design standards to define street types for use by transit	Designate streets for transit

Strategic Priority	Goals	Objectives
	Increase transit's focus on strategic planning and develop minimum design standards and new development phasing thresholds to provide integration and encourage use	Focus on implementing transit in new developments as early as possible
	Strive to improve public perceptions of transit	Improve perception of transit by highlighting benefits (cost, convenience, decreased congestion, decreased GHG emissions)
Equity	Encourage transit use by newcomers	Eliminate language barriers
	Ensure all communication meets accessibility best practices	Eliminate communication barriers Ensure all communications and documents meet accessibility standards
	Integrate and provide equity between conventional and paratransit services	Ensure conventional and paratransit services are equitable by providing same hours of services, fares, wait times, flexibility of travel etc.
	Ensure a competitive, consistent and equitable fare structure	Develop fare structure that incentivizes public transit, is affordable for all and provide discounts for certain groups if needed.
	Be accessible	Adopt design principles for vehicles, bus stops and other transit amenities that facilitate usage by the greatest number of people including persons with disabilities, older adults, newcomers, parents with children, etc.
Sustainability	Focus on community social responsibility and community connection	Organize community fundraisers, food drives, etc.
	Integrate sustainability into transit facilities	Solar bus shelters, exchanges, using green technology
	Achieve 100% renewable operations, including fleet and facilities, by 2050	Fleet renewal with alternative fuels that is 100% renewable
	Connecting other active modes of transportation	Bike racks, connected to pedestrian paths, bike paths and sidewalks

Service Guidelines

This Plan proposes to update Regina Transit service guidelines, as detailed in **Table 4** below. These guidelines are based on the vision, mission and goals detailed in the Policy Framework.

Table 4: Proposed Service Guidelines

Guideline Type	Guideline Category	Guideline
Planning	Service Area	Regina Transit will provide service connecting destinations within the City of Regina boundaries. Paratransit service will be available to eligible passengers who reside within the service area.
	Route Structure	<ul style="list-style-type: none"> • Main Routes will travel along major arterial north-south and east-west corridors. Main Routes will be the key arteries, connecting key destinations across the City. These routes will form the basis of any future Bus Rapid Transit (BRT) services. • Local Routes will travel primarily along local roads or collectors and be less frequent than Main Routes. They will provide access to areas between Main Routes and connect neighbourhood destinations to larger destinations. They will intersect with Main Routes, providing connectivity to the rest of the transit network. • University Routes will serve key areas of demand from the University of Regina, avoiding the need for passengers to transfer downtown. They will operate at least as often as Local Routes but may have additional services to address University travel demand. • On Demand will be provided in specified zones, focusing on low-density and emerging areas, where ridership and/or infrastructure barriers do not support a Main or Local Route. On Demand will connect to Main and Local Routes at the nearest Transit Hub or Neighbourhood Hub. • School Routes will operate only at high school start and end times to provide students with direct access to schools. They will primarily operate as deviations on Local Routes, maintaining frequency and access for non-student passengers. Some School Routes may operate stand-alone trips, unrelated to the Local Route network. Main Routes will not deviate to schools at any time.
	Service Coverage	Routes will be located so that 90% of all urban residences, workplaces, secondary and post-secondary schools, shopping centres, and public facilities in the service area are within walking distance of a bus stop. The walking distance should be the actual pedestrian path taken and not 'as the crow flies'. Due to their higher frequency, the walking distance for Main Routes is 600 metres, while the walking distance for all other routes is 400 metres.

Guideline Type	Guideline Category	Guideline
	New Service Warrant	<ul style="list-style-type: none"> The new service area should be greater than 600 metres from existing Main Routes and/or greater than 400 metres from existing Local Routes and must be adjacent to areas served by transit. If the area is in a low-density and/or emerging development area, On Demand service is recommended to develop a ridership base. If the area is adjacent to an existing On Demand zone, the zone may be redefined with additional Local service added to higher-ridership areas of the existing zone. <i>Passenger Revenues and Costs</i> – when forecasting passenger ridership, revenues and operating costs, the demand and location of the development, socio-economic characteristics of the population, physical (geographic and road) constraints, accessibility, the pace and timing of development and transit dependency shall be considered. Forecast ridership and revenues must be sufficient such that the service will achieve a revenue/cost ratio of 25% within 12 months and 35% within 18 months. Future BRT corridors should be implemented before ridership reaches 900 combined passengers travelling along a corridor per hour, or when the combined headway is five minutes or less.
	Discontinuation of Service	<ul style="list-style-type: none"> Local Routes, which fall below 10 passengers per hour should be discontinued or converted to On Demand services. Local Routes between 10 and 15 passengers per hour should be modified or restructured. If Main Routes have fewer than 25 passengers per hour on weekdays, Regina Transit should study ways to encourage more people to use the routes by providing better feeder services, marketing, etc. Main Routes should not be discontinued. On Demand service should be replaced with a fixed route service if it exceeds 15 passengers per hour.
Design	Location of Bus Stops	<ul style="list-style-type: none"> Minimum bus stop spacing along any route should be 150 metres. There is no preference on bus stop location (i.e. near-side, far-side, and midblock) as it depends on the unique characteristics of the location. Bus stops should be connected to safe, accessible pathway networks and road crossings that maximize access to surrounding areas, regardless of road network limitations.
	Passenger Shelter Coverage	25% - 30% of stops should have shelters, and shelters at stops with more than 100 daily boardings should be heated.

Guideline Type	Guideline Category	Guideline
	Bus Bays	The use of bus bays should be discouraged except in certain circumstances where lengthy bus dwell times would significantly interfere with overall traffic movement or on high speed (>60 km/hr) roads.
	Premium Stops	<ul style="list-style-type: none"> • Transit Hubs will have good access and be located close to major destinations, connect all service types, with dedicated spaces for Paratransit vehicles and riders, feature large, well-lit, and heated shelters for passengers, passenger information and ticketing options. • Neighbourhood Hubs will be accessible and be located close to neighbourhood destinations, connect all service types, feature well-lit, and heated shelters for passengers, and provide passenger information. <p>Both hub types should contain passenger safety features, such as sufficient lighting, emergency assistance intercoms and potentially CCTV monitoring.</p>
	Frequency of Service	<p>The transit routes should have the following minimum service frequencies, subject to modification based on the context and popularity of each individual route:</p> <p>Peak Period Weekdays Main – 10 minutes Local – 20 minutes University – 15 minutes School – as required</p> <p>Off-Peak Period Weekdays Main – 15 minutes Local – 30 minutes University – 20 minutes</p> <p>Early Mornings/Late Evenings Main – 30 minutes Local – 45 minutes University – 45 minutes</p> <p>Weekends and Holidays Main – 15 minutes Local – 30 minutes University – 30 minutes</p>
	Ridership Levels	<p>Main Routes:</p> <ul style="list-style-type: none"> • <u>Minimum</u>: 25 passenger boardings per revenue hour • <u>Target</u>: 40 passenger boardings per revenue hour <p>Local Routes:</p> <ul style="list-style-type: none"> • <u>Minimum</u>: 10 passenger boardings per revenue hour • <u>Target</u>: 20 passenger boardings per revenue hour <p>Paratransit:</p> <ul style="list-style-type: none"> • <u>Minimum</u>: 2 passenger boardings per revenue hour • <u>Target</u>: 3 passenger boardings per revenue hour <p>On Demand:</p> <ul style="list-style-type: none"> • <u>Minimum</u>: 5 passenger boardings per revenue hour • <u>Target</u>: 10 passenger boardings per revenue hour

Guideline Type	Guideline Category	Guideline
	Hours of Service	<p>All transit services should have the following minimum hours of service:</p> <p>Monday – Friday 5:30 a.m. – 12:30 a.m.</p> <p>Saturdays 6:30 a.m. – 12:30 a.m.</p> <p>Sundays/Holidays 7:30 a.m. – 11:00 p.m.</p> <p>Paratransit services should be available at any time that other transit services are operating.</p>
	Transfers	<p>Buses at designated transfer points should wait no longer than three minutes for arriving buses.</p> <p>The designation of timed transfers should be limited to non-standard operations, such as school services.</p>
	Vehicle Occupancy	<p>The maximum number of passengers per bus should not exceed 150% of the seating capacity, based on the average occupancy over the course of a week.</p> <p>During off-peak and weekend periods, passenger occupancy per bus should not exceed 100% of the seating capacity, based on the average occupancy over the course of a month.</p>
	Schedule Adherence	<p>No bus should leave early from any time point.</p> <p>Buses should not leave more than four minutes late from the time point, 95% of the time.</p>
Paratransit	Trip Denial Rate	A maximum trip denial rate of 1% should be maintained.
	Booking Wait Time	Passengers calling the Paratransit service phone line should have a maximum average hold-time between 1 and 2 minutes, to be identified by Regina Transit. This should be measured on a half-hourly basis.
	Trip Duration	99% of trips should not exceed 60 minutes in duration.

Section C

The Plan

Community Engagement

To develop the Plan multiple rounds of community engagement were undertaken. The thoughts, needs and desires of the community

were a large driver of the direction of the Plan and as such, the first round sought to ask community members their “thoughts on transit”. This involved workshops, community and staff surveys, social media and an online idea generation board.

The comments and feedback received from the community were organized into key themes:

Theme		Description
1	Frequency and Routing	Encompasses challenges with buses not coming often enough (frequency), expansion of services, timing and route efficiencies
2	Assistance Improvements/Ease of Use	Encompasses both technological and human factors of customer service and service provision. Interactions with staff, transit technology, and elements of Regina Transit that either facilitate use or negatively impact the riders’ experience
3	Equity	Related to the general accessibility of the service to all populations, and the right to feel safe while navigating Regina Transit
4	Fares	Cost of service provision and the method of payment for passes
5	Transit Infrastructure	Vehicle types, path of travel, bus shelters, rapid transit, bus priority systems and the accessibility of these items

The primary theme of the feedback received was a desire for better service: higher frequencies, earlier and later service in the day, and more trips available on Sundays and holidays. Respondents also raised concerns about the impact of snow and ice on their ability to access transit.

Based on the principles identified through the visioning exercise and the issues raised by the community, the first draft of the Plan was developed in summer 2021. This 25-year plan addresses each of the themes described above, identifying specific actions to be undertaken to achieve the desired improvements for Regina Transit. These actions are organized by the following topics:

1. Transit Routes and Services
2. Paratransit
3. Customer Experiences
4. Fares and Trip Planning

Community Response to the Plan

An initial draft of the Plan was developed and presented to the community as part of the second round of public engagement in September 2021. Activities included:

- Three external stakeholder workshops, including an accessibility-focused session
- A City of Regina and Transit staff workshop
- An online survey which received 442 responses
- An online map tool, which saw 11 contributions from five participants, identifying areas for improvement or aspects they liked on the proposed transit routes and services

In general, the community responded positively to the proposed elements of the plan. **Figure 7** demonstrates that 74.5% of respondents are either somewhat, or greatly, supportive of the proposed network and service types.

With regard to the network and services in downtown, the survey indicated that there is little opposition to what is proposed. **Figure 8** demonstrates that only 11% of respondents felt that the proposed downtown network would not improve Regina Transit, 46.9% of respondents

felt that it would improve Regina Transit, and the remainder felt neutral or unsure.

In discussing customer experiences, participants were asked what they thought of the proposed transit and neighbourhood hubs, as well as the proposed winter experience improvements.

Figure 9 illustrates the high level of support for both transit hubs and neighbourhood hubs, which generated 87% and 85% support, respectively.

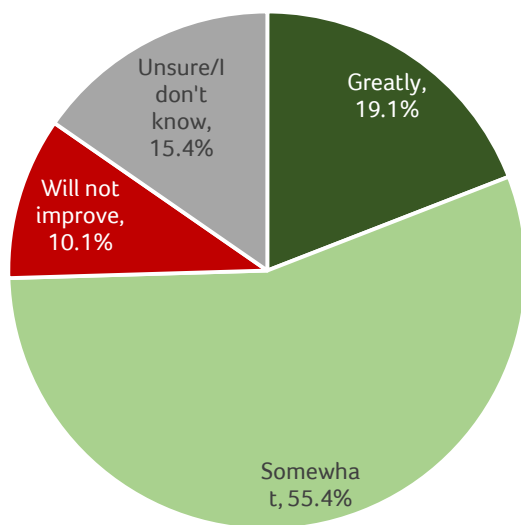


Figure 7: Whether Proposed Network & Service Types will Improve Regina Transit

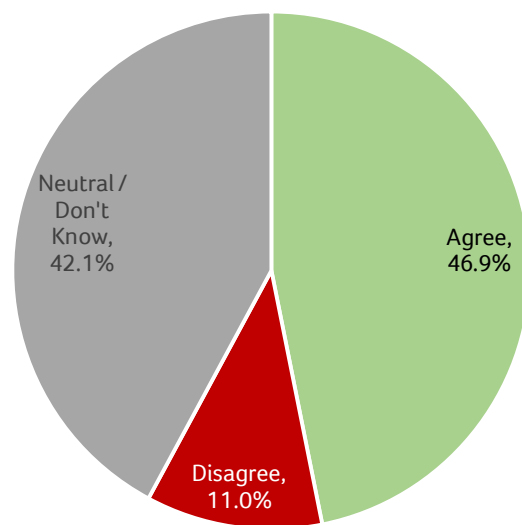


Figure 8: Whether the Proposed Downtown Network will Improve Regina Transit

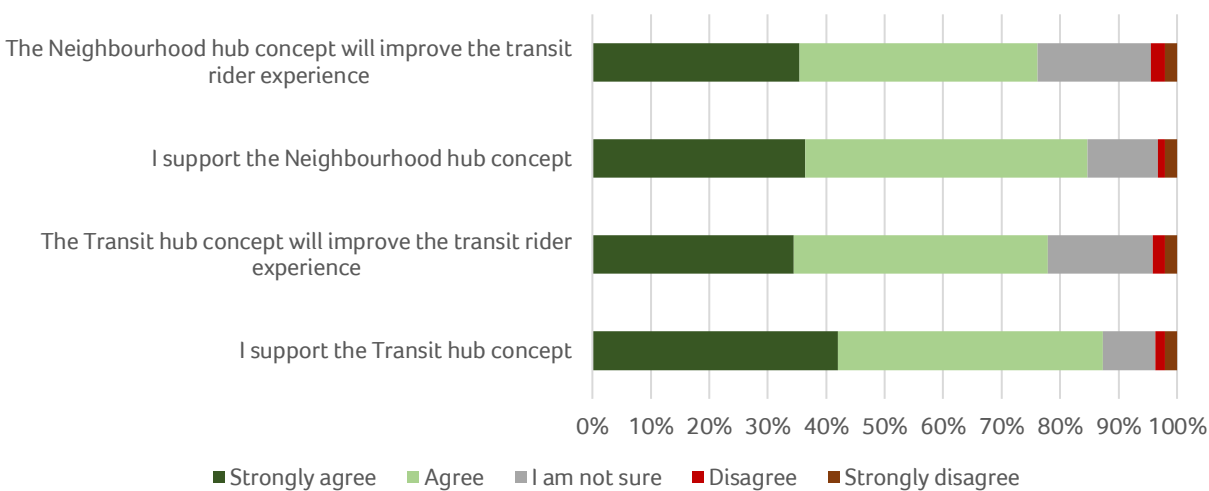


Figure 9: Support for Transit and Neighbourhood Hubs

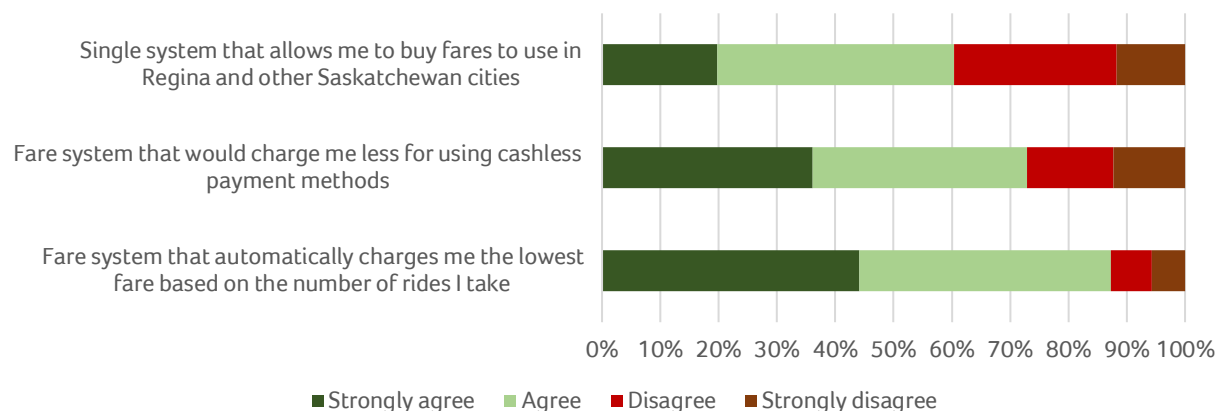


Figure 10: Support for Proposed Fare System Features

In general, support was strong for improvements to how fares are paid, with most respondents preferring to pay using a mobile phone, a smart card, or a contactless debit or credit card onboard the bus in future. Respondents were also supportive of proposed changes to fare technology, as demonstrated in **Figure 10**.

Support was very strong for free and discounted fares for youth with 84% supporting free fares for youth up to and including 12 years old, while 93% of respondents supported discounted fares for high school students in Regina.

Finally, 90% of respondents felt that the following proposed additional steps would improve the winter transit experience in Regina:

- All Main and Local Routes should be prioritized for road clearing more often
- Transit Hubs, Neighbourhood Hubs, and high ridership stops should be prioritized for sidewalk clearing, including paths leading to and from these stops
- Regina Transit should work to support the implementation of the Winter City Strategy recommendations

For Paratransit, 65% of respondents agreed or strongly agreed that the inclusion of medical professionals as part of the eligibility assessment would improve the process. Integrated trips were even more popular, with 81% of respondents supporting, including 20% strongly supporting, the opportunity to undertake integrated trips.

For more details about both rounds of engagement, and what has been modified as a result of the second round, see **Supplement 1**.

Transit Routes and Services






A key component of the Regina Transit Master Plan is the proposed route network. This network was designed based on feedback from the community and several key principles:

- **Frequent** – identified as the most important aspect of transit in the first round of engagement, this was a key pillar in designing the proposed network
- **Short** – the community articulated a desire to travel to destinations quickly, with journey times not significantly longer than other modes of travel
- **Reliable** – transit service needs to be reliable, particularly during Regina's cold winters, as delays can result in extended periods of waiting outside
- **Connecting Regina** – people want to be able to get anywhere in the City on transit

This principle-based approach, along with a travel demand analysis, provided the foundation for planning a new network.

The new route network is made up of five different service types, each of which have different characteristics and serve different purposes to provide mobility in the community. These route types are outlined in **Table 5**.

Table 5: Route Types

Route Type	Description
	Main <ul style="list-style-type: none"> • High frequency • Core of network
	Local <ul style="list-style-type: none"> • Fill gaps between Main Routes • Connects local destinations
	On Demand <ul style="list-style-type: none"> • Serves low-density and emerging areas • Connects to Main and Local Routes
	Paratransit <ul style="list-style-type: none"> • Available to eligible riders with barriers to mobility
	School <ul style="list-style-type: none"> • Dedicated or modified services that operate directly to or from high schools at relevant times

The following sections describe the different route types and proposed route locations.

Main Routes

The **Main Routes** are the high frequency core of the new network, providing direct routes on main corridors through the City. They will operate more hours than similar routes do today, providing higher frequencies and additional service hours in the morning, evening and weekends. These routes will be the basis of a future BRT network, bringing rapid transit to Regina through dedicated lanes, traffic signal priority and other traffic management tools.

The corridors planned to be served by **Main Routes** are:

- Albert Street
- Pasqua Street / Arcola Avenue
- Dewdney Avenue / Victoria Avenue
- Sherwood Drive / Wascana Parkway

These corridors are illustrated in **Figure 11**.

A summary of the proposed minimum frequencies is presented in **Table 6**.

Table 6: Proposed Main Route Frequencies

Weekday Peak	Weekday Daytime	Evenings	Weekends
10 minutes	15 minutes	30 minutes	15 minutes

The new network recognizes the importance of downtown as a key destination in the City and will continue to provide high coverage in the area. However, **Main Routes** will not terminate downtown and will instead stop at standard bus stops along their designated corridor within the downtown area and continue onwards towards their terminus. This will reduce congestion along any given route and allow for higher average bus speeds, meaning passengers will get to their destinations faster. Further information about the proposed downtown transit arrangements is provided below.

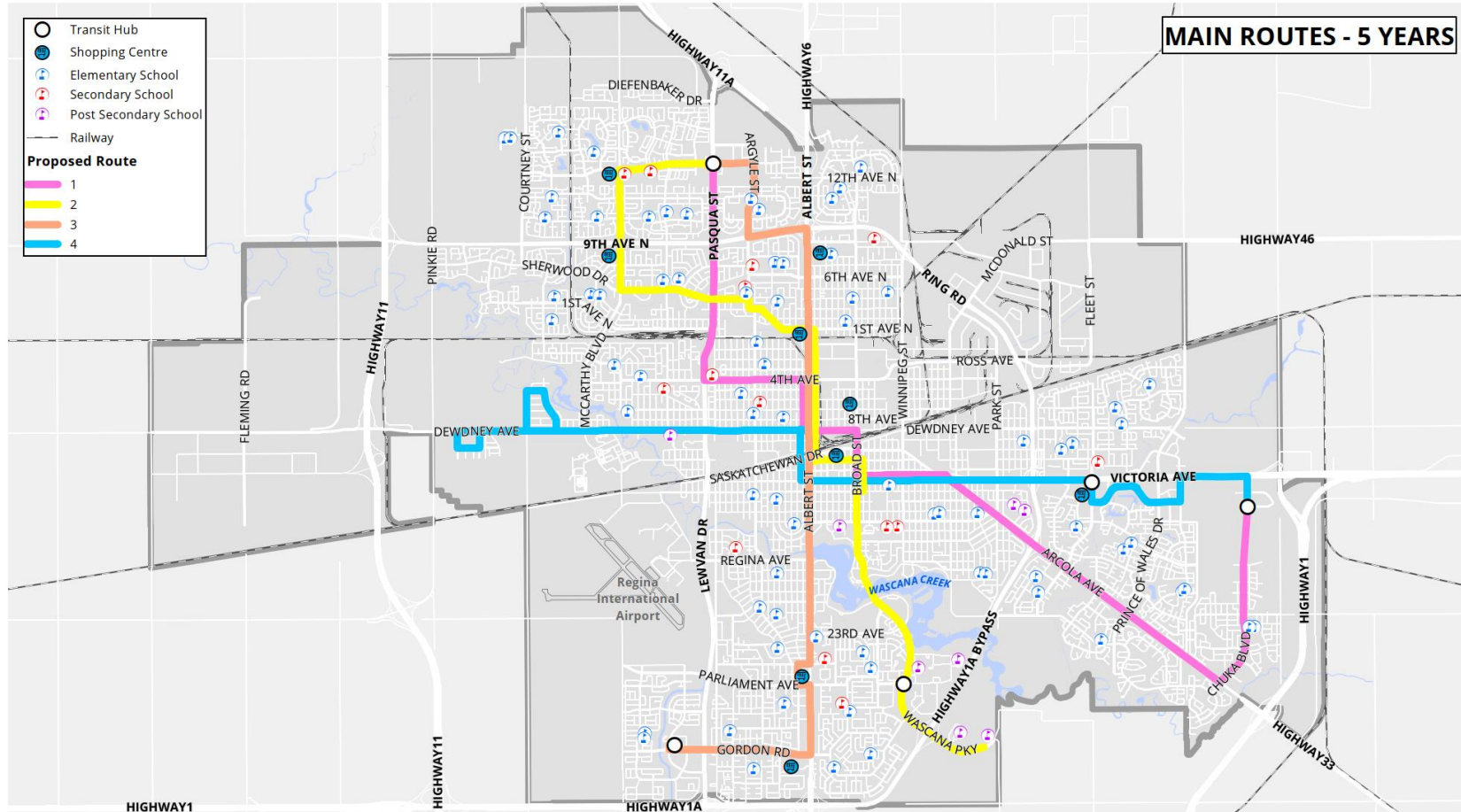


Figure 11: Proposed Main Route Network

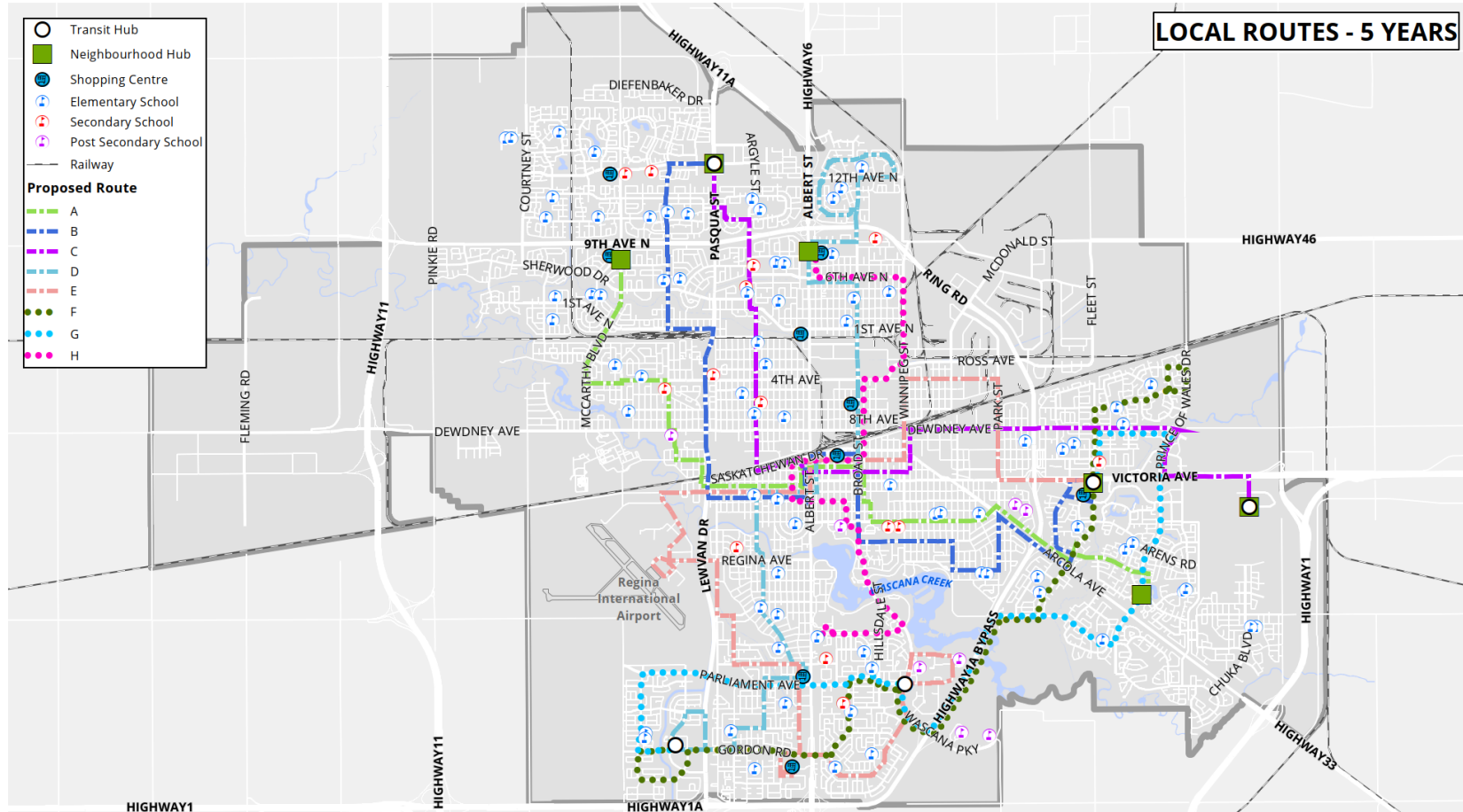


Figure 12: Proposed Local Route Network

Local Routes

Local Routes are intended to fill in the gaps within the Main network, providing services to areas outside of the City's primary corridors. They connect local destinations outside of the downtown with each other, anchored by Transit and Neighbourhood Hubs. These hubs will provide opportunities to transfer between different routes and service types. Located at key destinations, they will feature additional amenities and provide comfortable and safe waiting environments. **Local Routes** will connect to **Main Routes**, which increase the number of destinations a passenger can access within a shorter amount of time.

Local Routes will operate at higher frequencies than similar routes do today. A subset of **Local Routes** (referred to as **University Routes**) are focused on connecting popular destinations to the University without travelling downtown. While not as frequent or direct as **Main Routes**, **University Routes** may operate more frequently than other **Local Routes**, based on demand for travel to and from the University of Regina.

Proposed frequencies for **Local Routes** are outlined in **Table 7** and proposed route alignments are in **Figure 12**.

Table 7: Proposed Local Route Frequencies

Weekday Peak	Weekday Daytime	Evenings	Weekends
Local Routes			
20 minutes	30 minutes	30 minutes	30 minutes
University Routes			
15 minutes	20 minutes	30 minutes	30 minutes

On Demand

On Demand transit provides service on a non-scheduled basis, with passengers able to request a trip in real time when they wish to travel. A vehicle is dispatched to pick them up and drop them off, while also picking up and dropping off additional passengers along the way. Software is used to optimize trip scheduling in a way that

results in the highest number of possible passengers per vehicle to provide cost efficient service.

In Regina, **On Demand** currently exists in the form of a pilot operating in the evenings as a replacement for the otherwise fixed-alignment Route 10. This service is offered on a stop-to-stop basis, utilizing existing bus stops as pick up and drop off points for passengers.

It is proposed to expand the current **On Demand** service to serve low-density and emerging neighbourhoods that do not have the population or road network to support fixed-alignment transit at attractive frequencies. The initially proposed areas are identified by the orange shading in **Figure 13**.

Similar to the current pilot, passengers will be able to access services from bus stops throughout each zone, with service provided to other stops or to nearby Neighbourhood or Transit Hubs. At these hubs residents can connect to **Main** and **Local Routes**, continuing their journey on conventional services to their destination.

Service in **On Demand** zones is proposed to operate at the same times as **Local Route** services, with maximum waiting times not exceeding the **Local Route** minimum frequency standards.

On Demand zones will be flexible, allowing Regina Transit to transition **On Demand** zones to **Local Route** services when ridership warrants it. Conversely, **Local Routes** that attract insufficient ridership may be converted to **On Demand** service at certain times of the day or week, or on a full-time basis. Additionally, new **On Demand** zones can be added as development in the outer areas of the City occurs, helping to provide cost effective and appropriate levels of service for all residents.

At times when ridership is lower, it is possible to operate **On Demand** as a more cost-effective replacement for some **Local Routes**. However, this should be implemented sparingly, as changing service types at different times can be confusing for passengers. The resulting uncertainty can discourage the riding of transit at all times, regardless of which service type may be operating. **Main Routes** should never be replaced by **On Demand**.

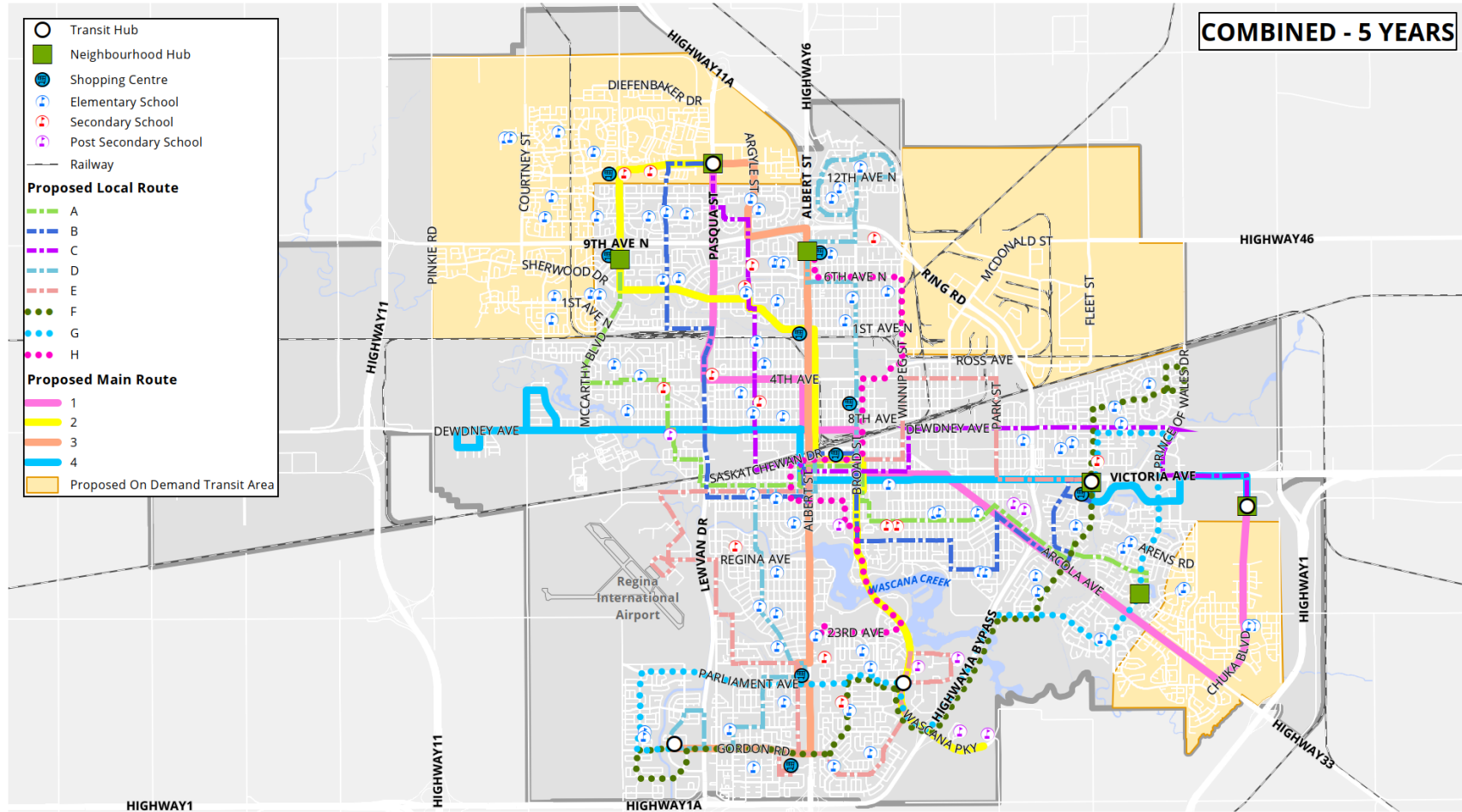


Figure 13: Proposed Combined Network Map

Paratransit

Paratransit provides mobility services for eligible riders with barriers to using conventional transit services. Registered customers call to book trips within seven days of their desired trip time and accessible vehicles are dispatched to complete the trip.

Paratransit service will be offered at all hours that conventional transit is available, ensuring equity between riders across all services. Throughout the engagement process, we heard that riders want to see more trips available when they need them. To support this, it is recommended that Regina Transit explore software providers with automated, on demand trip booking and dispatch programs. This will provide more trip options for **Paratransit** customers, particularly for same-day trips. This software should be able to support both **Paratransit** and **On Demand** operations. Ultimately, these two areas should be combined to create a single ***Demand Responsive*** service accommodating riders who are eligible for **Paratransit** service and those who aren't.

An important component to increasing access to transit is improving the level of accessibility of the conventional service. Some registered **Paratransit** passengers may be able to use conventional service for certain trips or under certain conditions, provided that the vehicles and stops are optimized for accessibility. These trips should be encouraged where possible as they significantly expand the mobility options for **Paratransit** passengers, allowing for spontaneous trips along the **Main** and **Local** network. Utilizing conventional service, either for the entirety or a portion of a trip, can be supported by expanded travel training which empowers passengers to independently use conventional transit.

More information on **Paratransit** service is provided on page 34.

School

School Services operate directly to or from schools at school start and end times only. This service may be dedicated, meaning the route is used exclusively for that purpose and is only available for those travelling to and from designated schools. Alternatively, this service may be a modified **Local Route** trip which includes a deviation or extension during school start and end times to provide direct access to school. The modified service would be available to all passengers and, in doing so, maintains **Local Route** frequencies for other passengers.

Some riders may need to transfer from other services to access the **School Service** appropriate to their school.

Proposed Downtown Network

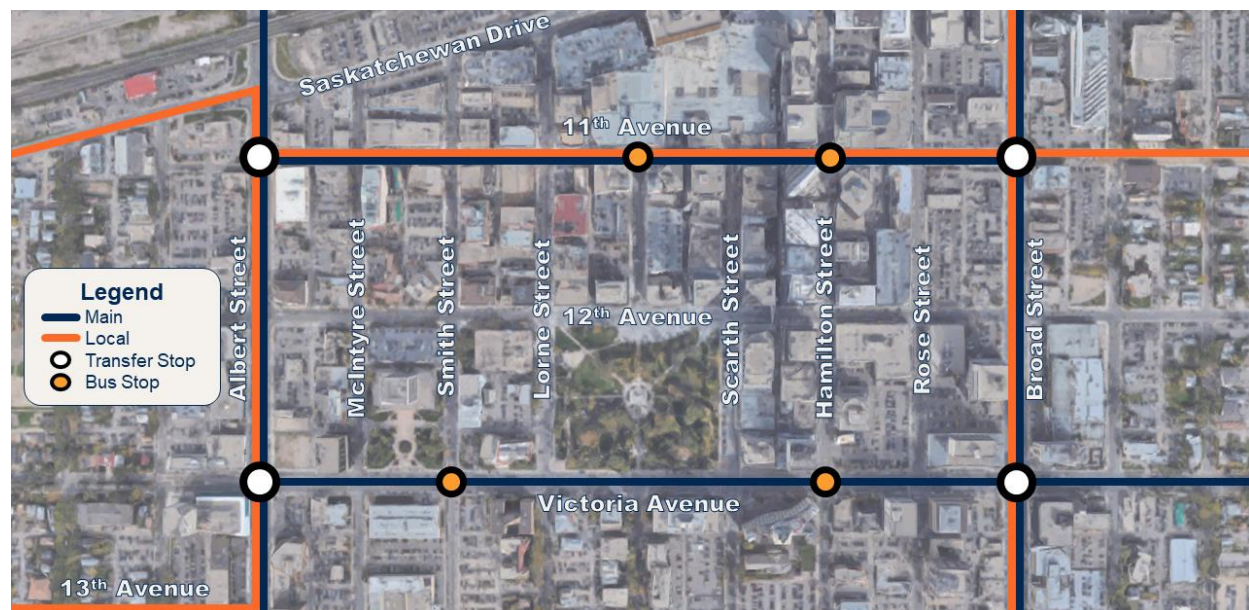
In the existing network, downtown and 11th Avenue is the focal point of transit service and is a terminus for many routes. Most routes are scheduled to arrive at the 11th Avenue time point at the same time. These buses then wait for approximately five minutes to allow for transfers, and all depart together. This creates bus congestion and results in a poor-quality environment for people on 11th Avenue, as a multitude of buses congregate and idle simultaneously. One of the common themes expressed through the engagement process was that this type of service structure is convenient for those who need to transfer downtown; however, those travelling elsewhere are inconvenienced by the delay this adds to their journeys.

The proposed downtown network, illustrated in **Figure 14**, removes 11th Avenue as a central point for all stops in the downtown. Instead, **Main** and **Local Routes** will have key stops along their corridors that allow for convenient transfers between services while minimizing detours through the downtown. **Importantly, buses will no longer be timed to arrive and depart downtown simultaneously, nor will they idle for extended periods on 11th Avenue.** To

make this successful, the Plan proposes significant improvements to service frequency, which is critical to making the untimed transfers viable and attractive to passengers.

The new arrangement will facilitate improved trip times and on-time performance for all buses that travel through the area, while reducing overall bus numbers and congestion on 11th Avenue. 11th Avenue is planned to be rebuilt in the near future. This will be the best opportunity to build an environment fit for transit and active transportation. 11th Avenue will continue to be accessible, with a high-quality bus stop, while the key intersections of Albert Street, Victoria Avenue and Broad Street, will be encouraged as the preferred transfer points between services. These intersections will require pedestrian crossings and shelter improvements to make them attractive and safe locations to facilitate connections between different services. Since all routes travel past at least one intersection with 11th Avenue, all transfers should be able to occur solely at a single intersection. As these intersections are on the periphery of the downtown they will allow transferring riders to save time. By removing the need to travel to the heart of downtown, transferring riders will require less time to access a suitable transfer location and other bus routes.

Figure 14: Proposed Downtown Routing and Stop Arrangements



Amount of Service

While the population of Regina has increased over the last several years, transit service hours have not increased. Increasing transit service makes it more attractive and reliable, encourages new ridership and improves the experience for existing riders.

Based on the conceptual network, a significant increase in service hours is recommended. This is illustrated in **Figure 14**. These increases would facilitate improved frequencies and expanded operating hours. This would represent a 60%

increase in service in the short term period, from 280,000 hours to 445,000 per year. Doing so would bring Regina on par with cities of a similar size and respond to Regina's growing population.

Over the next 25 years, a total increase of 160% in service hours compared to today is proposed, up to 710,000 annual hours. This would serve the long term anticipated population growth in Regina as well as the higher ridership per capita that is expected as a result of improvements to the network and overall service.

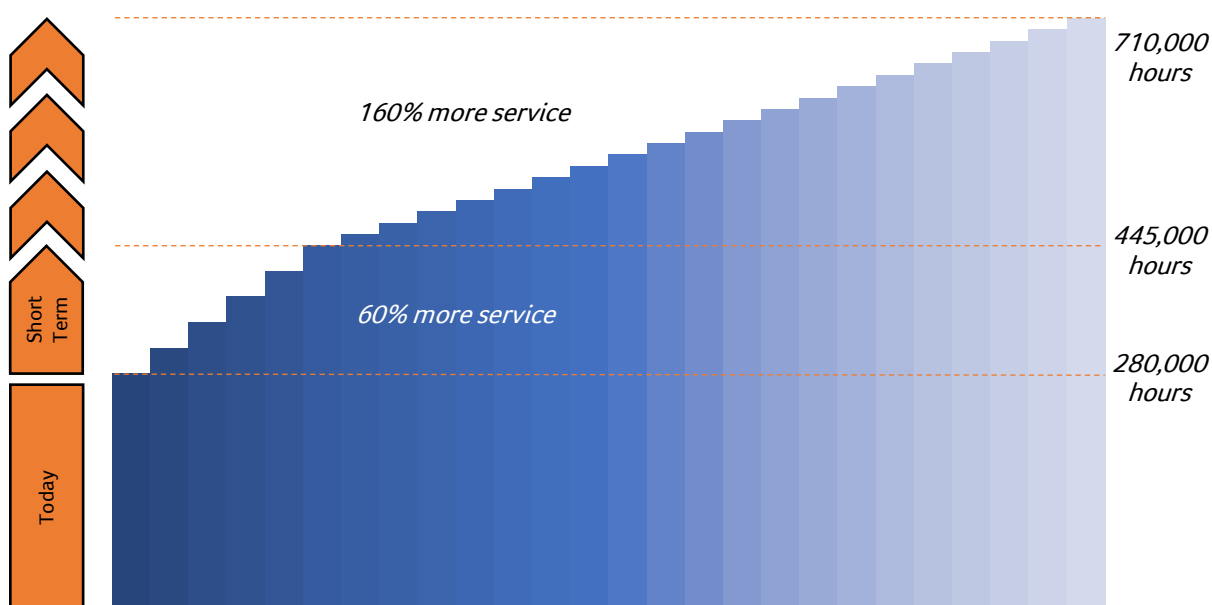


Figure 15: Proposed Service Hour Growth

Actions 1.1 to 1.3 below facilitate the proposed Transit Routes and Services as described above.

#	Action	Theme
1.1	Implement the proposed network structure, routes, and service levels, which will provide: <ul style="list-style-type: none"> Enhanced service coverage Expanded hours of operation Significantly improved service frequency Shorter journey times 	1, 2
1.2	Review service plan annually to adjust based on City and ridership growth	1, 2, 3
1.3	Increase the number of Regina Transit staff to implement and maintain the new system	1

Long Term Network

Building on the proposed transit network, the Long Term Network proposes further service improvements across the City. These are illustrated in **Figure 15**.

Over time, transit priority measures and stop upgrades should be implemented along **Main Routes** to create a BRT system. This would further improve the reliability, speed and convenience of transit service, ensuring it is an attractive way to travel around the City.

The core of the proposed Long Term Network is continued improvements and route extensions for **Main** and **Local Routes**. These should respond to ridership increases, which are expected as a result of frequency and routing improvements. **On Demand** zones should be made to reflect new development and neighbourhoods as they arise. Some zones may be reshaped or removed in favour of **Local Route** service as ridership develops.

Regional Services

As Regina and its neighbouring municipalities grow, there will be increasing pressure to offer transit service beyond the City's borders. While this should be a long term goal, any such service will require funding support from interested

municipalities. No service, including **Paratransit**, should be provided outside the City of Regina until such agreements are in place.

Bus Rapid Transit and Priority

Bus Rapid Transit is an enhanced bus service that allows buses to operate in dedicated travel lanes to bypass traffic in congested corridors. As Regina grows, BRT should operate on **Main Route** corridors. Similar measures may also be implemented at select locations on **Local Routes**, as required. This would further solidify these as reliable, convenient travel options and increase the overall attractiveness of transit.

BRT can also operate in mixed traffic scenarios with the use of less-intensive traffic management tools. Traffic signal priority is a tool used at intersections to allow buses to get a head start on regular traffic. This tool is used in conjunction with queue jump lanes, which are short, dedicated lanes that allow buses to enter traffic flow in a priority position. These solutions are not as impactful on bus travel times as dedicated bus lanes but can serve as an intermediary step between the existing street layout and future dedicated lanes.

These priority measures allow buses to operate more reliably, improving on-time performance, and reducing journey times for transit riders. This ensures that passengers are able to get where they need to go when they need to get there and will encourage more residents to consider transit as a convenient mobility choice.

#	Action	Theme
1.4	Implement transit priority measures and bus stop upgrades to transform Main Routes into a Bus Rapid Transit system	1, 5
1.5	Extend some Main and Local routes into new areas as Regina grows	1
1.6	Adjust On Demand service areas to reflect changes in population and development	1
1.7	Explore partnerships with neighbouring municipalities to provide regional services	1
1.8	Realign some routes to shorten travel times and take advantage of pedestrian and cycle network improvements	1, 2
1.9	Improve service frequency on all services	1
1.10	Increase hours per capita to 2, in line with larger cities today	1

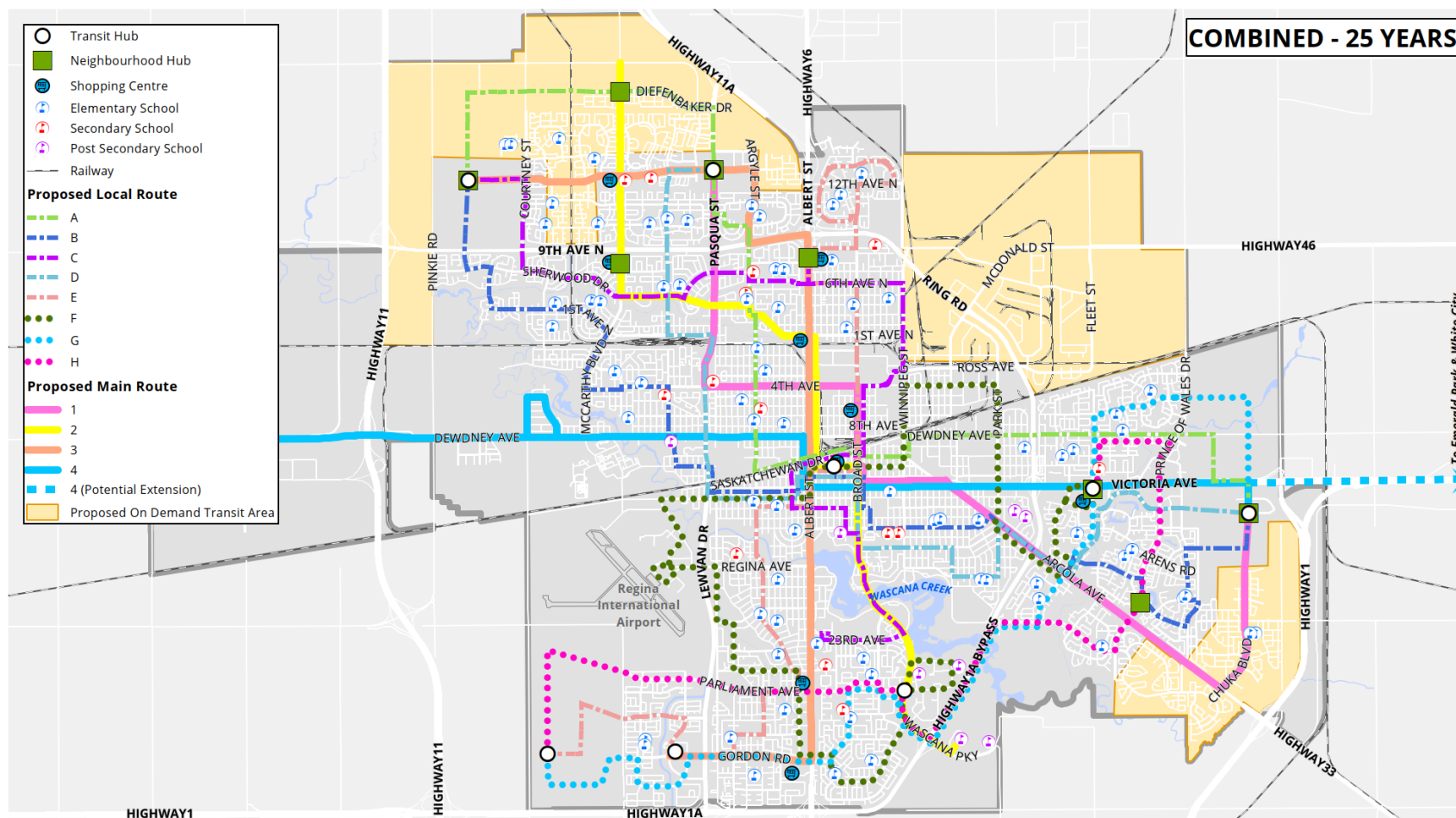


Figure 16: Conceptual Long Term Network

Paratransit

Paratransit provides specialized transit options for individuals with barriers that prevent them from using conventional transit service for all or some trips. **Paratransit** passengers must apply and be approved for the service based on their specific requirements and the level of service required to support their mobility.

As Regina's population ages, Regina Transit must be prepared to accommodate a higher number of **Paratransit** passengers while improving service levels.

A high-level overview of **Paratransit** recommendations is provided below, with more information available in **Supplement 4**.

Eligibility and Registration

The eligibility assessment process determines if an individual is eligible for **Paratransit** service and if so, what type of eligibility they receive: Unconditional, Conditional or Temporary. Currently, applications are assessed by Regina Transit, supplemented in-person assessments by a committee in limited circumstances. Best practice indicates that assessment decisions should be made by health care professionals who can effectively evaluate an individual's capacity to use transit based on their abilities. Contracting this service to an external assessor provides an additional level of objectivity to the evaluation process and avoids the appearance of a conflict of interest. It is recommended that these assessments be conducted by a third-party qualified health care professional to ensure an arms-length approach. The assessor will assess the specific needs of each applicant and establish the reassessment timeline. We heard from engagement with the community that multiple evaluations and assessments are taxing on individuals with disabilities and should be minimized where possible. The eligibility assessor will determine whether an applicant requires reassessment or an information update and if so, how often they should occur. Reassessment allows Regina Transit to better understand an individual's accessibility needs and how they may have changed since the last assessment. As well, the overall accessibility of the conventional transit network may improve over time and thus

some passengers may be more able to utilize conventional services for some or all trips.

Integrated Services

Passengers who are eligible for **Paratransit** service may be able to access the conventional transit service for some trips or a portion of others, depending on their specific conditions. Providing additional supports to improve access to conventional services for individuals with disabilities will expand their mobility options. These opportunities can be achieved by promoting integrated trips where appropriate and increasing access to the travel training program.

Integrated trips occur when an individual uses a **Paratransit** vehicle for a portion of their trip before transferring to a conventional route. The conventional route may take them directly to their destination, or they may be picked up by a **Paratransit** vehicle from a transfer point closer to their destination and complete the trip that way. There are several key principles to ensure that integrated trips operate effectively, namely:

- Integrated trips should occur on conventional routes that are direct and high frequency (i.e. a maximum of 15 minutes)
- Conventional routes and stops used in integrated trips should be fully accessible and have space for a **Paratransit** vehicle to lay over
- There should be a maximum of one transfer to a conventional vehicle

Integrated trips will be offered to customers who may be able to take them. An integrated trip may be faster in comparison to a full **Paratransit** trip due to the direct nature of the conventional routes used. As well, because the **Paratransit** portions of integrated trips would be short, availability of these trips would likely be higher and passengers may be more likely to receive a trip exactly when they want it. Offering these trips will allow for more flexibility and spontaneity for registered **Paratransit** passengers, while also ensuring that full **Paratransit** service is available when required.

Travel Training

In some cases, individuals may be capable of utilizing conventional transit for a portion or all of a trip but require additional support to do so independently. Travel training provides this support with information on bus routes and stops, boarding procedures and accessibility features on transit vehicles as well as on-street guidance while using the service in real time. The existing travel training program that Regina Transit supports is highly successful and has resulted in many positive benefits for participants. This service should be expanded to support a high number of participants from both the Paratransit and the conventional services

When individuals apply for **Paratransit** service, they should be offered travel training as an additional service if the assessor determines that conventional service may be appropriate for them under some circumstances. The successful completion of travel training will not disqualify eligible passengers from **Paratransit** service, rather, it may offer additional options and opportunities for travel in conjunction with **Paratransit** service.

Expanding travel training can further promote transit use for individuals who are not eligible for **Paratransit** but who do not use conventional service for other reasons. This form of travel

training can be offered to new Canadians and residents of Regina, youth and the general public. This training could be conducted in a group setting, particularly by targeting already existing community programs and connecting with groups where they are.

Service Hours and Technology

A desire for increased service hours and overall availability of **Paratransit** service was a primary theme heard during the community engagement. To meet increasing demand, **Paratransit** service will be expanded to offer the same hours of service as conventional transit, ensuring that all passengers have access to transit at the same times.

Scheduled trip times will be more flexible, allowing for trips from any area of the City at any time, rather than the current system which limits drop-offs and pickups to hourly times depending on the zone that a passenger is travelling from.

To support more flexible and convenient booking, same-day availability and integrated trips, the booking and scheduling system used by Regina Transit will be updated. This will be accomplished by using upgraded features of the existing software or purchasing new software. This software should also be capable of generating On Demand trips.

#	Action	Theme
2.1	Change eligibility process to include third party assessments and individualized reassessment schedules	3
2.2	Expand travel training program	2, 3
2.3	Take steps toward implementing an integrated trip model	1, 2, 3
2.4	Paratransit service hours continue to have parity with conventional service	1, 3
2.5	Select scheduling software based on identified needs (include On Demand capabilities), and remove current manual system based on City zones	1, 2
2.6	Assess level of Customer Service staffing needed and expand as needed	2
2.7	Grow Demand Responsive fleet, including alternative energy vehicles as they become available	5

Customer Experiences

To attract more passengers, Regina Transit must continually improve the transit experience. The recommendations are based on what we heard from the previous round of engagement, including:

- An interest in renewable energy, and other new technologies for buses
- The need for stops to better connect to safe pedestrian and cycling networks
- The desire for a more comfortable and safer environment to wait for buses
- The need for better connections between different bus routes, outside of downtown
- Problems with snow and ice limiting safe access to stops in winter

Renewable Transit Fleet

Regina's vision is to become Canada's most vibrant, inclusive, attractive, sustainable community where people live in harmony and

thrive in opportunity. It is also committed to being a 100% renewable city by 2050.

A renewable city means that Regina's annual energy consumption is equal to or less than the amount of renewable energy generated or sourced in alternative to non-renewable energy sources.

Regina Transit currently consumes almost half of Regina's municipal fleet energy. To successfully reach the City's renewable energy targets, the transit fleet must be upgraded to use alternative fuel sources. There are three potential alternative technologies that were assessed for the purpose of this plan: natural renewable gas, hydrogen fuel cell electric and battery electric.

The City of Regina has evaluated these options as part of its Energy and Sustainability Framework and selected battery electric as its preferred technology. Beyond achieving Regina's renewable energy goals, battery electric buses will produce no tailpipe emissions, improving air quality and health outcomes across the city.

All buses purchased from 2024 onwards should be battery electric models, resulting in a gradual replacement of the fleet with alternative technology vehicles by 2040. The number and type of vehicles anticipated in the fleet to 2046 is illustrated in **Figure 17**.

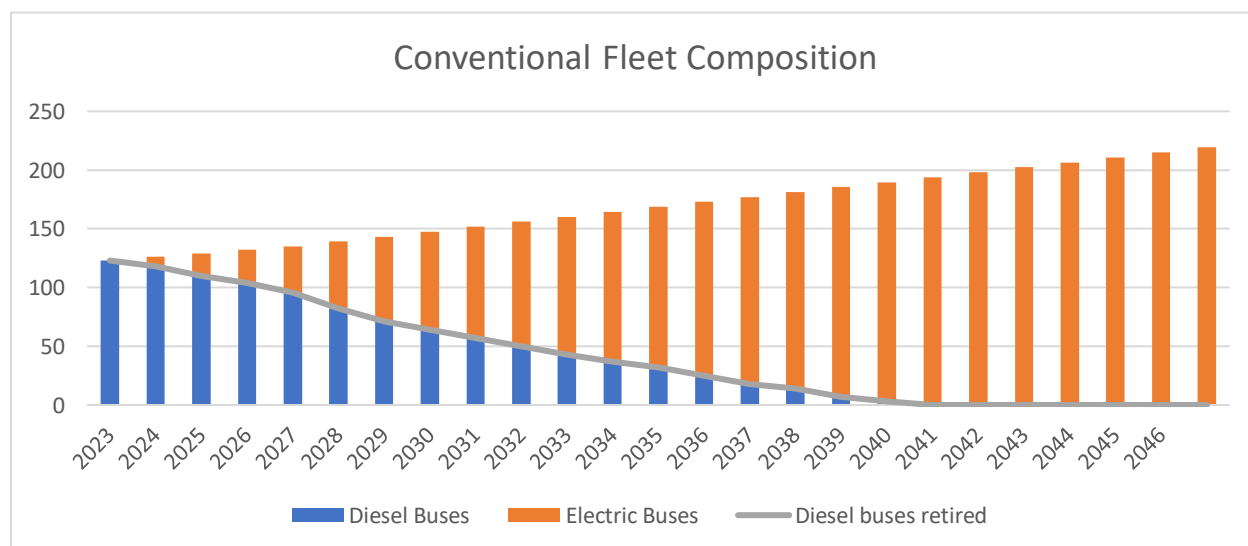


Figure 17: Projected Fleet Composition

Alternate technologies have slightly different characteristics than traditional diesel buses, including shorter ranges and different requirements for recharging and refueling. These

factors were be considered when selecting the battery electric, to ensure it is appropriate for Regina's transit needs.

To shift to this new fleet, Regina will need to install new charging infrastructure and implement new operations processes. These changes should be finalized as a priority to

facilitate the ordering and adoption of a battery electric fleet.

More information about alternative fleet technology can be found in **Supplement 7**.

#	Action	Theme
3.1	Proceed with battery electric technology implementation plan within 12 months to guide fleet growth, planning, facility infrastructure requirements and procurement	5
3.2	Adopt battery electric energy for all replacement and growth bus purchases from 2024 onwards	5
3.3	Investigate options to expand the conventional transit garage in line with anticipated fleet growth	5

Hubs

Transit Hubs

Transit Hubs are the major destinations of the system, and are intended to connect all service types, with dedicated space for **Paratransit** and **On Demand** vehicles and riders. These hubs should have good access and be located close to major destinations, like shopping centres and the University. Transit Hubs are recommended at:

- Harbour Landing
- University of Regina
- Aurora Commercial Area
- Victoria Square
- Pasqua and Rochdale

Transit Hubs should feature large, well-lit, heated shelters for passengers to provide a comfortable environment to wait for transfers. Hubs should be designed in a manner that facilitates safety for passengers, such as using Crime Prevention Through Environmental Design (CPTED) principles. This can include ensuring hubs are equipped with sufficient lighting and feature clear sight lines. Hubs should also be accessible and designed to accommodate CCTV in future. Where appropriate, some Transit Hubs should include washrooms and break facilities for staff. Passenger information and fare purchasing options should also be available at Transit Hubs to help individuals plan, start or continue their journey on transit.

These hubs should be introduced as bus service on their connecting routes increase, and in consultation with relevant stakeholders. A detailed design process will be undertaken prior to implementation.

Neighbourhood Hubs

Neighbourhood Hubs are the neighbourhood destinations of the transit system, and are intended to connect all service types, with dedicated spaces for **Paratransit** and **On Demand** vehicles and riders. They should have good access, and be located close to neighbourhood destinations, like leisure centres. The following Neighbourhood Hubs are proposed:

- Sandra Schmirler Leisure Centre
- Northgate Mall
- Normanview Crossing

Like Transit Hubs, Neighbourhood Hubs should include well-lit, heated shelters for passengers. Information about bus routes, including arrival and departure times, should be easily accessible to assist with trip planning.

Transit Information Centre and RIDELine

The existing Transit Information Centre (TIC) on 11th Avenue in Downtown is an older facility that does not meet accessibility requirements. With an increase in passengers accessing transit information through digital platforms, the role of the TIC is expected to decline.

Passengers will have increased access to in-person information at Transit and Neighbourhood Hubs, as well as more options to self-serve online. Subject to the uptake of these options, a small staffed kiosk may meet the limited demands for in-person service. In this case, the current facility may no longer be needed. Any replacement facility should be provided at an accessible location with high levels of transit access.

Similarly, demand for the RIDELine telephone information service will continue to decline as

passengers have greater access to alternate sources of information. To reflect this reduced demand, RIDELine hours should be reduced. During periods with an average of less than 4 calls per hour, the RIDELine can be discontinued. To maintain service for those who may not have access to alternate technologies, Demand Responsive trip booking staff should be able to answer phone enquiries about all transit services during these periods. Hubs and the in-person information facility will also provide information to those unable to utilize digital formats.

#	Action	Theme
3.4	Establish Transit Hubs and Neighbourhood Hubs in appropriate locations in accordance with CPTED principles	2, 5
3.5	Monitor demand for in-person and telephone information services to evaluate potential for reduced RIDELine hours, and a smaller staffed kiosk instead of current TIC	2, 3

Bus Stop Connectivity and New Neighbourhoods

Almost all transit riders use path and sidewalk networks to access bus stops at both ends of their trip. The connectivity and quality of these

networks is important to the success of any transit service, as passengers are more likely to walk or wheel to bus stops when it is safe and comfortable to do so. In both existing and new neighbourhoods, path connectivity and quality should be prioritized in all stages of planning and development.

#	Action	Theme
3.6	Undertake an audit of path connectivity of all bus stops, prioritized by ridership	2
3.7	Ensure processes are in place so that all subdivision plans are approved by Transit, with roads designated for future bus routes communicated to purchasers	2
3.8	Prioritize safe and convenient access to transit stops for all road projects (new or upgrades)	2, 5

Equity

Ensuring that transit is a service that all people can safely and comfortably use is a high priority for Regina Transit. It is essential to recognize and respond to the diverse needs of all users when planning for transit. Through the engagement process, community members emphasized the importance of safety while on transit vehicles

and at bus stops to ensure that transit is available to everyone. Safety will be a high priority while planning for Transit and Neighbourhood Hubs and all decisions regarding the placement, features and design of any transit facilities should ensure passenger safety and well-being is paramount. A higher level of on-street support will further support the safety and well-being of passengers. A new position of

Peace Officer will be created in Regina Transit to fulfill this purpose. These staff members will be trained to respond to security-related incidents, conduct mobile and foot patrols and investigate complaints. A visible staff presence can serve as a deterrent and improve customer and employee safety. There are several community facilities

that provide support to marginalized groups but are not currently accessible via transit. Where fixed route service to these facilities is not possible, Regina Transit will coordinate with community organizations to provide appropriate, customer-focused solutions.

#	Action	Theme
3.9	Coordinate with community organizations to provide mobility options for services with limited transit accessibility	2, 3
3.10	Work with newcomer groups to provide key materials in the predominant languages other than English. Use international standard symbols throughout the system.	2, 3

Transit in a Winter City

Snow and icy conditions in winter can result in mobility issues for residents due to blocked or slippery sidewalks, slower travel on roads and cold temperatures at bus stops. Regina has a

Winter City Strategy and a Winter Maintenance Policy, both of which aim to make it easier for residents to move around the City during the winter months. Building on these initiatives, it is proposed that the following steps be taken to further improve the winter transit experience over the 25-year life of the plan:

#	Action	Theme
3.11	All Main and Local Routes will be prioritized for on-road plowing	2, 3
3.12	Transit Hubs, Neighbourhood Hubs and high ridership stops will be prioritized for sidewalk clearing, including paths leading to and from these stops	2, 3, 5
3.13	Regina Transit should work to support the implementation of the Winter City Strategy recommendations, including more heated shelters and increased services on weekends	2, 3, 5

Branding

Branding and marketing impact the public's awareness, perception and experience of Regina Transit. As the transit service evolves and improves over the coming years, the larger shift in the transit experience can be signalled by making updates to the visual presence of the brand.

Paratransit service will benefit from sharing one brand with Regina Transit. Reinforcing the strategic priorities of equity and customer experience, it is recommended that there be no

distinction between the brands of conventional transit and **Paratransit** service. It is all part of Regina Transit's integrated services, so there should be one cohesive look and feel.

As the current *Regina Paratransit* brand will be replaced by the overall Regina Transit brand, a new identifier should be created for Paratransit service. This would not be a discrete brand but should still be a simple way for eligible riders and Regina Transit staff to refer to the service.

More information about branding can be found in **Supplement 5**.

#	Action	Theme
3.14	Integrate all services, including Paratransit, under a single Regina Transit brand	2

Staffing

With expanded services and improved customer experiences, Regina Transit will need to grow its roster of staff. Without growth, it will not be possible to implement the recommendations of this Plan. Apart from a general increase in staffing in alignment with increased service hours, the addition of specific roles to Regina Transit's staff complement are recommended to support operations and enhance the customer experience across several departments.

Regina Transit is quite diverse when compared to other City departments - currently they are one of the leading departments in terms of diversity

in the workplace. In comparison to other Canadian transit agencies, Regina Transit is on par in terms of their diversity. The City of Regina has set diversity targets and should continue to strive to be an equitable and diverse employer. As laid out in the Transit Master Plan, equity is treating everyone fairly by acknowledging their unique situation and addressing systemic barriers. The aim of equity is to ensure that everyone has access to equal results and benefits. Regina Transit should continue to hire minorities and women in the workplace.

Additional details regarding staffing recommendations can be found in **Supplement 6**.

#	Action	Theme
3.15	Establish a team of Peace Officers to provide on-street support and respond to security incidents	2, 3
3.16	Create a new position to provide direct supervisory support to Revenue and Service Clerks	2
3.17	Establish a dedicated Transit Planner role responsible for scheduling and service planning as well as collaboration with municipal planning staff to improve integration of transit and land use planning	1, 2
3.18	Consider the Reallocation of Training Responsibilities or Departmental Expansion	2
3.19	Consider the Introduction of an Assistant Manager Role in the Operations & Training Department	2
3.20	Continue to pursue diversity targets as laid out by the City of Regina	3

Fares and Trip Planning

Developing different fare and trip planning options can improve the rider experience and encourage new riders to take transit. These recommendations are based on what we heard from our engagement, including:

- A desire for more convenient technology options for purchasing fares
- Support for live bus tracking (TransitLive)
- Interest in reduced transit fares for youth
- A need for better signage at bus stops, including schedules

Fare System

Regina Transit's current fare system requires riders to understand several distinct products and predict their travel behaviour to purchase the cheapest ticket. This can present challenges and barriers to accessing the system, particularly

for those who are less familiar with transit. Simplifying the process of buying fares can attract more riders and improve passenger experience.

New technology exists that can facilitate a simpler fare system with fewer products and more automation. It is recommended that a new fare system be implemented with several features to improve convenience for customers. These include automatic fare capping, in which a fare card tracks purchases and automatically stops charging passengers when they have met the threshold for a daily or monthly pass. Reduced fare options should be available for passengers who use the system to buy fares digitally rather than purchasing them onboard. This would encourage passengers to purchase fares in advance and save time spent collecting cash fares on the bus. The introduction of a new fare system could be coordinated with other municipalities across the province while fares would remain separate between transit agencies.

Sharing the same fare system would improve convenience for customers, allowing them to use the same card across jurisdictions. Additionally, it can save Regina Transit money through the sharing of backend system establishment, maintenance and operation costs.

#	Action	Theme
4.1	Implement a fare system that includes automatic fare capping and reduced fare options for passengers who purchase non-cash fares	2, 4
4.2	Explore opportunities to coordinate fare systems with other provincial municipalities	2, 4

Buying Fares

Current options to purchase fares are limited to purchasing and loading an R-Card in advance or providing exact change on the bus. By providing better options, transit will be easier to use and more accessible.

Alternative fare payment technology options include mobile ticketing - where customers use a

smartphone application to buy and validate tickets - and contactless payment readers which allow riders to pay for rides by tapping a contactless debit card, credit card, or smartphone on a reader on the bus. Access to traditional methods of purchasing fares can be improved through automated self-service ticket machines at transit hubs, which would allow passengers to purchase their fares prior to boarding the bus.

#	Action	Theme
4.3	Implement mobile ticketing and contactless payment system	2, 4
4.4	Install self-serve ticket machines at transit hubs to facilitate the purchase of paper tickets prior to boarding the bus	2, 4, 5

Youth and Student Fares

Sustainable travel behaviours are best established at an early age. Experience in other Canadian transit systems has shown that when encouraged during childhood riding transit can become a lifelong behaviour. To facilitate this, training on how to use transit combined with lower fares could be offered to people attending high school in Regina.

Young people generally have fewer mobility options, so having greater access to transit can

provide them with more opportunities to learn, work and play in Regina. Some transit systems in Canada offer free transit to individuals 12 and under, and some also offer high school students free transit access. This helps to facilitate the independence of teenagers and solidify transit-friendly travel behaviours as the students become young adults.

Like other systems, free high school transit should only be undertaken in partnership and with funding from key stakeholders, such as local school boards and the provincial government.

#	Action	Theme
4.5	Remove fares for children up to and including 12 years of age	2, 4
4.6	Investigate the feasibility of making transit free for youth attending high school in Regina. If not feasible, explore other discount options for students.	2, 4

Trip Planning

Prior to taking transit, passengers need reliable information and resources to plan their trip. Regina Transit has several trip planning tools, including TransitLive, City of Regina website, Transit Information Centre and the Regina Transit RIDELine.

While the existing methods are useful to some riders, technology solutions are available to make transit accessible to more people. Features like digital bus stop displays at hubs and transit stops provide highly visible information to all passengers without requiring a smartphone or a downloaded app.

It is recommended that Regina Transit investigate the following trip planning tools:

#	Action	Theme
4.7	Install digital bus stop displays at hubs and busier transit stops, which would include route information such as timetables and live departure countdowns	2
4.8	Implement a trip planning app that allows for seamless On Demand, Paratransit and integrated service trip booking, as well as fare purchase	2, 4

Section D

Implementing the Plan

Schedule and Forecasts

An implementation schedule, system transformation forecasts and a financial plan are all aspects of the Plan that are crucial to its success.

This section presents the schedule for each of the actions discussed in **Section C**, a list of forecast changes to the system characteristics, the fleet plan and a financial plan. These pieces must be read in conjunction with each other for the overall implementation plan.

It should be noted that beyond the short term (five to eight years) period of this 25-year Plan, there will be increasing variables such as the rate of development, changes in funding and technological advancements. As a result, the schedules are combined into longer periods, with

some overlap between each period. It is expected that the Plan's progress will be reviewed regularly.

Phasing Plan

Each of the actions from **Section C** is scheduled for implementation as shown in **Table 8**. In this table, orange shading indicates the action's timeframe.

Costs have been shown where considerable construction or external consultant fees are required as part of the action item. These costs are approximate. Squares without costs are actions that will be undertaken in-house (i.e. by Regina Transit and/or other City of Regina staff).

While **Table 8** provides an overview of the schedule, variations in timing may occur due to unforeseen circumstances. Therefore, the details in the table may change subject to available funding and additional unknowns at the time of writing.

Table 8: Plan Implementation Schedule (including capital amounts)

Plan Element		Short Term (2023-2030)	Mid Term (2028-40)	Long Term (2038-47)
1.1	Introduce Main Routes			
1.1	Implement Proposed Local Route Network			
1.1	Implement Proposed On Demand System			
1.1	Transition to Proposed Downtown Network			
1.2	Improve Sunday Services			
1.5	Long Term Network			
1.4	Bus Rapid Transit			\$120m
3.1	Plan implementation of alternate energy vehicles	\$100k		
3.2	Replace and grow bus fleet with battery electric vehicles	\$31m	\$159m	\$239m

Plan Element		Short Term (2023-2030)	Mid Term (2028-40)	Long Term (2038-47)
3.3	Upgrade garage to accommodate alternate energy fleet	\$26m		
3.3	Expand conventional storage garage		\$100m	
2.7	Grow Demand Responsive fleet, including alternative energy vehicles as they become available	\$3m	\$300k annually	\$300k annually
1.1	Implement new service guidelines			
3.15	Establish Peace Officer team			
3.7	Increase integration with land use and traffic planning approvals			
3.12	Improve snow and ice clearing activities and policy			
3.14	Combine all transit services as a single brand			
3.13	Support the implementation of <i>Winter City Strategy</i>			
1.4	Identify and implement transit priority opportunities	\$250k annually	\$500k annually	\$500k annually
3.6	Undertake path and connectivity audit			
3.4	Establish Transit Hubs	\$1m annually	\$1m annually	
3.4	Establish Neighbourhood Hubs	\$250k annually		
3.6	Upgrade all bus stops to be fully accessible, including paths to them	\$100k annually	\$100k annually	
1.1	Improve proposed downtown transfer stop environments	\$250k annually		
4.5	Implement digital bus stop displays at hubs and busy stops	\$25k annually	\$25k annually	
4.3	Introduce mobile and contactless fare payment	\$500k		

Plan Element		Short Term (2023-2030)	Mid Term (2028-40)	Long Term (2038-47)
4.2	Investigate opportunities to coordinate fare system with other municipalities			
4.1	Upgrade fare system to offer automatic fare capping	\$100k		
4.4	Install ticket machines at Transit Hubs busy stops			
4.5	Introduce free fares for children 12 and under			
4.6	Investigate free fares for high school students			
4.8	Implement a trip planning app that allows for seamless On Demand, Paratransit and integrated service trip bookings, as well as fare purchase			
2.1	Change eligibility process to include third party assessments and individualized reassessment schedules			
2.2	Expand travel training program			
2.3	Progress toward an integrated trip model			
2.4	Expand Paratransit service hours to have parity with other services			
2.5	Implement scheduling software based on identified needs	\$50k		
2.6	Assess level of Customer Service staffing, and expand as needed			

Plan Requirements

The purpose of the Plan is to improve the Regina Transit system. It is anticipated that the general system performance (as well as performance indicators) and the financial system performance will change over time as various parts of the Plan are implemented.

Table 9: Forecast System Performance

	Base	Short Term	Mid Term	Long Term
Population	262,000	283,000	325,000	367,000
Revenue Service Hours	290,000	440,000	580,000	740,000
Ridership (1,000,000s)	3.9	10.43	17.02	25.15
Rides/Capita	14.89	36.88	52.38	68.56
Rides/Revenue Service Hour	13.45	23.49	29.26	33.80
Revenue Service Hours/Capita	1.11	1.57	1.79	2.03

Table 9 presents the future forecasted system characteristics and performance based on the Transit Master Plan. The values in the table show the maximum ridership growth as a result of the implementation of all recommended actions. However, it may take a few years immediately following an action or service change to see the full ridership growth realized. Unless stated otherwise, 2022 is considered the Base year for all forecasts.

To support the new network, Regina Transit's fully accessible fleet must grow. However, the growth must occur steadily and in a way that balances service growth with financial resources.

The fleet expansion plan includes vehicles to fore planned growth in service and the annual replacement of buses to maintain an acceptable fleet standard. A gradual adoption of battery electric buses is assumed, with a high spare ratio to accommodate charging requirements and the

transition to the new technology. More information is available in **Supplement 7**.

An estimate of the planned conventional fleet growth required to support this Plan is shown in **Table 10**. An estimate of the planned Demand Responsive fleet growth is shown in **Table 11**. Actual bus numbers may change, subject to the implementation of the increased levels of service outlined in **Section C**.

Table 10: Forecast Conventional Fleet Plan

	Base	Short Term	Mid Term	Long Term
Total Buses	123	135	177	219
Peak Buses	91	100	136	172
Spare Buses	30	40	45	54
Spare Ratio	35%	35%	30%	27%
Replacement Buses	3	8	19	9
Expansion Buses	0	3	4	4

Table 11: Forecast Demand Responsive Fleet Plan

	Base	Short Term	Long Term
Total Vehicles	35	49	67
Expansion (On Demand) Vehicles	0	6	0
Expansion (Paratransit) Vehicles	2	12	18
Replacement Vehicles	6	21	185

As the fleet and system grow, more staff across the various Regina Transit departments (including transit planning staff, technological system staff, operators, supervision, maintenance staff, etc.) will be required to support the growth. The anticipated growth in staff is illustrated in **Table 12**. Without increases

to Regina Transit's staff, this Plan will be impossible to implement.

Refer to **Supplement 7** for a more detailed explanation of how staffing requirements were forecast.

Table 12: Forecast Staff Demands (Annual)

	Base	Short Term	Long Term
Service and Fleet			
Revenue Service Hours	290,00	440,000	740,000
Peak Buses	91	100	172
Staff Requirements			
Operators	188	220	366
Other Transportation Operations <i>(includes scheduling, dispatch, radio control, supervision)</i>	11	23	38
Vehicle Mechanics	21	21	34
Other Vehicle Maintenance and Servicing <i>(includes storage and supervision)</i>	22	28	46
General and Administration <i>(includes GM's office, planning, marketing, HR, finance, etc.)</i>	13	30	49
TOTAL	255	321	532

Paying for It

The Plan is not possible without funding and investment for transit. The new transit funding commitments of several millions of dollars over the next decade by the federal, provincial and local governments are necessary to make the Plan happen.

Table 13: Financial Forecast

	2019	2022	Short Term	Mid Term	Long Term
	Revenue				
Fare Revenue (\$1,000,000s)	\$10.13	\$8.00	\$18.15	\$28.87	\$41.08
	Operating Costs				
Total Annual Cost (\$1,000,000s)	\$31.80	\$36.63	\$56.22	\$76.30	\$97.26
Net Annual Cost (\$1,000,000s)	\$20.23	\$28.63	\$38.06	\$47.43	\$56.18
Annual Total Cost Change (\$1,000,000s)	N/A	N/A	\$19.6 <i>Above 2022</i>	\$16.94 <i>Above Short Term</i>	\$20.35 <i>Above Long Term</i>
	Capital Costs				
Total Annual Cost (\$1,000,000s)	N/A	N/A	\$66.80 <i>Entire period</i>	\$119.18	\$30.05

Table 13 presents the financial forecasts, and Table 14 shows the financial performance indicators for the Plan.

The numbers in the table are based on the projected costs of each of the actions discussed in Section C, the performance outlined in Table 9, and the fleet plans from Table 10 and Table 11.

Table 14: Performance Indicators

	2019	2022	Short Term	Mid Term	Long Term
Revenue Cost Ratio	0.36	0.22	0.32	0.40	0.46
Net Operating Cost/ Passenger	\$3.29	\$7.34	\$3.65	\$2.59	\$2.03
Net Operating Cost/Revenue Service Hour	\$105	\$98.72	\$85.68	\$75.78	\$68.45
Net Operating Cost/Capita	\$85	\$109.3	\$134.5	\$135.6	\$138.8

Section E

Conclusion

Regina Transit has a rich history of providing successful transit service to Regina. From the busy days of the streetcars running along 11th Avenue to the recent delivery of its first 60ft bus, Regina Transit has played its part in getting people where they need to go. Though much has changed since then, the time is now to elevate transit's role in keeping Regina moving.

The Regina Transit Master Plan is an ambitious long term vision for a modern and efficient transit system for Regina. The recommendations in this report will result in a comprehensive overhaul of Regina Transit's system and a substantial growth in the services it offers. The intention of this plan is to lead Regina Transit in a direction that is passenger-focused, offers transit service on par with the expectations of modern mobility, allows it to keep up with projected growth and supports liveable communities.

Next Steps

Following the approval of this report by the Regina City Council, Regina Transit will proceed to implement this Plan's recommendations in accordance with the schedule shown in **Section D**. Any new budget requirements would be considered in the City's budget process. Service changes will also need Council approval before implementation.

As Regina Transit prepares to implement the various elements of the Plan, additional consultations will be required for individual route changes. It is recommended that this plan be reviewed every five years to ensure that the recommendations still align with the Official Community Plan and the Transportation Master Plan.

Supplement 1

Engagement Report



City of Regina

Regina Transit Master Plan

Engagement and Communications Plan

Revised December, 2021



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- C Round 1 and Round 2 Engagement Timeline
- D Round 1 What We Heard
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1 Background

This project will build on Regina's recent Transportation Master Plan, which provides key policy direction for transit service in the city. The Transit Master Plan will translate the Transportation Master Plan directions into plans and actions, and to provide a mechanism for addressing important issues such as the form and function of transit in Regina's downtown, how best to incorporate new and emerging approaches to dynamic on-demand transit service into the city for the benefit of residents, and whether or not to consider a new operational approach that would integrate conventional and paratransit service into a single service environment. The Transit Master Plan will also align from Design Regina, the City's Official Community Plan. A plan that engages the community to identify the transit needs and expectations of the public and stakeholders, and sets the transit service on a path of efficient and effective growth over the coming decades will be the result.

The **2017 Transportation Master Plan** aligns with Design Regina. The Transportation Directions outlined in this plan highlight the community priorities to provide Regina residents with a choice of travel mode that complements travel by vehicle.

Now, more than ever, transit services are developing tailored solutions that innovate in terms of apps, big data collection and usage, accessibility, active transportation, carbon emissions, and automation. Regina Transit requires a holistic transit master plan that will guide the City's development, maintain service growth, maximizing the benefits of new service options while minimizing the impacts of shocks like COVID-19. A comprehensive review of transit service and stakeholder discussion will result in a new Transit Master Plan that can help prepare Regina Transit for the future.

1.1 Project Overview

The primary objective of the Transit Master Plan is to identify the role that the transit system should play in achieving broader citywide goals, and develop a new vision for Transit that is linked to Design Regina and the 2017 Transportation Master Plan.

There is a renewed focus on the role of transit as a key factor in improving economic prosperity, health, and quality of life. The Transit Master Plan can position Regina Transit to better meet the opportunities and challenges over the next 25 years and successfully serve the community with an effective and efficient transit system that exceeds rider expectations.

Design Regina: The City's direction is guided by the community priorities identified in *Design Regina: The Official Community Plan*. This plan was developed to manage the city's growth to 300,000 people and sets the stage for longer-term development. Design Regina contains a comprehensive policy framework that guides the physical, environmental, economic, social, and cultural development of the city.

The project will consist of a review of Regina Transit's current network and ridership by conducting a needs assessment, reviewing existing policies and objectives, reviewing and transforming service standards and performance targets, and developing a route and service plan. The project also includes a review of the operation of paratransit service.

In addition to technical analysis, engaging with the community is the key to understanding how they view transit and ensuring that its development is aligned with a contemporary and realistic view of the city. The outcome will be a plan that consists of short- to long-term actions and recommendations that will create and support an improved overall transit system for Regina Transit.

Engagement will be conducted in two rounds and will align with the high-level work plan that has been developed for this project:

- In early 2021 the first round of engagement will occur, with the purpose of learning from the transit and non-transit riders what they expect from Regina Transit. The project team will also take this time to listen to the experiences of Regina Transit riders to identify opportunities to improve transit in the city.
- Preparation and review of the draft Transit Master Plan will take place over the summer.
- Round two stakeholder engagement activities will take place in September and early October, with the purpose of sharing the draft Transit Master Plan with the public and capturing their thoughts regarding the plan.
- The final Transit Master Plan will then be prepared with a presentation of the Plan anticipated in early 2022.

1.2 Engagement and Communications Team

The engagement and communications team includes members of the Dillon Consulting project team, as well as RallyRally team members. RallyRally is a communications design studio, tasked with creating a visually-engaging campaign supported by inclusive messaging in order to increase awareness and visibility of the project to boost overall engagement. The Dillon engagement lead is an International Association for Public Participation (IAP2) member, who will be supported by local team members, as well as the internal Dillon Community Engagement network that has been established by Dillon. This team will provide recommendations to the City based on our experience working on similar projects. We will gather feedback, which will be shared with City staff, which will be used to inform the Transit Master Plan.

1.3 Engagement and Communications Planning Process

Significant discussions and involvement by the project team, City staff, and the project Steering Committee informed the development of this Engagement and Communications Plan. The following bullets capture this process:

- In fall 2020 Dillon was awarded the Regina Transit Master Plan project.

- Following the award, the project kick-off meeting was held on November 9, 2020.
- The engagement team attended a meeting on November 25, 2020 to present a high-level engagement plan, and to gather feedback from City staff. The engagement plan incorporated feedback from this conversation, and the plan was then presented to the Project Steering Committee on December 3, 2020.
- On November 26, 2020, RallyRally hosted a Communications Discovery Workshop to gain strategic insights from City staff. This meeting informed the communications, messaging, and campaign creative that was developed for this project.
- RallyRally had additional conversations with City staff to understand the City's new brand guidelines and the constraints for developing the campaign creative.
- Three design and messaging concepts were developed by RallyRally, and presented to the City team on December 21, 2020, for feedback. Following this meeting, a preferred concept for the campaign creative was identified for further development and finalization in January 2021.
- In summer of 2021, Round 2 engagement planning will begin, to be implemented in September and October 2021.

Through the Communications Discovery Workshop process the participants identified the top three topics relating to the Transit Master Plan being:

1. Quality of life – access and convenience
2. Economic competitiveness – affordability and efficiency
3. Downtown considerations – impacts, opportunities, constraints

2 Engagement and Communications Planning

2.1 Approach

The City of Regina has identified the need for the engagement associated with the Transit Master Plan to be evaluated through a lens of **accessibility, sustainability and age-friendliness**. Dillon believes that genuinely involving the community in decision-making processes facilitates buy-in and leads to better, more sustainable decisions. Our public consultation and stakeholder engagement plan will be tailored specifically for this project, and will be designed to support Regina's vision, **"to be Canada's most vibrant, inclusive, attractive, sustainable community, where people live in harmony and thrive in opportunity"**. The project team also recognizes Regina's mission, that they, **"are dedicated to building a strong community by providing reliable, sustainable services"**.

We commit to involving the public early and proactively in this process, and throughout we will focus on creating a variety of opportunities for the public and key stakeholders to learn more about transit planning through this process, enabling them to enter into a productive dialogue with each other, with City staff, and with the project team. In addition to sharing our plans and engagement opportunities on Be Heard Regina, our engagement program will increase transparency by providing participants with the information they need to contribute in a meaningful way and clearly communicate to the public how their input affects decisions. We will use this process to identify opportunities, challenges, and issues that stakeholders feel the team should know to help us plan for the future.

Working closely with the City project team and the City Citizen Experience Department, the project team has developed a tailored approach to public engagement and communications based on the requirements of this project, the resources available, and our experience and understanding of what is necessary to facilitate productive dialogues with communities to plan for their vision of the future. This approach will include in-depth dialogues with specially convened key stakeholder focus groups. These dialogues will include learning about rider experiences with groups such as the Regina Downtown Business Improvement District, the University of Regina, and the Regina Open Door Society. We will also leverage the resources and networks of these key advisors to spread the word and recruit deeper participation in this conversation.

Through these dialogues and a series of online activities, we will identify the expectations that stakeholders and the public have for their transit system. And through the development of eye-catching graphics and clear communications materials, including the use of social media, we will present project information in formats that trigger interest and support efficient and effective understanding of the process. Finally, our team will leverage the digital tools and networks the City already has in order to broaden and deepen the conversation, reaching those not normally engaged in transit planning conversations.

We have divided our stakeholder and public engagement efforts into two “rounds.” The first round will include engagement planning, a highly visible public launch of the study, and a series of communications and outreach tactics that will inform and solicit feedback from the public and key stakeholders on the overall needs that the new Transit Master Plan should address. The focus of this opening round of engagement will be to learn what people expect from Regina Transit. The second round of engagement will provide the public and stakeholders with the opportunity to comment on the draft Transit Master Plan before the plan is finalized.

Engagement and COVID-19

On March 11, 2020, the World Health Organization officially classified the COVID-19 outbreak as a pandemic. As a result, social distancing measures have been recommended across the world. Our team recognizes that this quickly evolving situation requires changes to the typical style of in-person engagement techniques. Our team is ready to modify our engagement plan as needed throughout the course of the project to meet government requirements and public health guidelines.

Building Relationships

The foundation of our engagement approach has always been centred on building relationships. Effective communication and engagement can be an important step towards building productive relationships based on trust and respect. Relationships of trust and respect provide the foundation for meaningful dialogue. From our experience, effective engagement will take into account the following:

- Diversity of project participants and group dynamics;
- Learning about the communities where we will be working before we engage with our stakeholders;
- Historical relationships between First Nations, Métis, the City, the Province, and the Federal government;
- Sensitivity to the setting, location of meetings, and scheduling constraints;
- Encouraging discussion, good communication, and an open dialogue;
- Effective communications and outreach to build trust in the City and the process;
- Utilizing community and outside resources to relay ideas and generate discussion; and,
- Demonstrating ideas and concepts through practical examples.

2.2 Communications Planning

2.2.1 Communications Objective

Through the Communications Discovery process the following communications objective was developed:

To build off the City of Regina brand to develop a project campaign, compelling visuals and inclusive messaging in order to increase awareness and visibility of the project to support engagement throughout the Transit Master Plan process.

2.2.2 Communications Principles

- **Integrated communications and engagement:** Communications and engagement go hand in hand. Communications efforts will be strategically aligned and timed to support engagement activities throughout the project. Visually-engaging communications will generate interest in the project and promote upcoming/current opportunities to participate. Following engagement activities, we can share highlights of what happened and what was heard in order to build trust and maintain interest from participants.
- **Multi-pronged approach:** We will use a suite of communications tools for print (in-person) and digital (online) contexts to support the engagement process. These communications tools include transit ads, social media, video, website (engagement platform), e-newsletters, email, engagement briefing notes and report, and a final City Council presentation. This toolkit of various communications tools will help us to reach a wide range of stakeholders and attract a diversity of participants.
- **Consistent look:** We will create a compelling look and feel for the campaign creative to be applied consistently across all materials, along with the name “Regina Transit Master Plan”. This will help build recognition and unify the many communications Tools.
- **Accessible conversation:** Communications will use plain language and relevant messaging to make the engagement process approachable and accessible to a broad audience. Materials will pay particular attention to legibility and colour contrast in print materials, alternative text for website images, and will avoid jargon in copywriting.
- **Constructive tone:** Many residents are passionate about public transit and may want to express frustrations with their past experiences of Regina Transit. Communications should adopt a friendly and sincere tone that acknowledges any such concerns while constructively steering conversations toward solutions and how we can work together through this Transit Master Plan process to improve Regina Transit. Messaging will be inclusive and action-oriented.
- **Local champions:** We will leverage the networks and public presence of local transit supporters and advocates to spread the word and generate excitement around the project. These voices may include City Councillors, City staff, members of the public, stakeholder organizations, neighbourhood associations, and allies from Regina media outlets.

2.2.3 Communications and Design Guidelines

The project team developed guidelines for designing materials and communicating with the public and stakeholders. These guidelines were developed in collaboration with the City of Regina project team as a part of the Communications Discovery process.

1. Reflect on the engagement principles in our communications. Encourage participation and build trust in the process.

2. Be clear and strategic. Keep the big picture in mind, while linking it to key topics that resonate with our diverse audiences.
3. Build on the foundation of the City's brand guidelines. Bring a fresh perspective to existing brand elements to create compelling visuals that feel inclusive.
4. Use accessible messaging. Embrace bold, plain language messaging to engage all audiences. Promote participation with relevant calls-to-action.
5. Reduce barriers. Engage at convenient touchpoints so it's easy for our audiences to participate.

2.2.4 Voice and Tone

Whether online, in print, or in-person, our communications should feel:

- conversational
- friendly
- helpful
- optimistic
- responsive
- collaborative
- energetic

We will embrace bold, plain language messaging, avoiding use of the problematic term “transit user”. People taking part in the process should be made to feel welcomed and safe. We want to foster a sense of community and Regina pride.

All communications should include a call-to-action. We will use active language that invites people to share their thoughts and that encourages participation.

2.3 Engagement Planning

2.3.1 Engagement Principles

The following principles will guide our process and will inform the public engagement objectives and techniques at each decision step.

- **AGE FRIENDLY and DIVERSE:** Transit is a service for everyone. We will work diligently to remove or reduce barriers, the best that we can, to ensure that diverse voices are heard throughout this engagement process. This includes people of different ages, ethnicities/cultures, socioeconomic standings, gender identities/sexual orientations, and those with specific accessibility requirements. Our approach to accommodating participants will be informed by the needs identified during pre-engagement interviews.
- **EQUITABLE and MEANINGFUL:** Taxpayers, as well as those who are affected by a decision have a right to be involved in the decision-making process. The direction of

Regina Transit must be shaped by the experts – those who ride transit regularly. This process will also involve current non-transit riders. Participants will be provided with the information they need to participate in a meaningful way that informs the outcomes.

- **ENGAGE EARLY and LEARN FROM STAKEHOLDERS:** We will keep the public and stakeholders informed and will involve participants at key decision points early in the process and at regular periods throughout. We will use the engagement process to learn what the public and stakeholders expect from Regina Transit and to capture their rider experiences.
- **ACCESSIBLE:** Regina Transit will attract current transit riders and non-transit riders alike to a city-wide dialogue through engaging techniques and visuals and the use of jargon-free communication. A diversity of outreach and engagement approaches will be used so that Regina residents are aware and can choose their level of involvement.
- **EDUCATIONAL:** The engagement associated with this project will educate stakeholders regarding the considerations that go into planning for transit in Regina.
- **PROACTIVE:** We will work with representatives from organizations and stakeholder groups prior to engaging to identify specific needs and potential pain points. What we learn through pre-engagement interviews will be used to develop engagement and communications materials that are appropriate and respectful.
- **TRANSPARENCY:** The decision-making process, including how participant feedback is incorporated, will be clearly communicated throughout the transit service review.

2.3.2 Engagement Purpose

Each engagement round will have a different purpose:

Round 1 engagement purpose

To understand the varied needs and expectations of the public and stakeholders for Regina Transit, in order to develop and appropriately prioritize strategic actions that align with City policies, plans, and projects, which will inform the draft Regina Transit Master Plan. Through round one we will identify opportunities to share with stakeholders what goes into planning for transit in Regina, so they can more effectively participate in creating a vision for the future.

Round 2 engagement purpose

To share the draft Regina Transit Master Plan with the public and stakeholders, and listen to their feedback. What we learn from this engagement round will be incorporated into the final Regina Transit Master Plan where possible.

2.3.3 Engagement Outcomes

The following engagement outcomes have been identified by the project team:

1. To identify the varied needs of the public and stakeholders for the transit system;
2. To capture rider experiences;
3. To identify gaps in service;

4. To better understand the role transit plays in the City's achievement of strategic planning goals, particularly in the Downtown; and,
5. To inform the development and finalization of the Regina Transit Master Plan.

3 Stakeholders

3.1 Stakeholder List

Through the Communications Discovery Workshop, City staff and the project team identified the following key stakeholder groups that should be identified:

- Indigenous Communities;
- Major Employers and Business Groups;
- Educational and Medical Institutions;
- Social and Health Service Providers;
- Internal Stakeholders (City Departments, City Council, Union, etc.);
- Transit Agents;
- Transit Staff;
- Students and Youth;
- Seniors;
- People with Accessibility Requirements;
- Newcomers;
- People Facing Language Barriers;
- General Transit Riders;
- Non-Transit Road Riders;
- Regional Residents; and,
- Tourists.

The list includes groups, organizations and individuals, and their high-level corresponding issues or interest areas. Stakeholders are classified as Primary, Secondary or Tertiary.

- **Primary** = key stakeholders, those likely to be directly affected by decisions
- **Secondary** = those likely to be indirectly affected
- **Tertiary** = those who are not likely to be either directly or indirectly affected, but who might be in an advisory or advocacy capacity or otherwise be able to influence the decision in some way (e.g., local media, other municipal departments/agencies)

3.2 Existing Concerns and Issues

Through the Communications Discovery Workshop the following stakeholder issues and concerns were identified by the City staff and the project team:

- Downtown impacts
- Capacity

- Mobility Issues
- Scheduling
- Convenience
- Affordability
- Technical capabilities and rider access
- Visual and cognitive barriers
- Safety

These concerns and issues will be discussed during the pre-engagement interviews, and interview participants will be asked if there are other themes that may come up through the engagement process. Although not an exhaustive list, identifying the potential concerns and issues noted above will help the project team to develop messaging and survey questions to learn more about these challenges.

3.3 Key Messages

The following key messages have been developed for the engagement process. These key messages should be reviewed by the project team and City staff on a regular basis, building a consistent message regarding this project. These messages may be updated from time to time. Additional or revised key messages will be prepared for the round two engagement based on what we hear in round one.

The following key messages reflect the main points that we want to communicate; they do not reflect actual copywriting intended for creative materials. At every opportunity, we want to reinforce the relevance of the Transit Master Plan by connecting the big picture to specific topics that will resonate with our diverse stakeholders.

3.3.1 Round One Key Messages

- We're working on a plan for transit and want your thoughts on how to improve it.
- The primary objective of the Regina Transit Master Plan is to identify the role that the transit system should play in achieving broader city-wide goals to better meet the opportunities and challenges over the next 25 years, and develop a new vision for Transit that is linked to Design Regina and the Transportation Master Plan.
- The Transit Master Plan will help Regina Transit successfully serve the community with an effective and efficient transit system that exceeds rider expectations.
- We want to learn more about your rider experiences and what you expect from Regina Transit – now and in the future.
- Even if you're not a regular transit rider, we still want to hear from you. We all have a role to play in the future of our transit system.

- Topics for discussion/feedback could include: routes, reliability, service, buses, infrastructure, communication, quality of life, accessibility, convenience, environmental health and sustainability, economy, affordability, and the Downtown corridor.
- Your participation in the engagement process will be used to inform the Transit Master Plan.
- You will have two opportunities to engage with us through this process: once this winter/spring, and again this fall. The final Transit Master Plan is anticipated in December 2021.

3.3.2 Round Two Key Messages

- We heard your thoughts on how to improve transit earlier this year. Now we want your feedback on the draft Transit Master Plan. Check out the proposed changes that could be made over the next 25 years. Share your thoughts on Be Heard Regina!
- Earlier this year you shared your thoughts on how to improve transit. We gathered your comments and have prepared a draft Transit Master Plan. This fall you will be able to share your thoughts on the draft Plan.
- You let us know your thoughts on how to improve routes. We heard you and now want your feedback on the proposed changes that could be made over the next 25 years.
- You let us know your thoughts on how to improve how you get to the bus. We heard you and now want your feedback on the proposed changes that could be made over the next 25 years.
- We want your thoughts on the draft Transit Master Plan. From proposed routes, schedules, information resources, and stops we want to hear from you.
- We're working on a plan for transit and want your thoughts on the future of transit in Regina.
- Your thoughts on transit will be considered before the draft Transit Master Plan is presented to Council for approval.

4 Engagement and Communications Strategy

The following section describes the tools and techniques that will be used to achieve engagement and communications objectives. Details regarding the tools and techniques are referenced in **Section 5** in the implementation plan.

4.1 Engagement Tools and Techniques

Pre-engagement Interviews: A series of short telephone interviews (up to 6, 30-minute interviews) with internal and external key informants that represent diverse perspectives on the project. These interviews will help us develop and ground-truth stakeholder interests, and refine our approach to engagement by seeking input from participants themselves in designing how they would like to be involved.

Key Stakeholder Focus Group Workshops: In-depth dialogue with specially convened groups of stakeholders/special interest groups. Potential invited groups could include:

- Those with accessibility needs;
- Seniors;
- Major employers;
- Students, youth, and education providers;
- Front-line Regina Transit employees (drivers and customer service staff); and,
- Business Improvement Districts and Community Associations.

Where possible the workshops will also be used to educate stakeholders regarding the considerations that go into planning for transit in Regina.

Key Informant Interviews: In Round 1 up to 5 one-on-one virtual or telephone key informant interviews with key individual stakeholders or representatives of key interest groups will occur in each round of engagement. Key informant interviews can be used to capture perspectives not represented during Key Stakeholder Workshops.

Regina Transit Staff Survey: A Regina Transit Staff survey will be conducted in engagement round one. The purpose of this survey will be to collect information and ideas for areas to improve Regina Transit. This survey will be available in a mobile-friendly format and also provided in hard copy in the operators lounge with a drop-off box to return surveys.

Online Surveys: Two online surveys will be developed to inform the Transit Master Plan, and at a critical juncture in the decision-making process. During the first round of engagement, an online survey will focus on the identification of issues, transportation needs and what people expect from Regina Transit. Round one will also include a survey prepared for transit operators to identify areas for improvement. In the second round of public engagement, a survey will be shared with the public on Be Heard Regina, to gather feedback on the draft Transit Master Plan.

Both surveys will be mobile-friendly, use primarily closed-ended questions, and will utilize visuals where suitable. Surveys will be widely promoted through various communications channels, with specific targeting of key groups to ensure broad representation in respondents.

Be Heard Regina: A customizable community engagement platform that can be tailored to the needs of Regina Transit, creating a space for the community to be engaged and informed, particularly harder to reach participants (such as those unable to attend one of the proposed workshops, or with schedules that may not permit them to attend community events) in order to achieve better planning outcomes for Regina Transit. The platform will also be used to educate stakeholders and visitors to the site regarding what is considered when planning for transit in Regina. To help achieve this, the presentation that will be shared in the stakeholder workshops will also be posted on the Be Heard Regina website.

Information Sessions: Two information sessions will be held in Round Two, and will include a detailed presentation by the Project Team. The presentation will outline what is proposed in the draft Transit Master Plan. Round 1 workshop participants and members of the general public will be invited to this event. The purpose of the event will be to present the draft recommendations through facilitated dialogue and a Q+A period and break-out rooms. Attendees will also have the opportunity to provide feedback on the draft recommendations through an evaluation form that will be shared with participants after the workshops.

City Council Workshops: At key milestones in the project (up to two), City staff and Dillon may host a Council workshop to share project updates and listen to Council feedback.

Accessibility Advisory Committee Presentation: In Round 2, members of the project team will present the final Transit Master Plan to the Committee and will listen to feedback and address any questions from Council.

City Council Presentation: Members of the project team will present the final Transit Master Plan to Council and will address any questions from Council.

4.2 Communication Tools and Techniques

Campaign Creative: We will design creative materials to raise awareness of the project, to clearly communicate about the Transit Master Plan, and to promote engagement. We will develop a cohesive look and feel for the project, based on the approved creative concept that asks for “Your thoughts on transit” and features a colourful cast of characters – speech bubbles and thought bubbles riding transit. We will use “**Regina Transit Master Plan**” as the public-facing name (descriptor) of the project. RallyRally will lead the design of communications materials and provide graphic assets to City staff to adapt into various formats for roll-out across print and digital media.

Be Heard Regina: Working in partnership with City staff, we will set up a project on the City of Regina engagement platform [Be Heard Regina](#), which serves as the main online hub for the project and is the City's online community for public engagement. The project webpage will be updated regularly to share details about the process and study findings and to educate visitors to the site about Regina Transit planning considerations. At the end of each round of engagement the page will be updated to include summaries of how public feedback is being incorporated, newsletter updates as they are published, and invitations to participate in surveys or in-person events. The page will use plain language and visual summaries and include links to supporting information. [Be Heard Regina](#) is a forum with the potential to reach a wide breadth of residents, issue polls and surveys, communicate public engagement events and receive and log input. This online venue provides participants with the information they need to contribute in a meaningful way and clearly communicate to the public how their input affects decisions. Round Two will include the addition of the 'Places' tab to allow the public to provide direct feedback on the physical changes to the transit system that are proposed in the draft Transit Master Plan.

Social Media: Rather than creating new social media accounts for this project, we will leverage established accounts such as @CityofRegina and @YQRTransit. We can use the hashtag **#ReginaTransitPlan** as it is unique to this project, clearly related to the project name and URL. Social media posts should also include the hashtag **#YQR** which is commonly used by the City. Organic social media posts will be published on Facebook and Twitter. In addition, for key content such as the project video featured graphics, it is recommended to pay for sponsored posts or social media ads which will boost the posts to a much larger targeted audience (see details on Facebook ads [here](#), as an example). We also recommend [Facebook's Dynamic Ads](#) to tailor specific ad content to various audiences. In round 1 of engagement, some ads can drive traffic directly to the survey page rather than the project landing page. In order to remain engaging, ad content should be refreshed after 4 to 7 days in-market. Further, social media is not only a communication tool but also an engagement tool. As such, City staff should be prepared to respond constructively to comments and concerns from Regina residents, as social media channels are often used to voice complaints about transit service.

Video: For round 1 of engagement, we will create a short graphic video (approximately 30 seconds) to introduce the project to the public and stakeholders. The video will be produced specifically to capture attention and share online, distilling the purpose of the project and how to share feedback and rider experiences. It will feature similar content to our ads, but brought to life through animation. This video can be shared widely through the City's social media channels, featured on the project website, and used throughout the engagement campaign.

Presentation: A presentation will be prepared by the project team with the purpose of educating stakeholders and visitors to the Be Heard Regina webpage about what Regina Transit must consider when planning for transit in Regina. This presentation will also be shared at the stakeholder workshops to build a foundation for workshop participants for the discussions that will take place during the workshops.

Radio Interview: The project team recommends that the City consider identifying a City representative that can speak with media outlets about the project. In our experience we have seen an increase in survey responses when a municipality includes this type of discussion in their engagement plans.

Transit Ads: A series of print ads on the transit system – on bus shelters, in-bus ad space, and any other available media space – will help to build awareness and drive participation among current transit riders. In-bus advertising to promote the survey is a great opportunity to reach riders who are sitting with their phones and who can potentially spare a few minutes to complete the survey on their devices.

City Internals: The Project Team will provide graphics to the City of Regina for use on the City's intranet page, TV display, and elevator ads.

Out of Home Digital Ads: Creative materials will be provided to the City of Regina for use in out of home digital ads, which will be arranged for by City staff.

Posters: For each round of engagement, posters will be developed, which can be printed, posted in high traffic areas, and shared with stakeholders to post in their own buildings. The purpose of these posters will be to encourage the public and stakeholders to take the survey. This can include a poster in the operators lounge to encourage participation from Regina Transit staff.

E-Newsletters: A series of project email newsletters will be prepared for distribution by Dillon. It is anticipated people can sign up for the e-newsletters through Be Heard Regina. Up to 6 newsletters throughout the course of the project will provide stakeholders, decision-makers, and interested members of the public with regular updates on the project's progress, summaries of how public feedback is being incorporated, and invitations to participate in surveys or events. E-newsletters will utilize attractive templates and graphics to communicate information and will comply with all Freedom of Information and Protection of Privacy Act and Canada's Anti-Spam Law (CASL).

Email: An email address specific to the project will be posted on Be Heard Regina, and will be monitored by City staff with all relevant messages forwarded to the consultant team. The project may leverage the existing email address: reginatransit@regina.ca. Consultant engagement, communications and technical teams will provide support for replies, as required. An automatic "thank you" confirmation message should be sent from the email address, along with a commitment that a project representative will respond to any queries in the email within two business days.

Council Memos: Council memos will be prepared at the start of the project to let them know about the project. A second memo can be provided prior to the Plan going to Council. These memos will be prepared by City staff, and reviewed by Dillon for content.

Engagement Briefing Notes & Final Report: Findings from each of the two rounds of public engagement will be summarized in briefing notes that will describe the engagement activities that took place during that round, stats on participation and communications exercises, a summary of the themes identified upon analysis of feedback, and commentary on how well the engagement activities have been meeting the engagement objectives. Briefing notes will be utilized by the technical team to directly inform the service review. Elements of the briefing notes should be shared with the public in project updates as a “what we’re hearing” summary. The second briefing note will be rolled into the Final Engagement Report which will feature visuals such as photos and infographics.

5 Implementation Plan

5.1 Resources

Consultant resources dedicated to the Engagement and Communications Plan include:

Dillon Consulting Engagement Staff:

- Brandy MacInnis - Public and Stakeholder Engagement Lead
- Adam Prokopanko - Engagement Team
- Kristen Harder - Engagement Support Team Member
- Administrative Support
- Full technical team support wherever required
- Dillon Community Engagement network
- Dillon Graphics team

RallyRally Communications Staff:

- Jay Wall - Communications and Graphic Design Lead
- Adam Bischoff - Communications and Graphic Design Team

5.2 Comment Management, Analysis and Response Protocols & City Support

The following assumptions and understanding has been established as a component of implementing this Engagement and Communications Plan.

E-newsletters will be sent to the public by the City leveraging Be Heard Regina and direct email.

- Project email and social media accounts will be solely managed by the City.
- Dillon to offer support if there are technical responses required via email or over the phone.
- A guaranteed response time of 2 business days is critical for project reliability and relations with participants.
- All communications, comments and responses will be forwarded to the consultant team.
- The consultant team will track consultation feedback and provide summaries that will be used as the basis for reporting back to participants (“what we heard”).
- The City will be responsible for responding to media inquiries, including identifying a City media spokesperson assigned to respond to inquiries. It is recommended that this media spokesperson also offer to media outlets the opportunity for an interview.
- City staff will attend engagement events as requested by Dillon.

- City staff will monitor the installations to ensure the materials are in an acceptable condition. City staff may be requested to set up, move, and take down the installations.

5.3 Engagement Implementation Plan

The table below provides a high-level implementation plan for the entire engagement process, listing Engagement Objectives for each decision step that are informed by our Engagement Principles describes corresponding Tools and timing and provides additional details, including roles and responsibilities for the consultant team and Regina Transit staff. Where necessary (e.g. workshops, Be Heard Regina launch, surveys, etc.), a more detailed event plan will be developed ahead of time.

Task	Engagement Objectives	Notice of Engagement	Tactics and Materials	Timing	Roles and Responsibilities
Project Phase 2: Community & Stakeholder Engagement - Round 1 (November 2020 - March 2021)					
Task 2.1 Engagement Planning and Public Project Launch	Develop a robust Engagement and Communication Plan that considers how participants would like to be involved. Includes pre-engagement interviews.	Meetings, email and phone communication with City staff.	Engagement and Communications Plan , scope definition, stakeholder list and analysis, detailed engagement timeline, preliminary engagement goals and objectives.	November 2020 - January 2021	Plan Developed by Dillon and RallyRally. Plan approved by the City staff.
	To determine the way in which stakeholders would prefer to be engaged throughout the process.	Email and phone communication to book interviews. Virtual and telephone interviews.	Conduct six brief pre-engagement interviews with diverse internal and external key informants. Interview and reporting guide.	December 2020 - January 2021	Dillon to reach out to and interview stakeholders approved by City staff.
	n/a	n/a	Create design concepts for engagement and communications initiatives.	November 2020 - January 2021	Created by RallyRally, with Dillon input. Approved by City staff and Steering Committee.
	Utilize approved project brand and visual identity to develop public interest in the project early on.		Project Video Engagement and Communication Materials	January 2021	Developed by RallyRally with Dillon input. Approved by City staff and Steering Committee.
Deliverable: Engagement Plan and Communications Plan					

Task	Engagement Objectives	Notice of Engagement	Tactics and Materials	Timing	Roles and Responsibilities
Task 2.2 Workshops and Discussions	Identify issues, transportation needs, and the public expectations of Regina Transit's role. To educate stakeholders about the considerations that go into planning for transit in Regina.	Emails, direct invitations	Five workshops - up to 2 hours in length. Agenda, workshop materials, feedback form/survey. Summary of what we learned.	February 2021	Attendee list developed by Dillon, approved by City staff. Dillon and RallyRally to prepare and produce all materials, approved by City staff. In some cases City staff may be asked to attend workshops.
	To clarify or better understand what we heard during the workshops, and through the surveys.	Emails, direct invites	Additional (up to five) one-on-one telephone or virtual interviews with key informants . Interview and reporting guide.	February 2021	Attendee list developed by Dillon, approved by City staff. Dillon to provide reporting guide outlining what we heard.
	To clarify and better understand challenges and opportunities identified through engagement round one.	n/a	Transit Ridealongs	March 2021 (or later depending on Covid considerations)	Dillon to identify targeted routes to ride based on public and stakeholder feedback.
	To share project updates and listen to Council feedback.	City staff to coordinate workshops	Council workshop presentation agenda and materials	March 2021	Transit staff to arrange in coordination with Clerk's/Mayor's Office. Communications to provide support in material preparation. Dillon staff to attend to respond to questions.

Task	Engagement Objectives	Notice of Engagement	Tactics and Materials	Timing	Roles and Responsibilities
Task 2.3 Digital Engagement	To inform Council of the project and engagement timelines.	Email	Council Memo	January 2021	City staff to prepare and share memo with Council digitally. Reviewed by Dillon for content.
	Develop an integrated digital engagement approach to extend the overall public engagement and outreach strategy, and provide the technical team with meaningful input.	Email, Social Media, Be Heard Regina	Project E-Newsletters	February 2021 March 2021	Sign-up on Be Heard Regina. E-Newsletter developed by Dillon and RallyRally, approved by City.
	Establish a strategy to continually issue updates using social media that ensures continuous engagement.	Social Media, Be Heard Regina	Social media strategy and Updates.	January - December 2021	Content/graphics developed by Dillon and RallyRally, approved and posted by City. Detailed social media timelines developed by City staff. Social media monitored by City. Information and comments received shared with Dillon by the City.
	Provide an online opportunity for stakeholders to provide feedback.	Social Media, Be Heard Regina	Employ digital platform using Be Heard Regina , offering a feedback tool for online interactive mapping and survey to gather origin and destination information.	January - December 2021 Survey live January 26 - February 16	Developed by Dillon. Approved and posted by the City.

Task	Engagement Objectives	Notice of Engagement	Tactics and Materials	Timing	Roles and Responsibilities
	To identify improvements that could be made to Regina Transit that are recommended by Transit staff.	Survey form	Transit staff survey	January - February 2021	Survey questions developed by Dillon, approved by City staff.
Task 2.4 Engagement Findings	Findings from the various engagement activities will be analyzed, synthesized and summarized.	n/a	Develop Engagement Briefing Note #1	March 2021	Content/graphics developed by Dillon and RallyRally, approved by City staff.
Deliverable: Engagement Briefing Note #1					
Phase 3 - Setting the Policy Framework <i>The purpose of this phase is to take the information and insights gathered in Phases 1 and 2 and consider the direct implications for Regina Transit and Paratransit.</i>					
Task 3.5 Policy Framework Workshop	Confirm the direction of the draft policy framework document, the needs statement, roles, vision, mission and goals.	E-mail list, direct invitation	Agenda, workshop materials, location booking (in person) or virtual engagement platform.	March/April 2021	<p>Dillon to develop an invitation list approved by the City.</p> <p>Materials developed by Dillon and RallyRally and approved by City.</p> <p>Facilitated by Dillon staff, attended by City project staff. Dillon can provide 1-2 staff for a workshop for up to 2 hours.</p>

Task	Engagement Objectives	Notice of Engagement	Tactics and Materials	Timing	Roles and Responsibilities
Phase 7 - Bringing the Plan Together <i>This phase brings together all of the work in the previous phases into a single place and creates an overall implementation plan and draft Transit Master Plan document.</i>					
Task 7.1 Digital Engagement	To provide a project update to the public and stakeholders and let them know about the round two engagement that will kick off in fall 2021.	Email, Social Media, Be Heard Regina	Project E-Newsletters	August 2021	Sign-up on Be Heard Regina. E-Newsletter developed by Dillon and RallyRally, approved by City.
Phase 8 - Community and Stakeholder Engagement Round 2 <i>Phase 2 stakeholder and public engagement will focus on gathering feedback on strategic directions and draft plans.</i>					
Task 8.1 Workshop and Discussions	To share the draft Transit Master Plan high-level elements and request feedback from the public and stakeholders.	Emails, direct invitations	<p>Three stakeholder workshops - up to 2 hours in length. One workshop will be developed specifically for people with accessibility requirements.</p> <p>A fourth workshop will be held for Transit staff.</p> <p>Agenda, workshop materials, feedback form/survey.</p> <p>Summary of what we learned.</p>	September 2021	<p>Attendee list developed by Dillon, approved by City staff.</p> <p>Dillon and RallyRally to prepare and produce all materials, approved by City staff.</p> <p>In some cases City staff may be asked to attend workshops.</p>
	To share project updates and listen to Committee feedback.	Transit staff to arrange in coordination with Clerk's/ Mayor's Office.	Accessibility Advisory Committee Presentation and Discussion	September or October 2021.	Dillon staff to attend to present the draft Transit Master Plan, respond to questions, and capture feedback.

Task	Engagement Objectives	Notice of Engagement	Tactics and Materials	Timing	Roles and Responsibilities
Task 8.2 Digital Engagement	To provide Council with a project update and to identify the engagement timelines.	Email	Council Memo	September 2021	City staff to prepare and share memo with Council digitally. Reviewed by Dillon for content.
	Create a version of the materials and a summary of the presentation that can be accessed online and shared through social media channels	Email list, Social Media, Be Heard Regina	Ongoing Social Media Strategy and Updates	September - October 2021	Content/graphics developed by Dillon and RallyRally approved and posted by City staff. City staff to monitor social media and provide feedback to Dillon.
		Be Heard Regina	Be Heard Regina Update	September - December 2021	Content/graphics developed by Dillon and RallyRally, approved and posted by the City.
		Email list, Social Media, Be Heard Regina	Online Survey	September - October 2021	Development/analysis by Dillon. Graphics developed by RallyRally. Survey approved by City staff. City staff to assist with survey deployment of the survey.
		Email, Social Media, Be Heard Regina	Project E-Newsletters	September 2021 October 2021	Sign-up on Be Heard Regina. E-Newsletter developed by Dillon and RallyRally, approved by City.

Task	Engagement Objectives	Notice of Engagement	Tactics and Materials	Timing	Roles and Responsibilities
Task 8.3 Final Engagement Reporting	To demonstrate how public feedback was incorporated into the final Transit Master Plan	Email list, Social Media, Be Heard Regina	Development of Engagement Briefing Note #2, combined with Note #1 to create a What we Heard Document inclusive of survey results, and all workshops held after Round 1. Communicate to the public and stakeholders.	October – November 2021	Developed by Dillon and approved by City.
Deliverable: “What we Heard” Document					
Phase 9 - Finalizing the Plan <i>Phase 2 stakeholder and public engagement will focus on gathering feedback on strategic directions and draft plans.</i>					
	To inform the public of the presentation to Council. To provide a project update once the Transit Master Plan has been approved by Council.	Email, Social Media, Be Heard Regina	Project E-Newsletters	Early 2022	Sign-up on Be Heard Regina. E-Newsletter developed by Dillon and RallyRally, approved by City.
Task 9.2 Present the Transit Master Plan	n/a	n/a	Presentation materials (if required)	December 2021	Dillon will present the Final Regina Transit Master Plan to Council for approval.
Deliverable: Final Transit Master Plan					

6 Evaluation Plan

At its most basic, our evaluation will answer the following questions on an ongoing basis after each outreach tactic, engagement event, at the close of each round of engagement and at the end of the project:

1. **Has the engagement initiative succeeded?** E.g., met targets, met objectives, and resulted in other achievements.
2. **Has the process for engaging the audience worked?** E.g., what happened, what worked well and less well, lessons for future participatory activities, and potential adjustments needed for messaging and communications.
3. **What impact has the engagement process had?** E.g., on participants, on the quality of decisions, on decision-makers or on others involved.
4. **What was the level of engagement?** E.g., what was the survey response rate, how many people participated in the workshops.

The project team will consider the engagement and communications work associated with this project a success if the following has been achieved:

- Engagement resonates with residents – a high level of participation.
- Engagement encourages dialogue between residents, stakeholders, and the City.
- Engagement informs achievable recommendations and clear priorities for the Transit Master Plan.
- The City is seen as transparent, trustworthy and helpful.
- We bring a fresh perspective to public engagement in Regina.
- The Transit Master Plan supports and aligns with other City plans and policies.
- City Council ultimately approves and endorses the Transit Master Plan.
- Regina emerges as a leader that inspires transit solutions in other municipalities.

The project team has set the following goals as a part of evaluating the engagement and communications work include. We feel this engagement and communications plan will be a success if:

Round 1 Engagement:

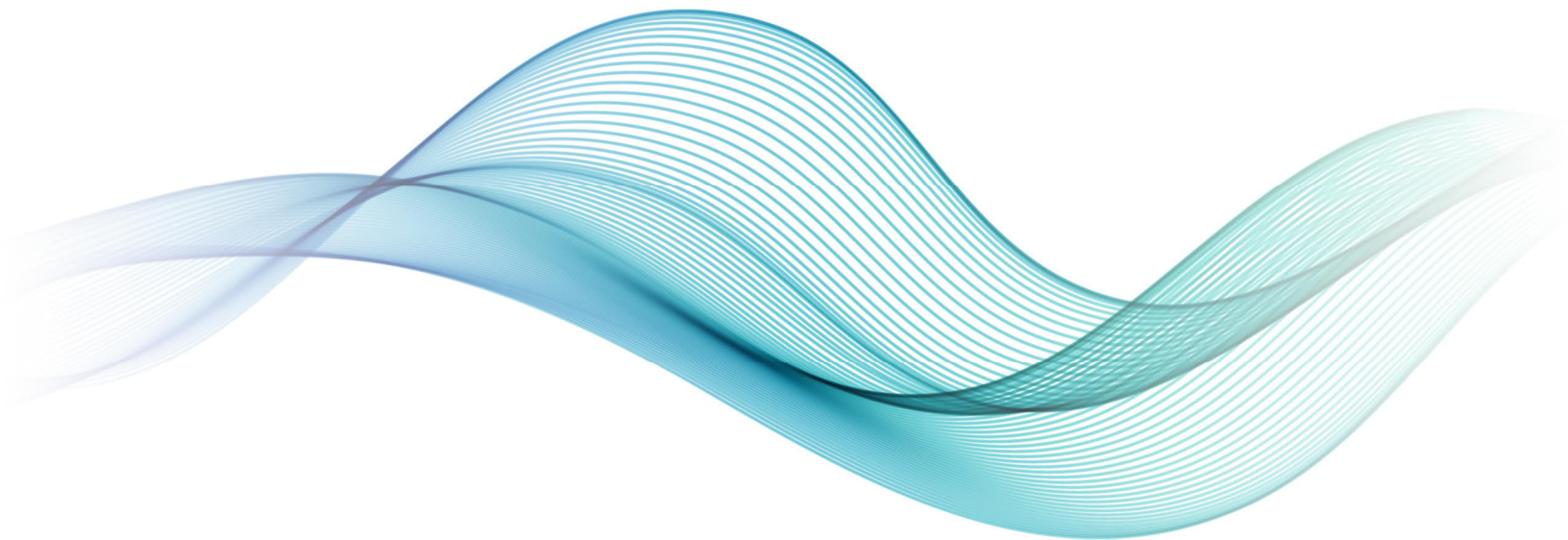
- We conduct five pre-engagement interviews to support the development of this plan.
- A minimum of 500 survey responses are provided for each round of engagement.
- 30% of transit operators respond to the round one transit operator survey.
- A minimum of 75 people attend the round one workshops.
- A minimum of 200 people provide their email addresses to get project updates.
- A minimum of 500 people click to Be Heard Regina through social media.

Round 2 Engagement:

- A minimum of 350 survey responses are provided for each round of engagement.
- A minimum of 40 people attend the three, Round Two workshops.
- A minimum of 300 people click to Be Heard Regina through social media.

Appendix A

What We Did With What We Heard



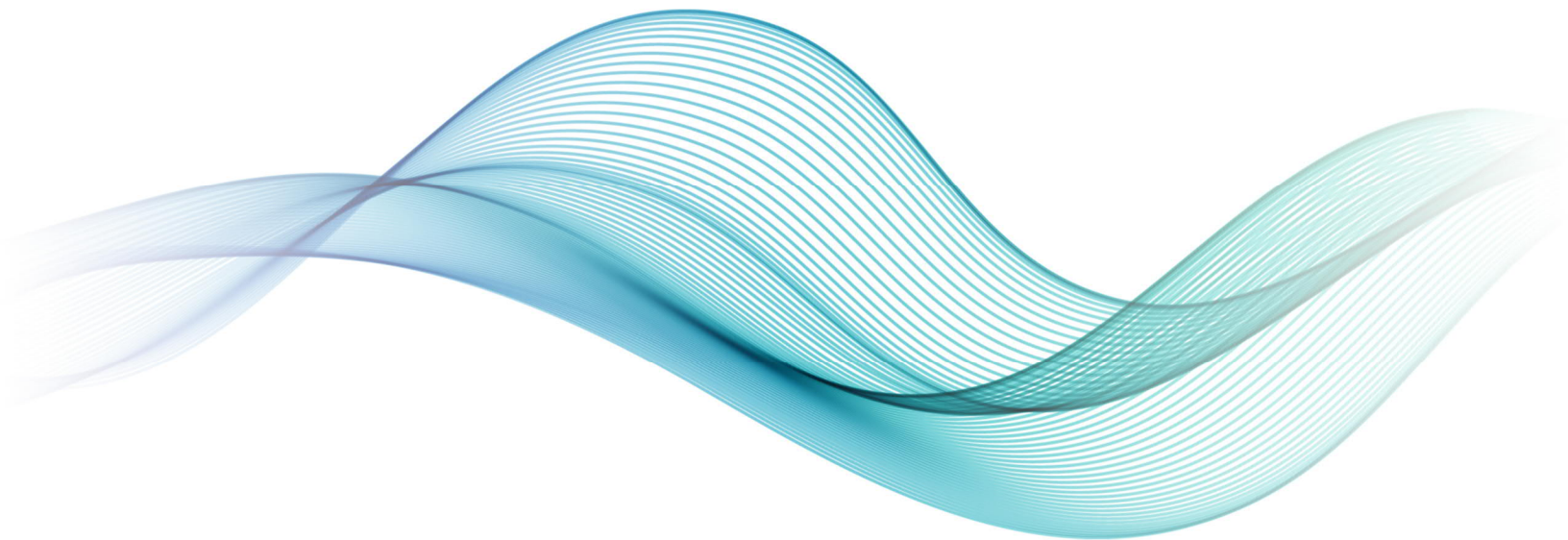
What We Did With What We Heard

What We Heard	What we Did
On-Demand	
Concern that On-Demand has the potential to reduce the service and efficiency of Paratransit	The Plan specifies that On Demand service should be provided by additional resources, over and above the Paratransit resource budget
Concern that On-Demand would offer a lower level of service than Local routes	It is recommended that On Demand service is available at frequencies at least equivalent to Local routes
Routes and Frequency	
Transit service improvements to key destinations are needed	Main routes specifically target key destinations with significant increases in service
Essential community services should be serviced by local transit routes	Local routes have been designed to serve essential community services
Reduction in 60-minute frequencies	The Plan is now recommending improved frequencies during lower demand periods
Transit Hubs	
The establishment of transit hubs with amenities: good lighting, heating, a panic button, video cameras, Wi-Fi, a phone recharge station and seating, will help create a safe and comfortable atmosphere	Further recommendations have been made regarding passenger safety and security, as well as suggested amenities at hubs
Fares	
Free fares for youth 18 and under	Further investigation and stakeholder engagement has been recommended for making high school student travel free
Paratransit	
Concern regarding the application process for Paratransit, including the use of third party medical professionals	Paratransit eligibility and the application process has been further specified, with a focus on reducing barriers to access
The budget should be increased for paratransit service to accommodate the needs of seniors and customers with disabilities	The Plan recommends that the Paratransit budget be increased
Downtown Service	
Vehicle access on 11th Avenue should be prohibited	The proposed downtown arrangement seeks to balance demands for multiple modes of transportation, however does not preclude the evolution of 11th Avenue into a transit-and-active-transportation-only space
Concern regarding a lack of local service within the downtown core outside 11th Avenue	11th Avenue was selected as the route for Local services because it provides the best access to the greatest number of Downtown destinations. Locations on adjacent streets are within walking distance, or may be accessed from other routes on Victoria Avenue, Albert Street, or Broad Street
Concern that transfer locations on the periphery of downtown would not be close to other transfer locations	Additional detail was added to the Plan to show that downtown transfers should not require passengers to move from one transfer point to another

What We Heard	What we Did
Ease of Access Improvements	
Integration of Transit Live with Google Maps is needed	The Plan has been updated to provide more detailed recommendations regarding digital passenger information
Real-time digital signage improvements at popular bus stops are needed that provide information about the next bus, destination, and estimated time of arrival	Digital signage is recommended at the proposed hub stops and can be expanded to other stops in the network
Travel training options should be developed for those who need extra support to feel more comfortable on the bus including, newcomers, seniors, youth, and students	The Plan has been updated to further articulate expanded travel training options
Regina Transit Staff	
Diversity and inclusion training for transit staff is needed	More detail has been provided in the Plan regarding future staffing recommendations
Snow/Ice Clearing	
Snow clearing on sidewalks needs to be done in a way that does not result in snow piles at bus stops or along sidewalks	The Plan proposes improvements to snow clearing at stops and on sidewalks to stops

Appendix B

Stakeholder List



City of Regina TMP Stakeholder List							
Stakeholder Group/ Organization	Stakeholder Sub-Groups/ Individuals/ Key Contact Persons	Contact	Geographic Frame of Reference	Goals, Interest Area, Perceived Issues	Stakeholder Classification (Primary, Secondary, Tertiary)	Workshop #	Alternative
Pre-engagement Stakeholders							
Regina Downtown Business Improvement District	Judith Veresuk						
University of Regina Students Union	Carl Flis						
Regina Transit Coalition	Terri Sleeva						
Regina Open Door Society	Laura Strong						
Accessibility Advisory Committee	Tracy Brezinski - City Clerks - send AAC to Tracy and she will distribute invites						
Accessibility Advisory Committee	Jennifer Cohen - Paratransit Customer and Member of Paratransit's Eligibility Review Committee						
Accessibility Advisory Committee	Dylan Morin - paratransit trainer through COR, uses paratransit and conventional transit						
Accessibility Advisory Committee	Ashley Nemeth - low vision and uses conventional transit / works for CNIB						
Accessibility Advisory Committee	Amy Alsop - low vision and uses conventional transit / works for Sasktel						
Accessibility Advisory Committee							
Accessibility Advisory Committee	Allard Thomas						
Accessibility Advisory Committee	Bonnie Cummings-Vickaryous						
Accessibility Advisory Committee	Judy Winship						
Accessibility Advisory Committee							
Accessibility Advisory Committee							
Accessibility Advisory Committee							
Accessibility Advisory Committee							
Accessibility Advisory Committee	Chris Mbah						
Indigenous Organization	TBD						
Municipal Stakeholders							
City Council	Mayor Sandra Masters						
City Council	Councillor Cheryl Stadnichuk- Ward 1						
City Council	Councillor Bob Hawkins - Ward 2						
City Council	Councillor Andrew Stevens - Ward 3						
City Council	Councillor Lori Bresciani - Ward 4						
City Council	Councillor John Findura - Ward 5						
City Council	Councillor Daniel LeBlanc - Ward 6						
City Council	Councillor Terina Shaw - Ward 7						
City Council	Councillor Shanon Zachidniak - Ward 8						
City Council	Councillor Jason Mancinelli - Ward 9						
City Council	Councillor Landon Mohl - Ward 10						
Regina Transit (general)							
Amalgamated Transit Union Local 588 Representatives	Executive Board						

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Amalgamated Transit Union Local 588 Representatives	Kevin Lucier						
Amalgamated Transit Union Local 588 Representatives	Darcy Kluge						
Amalgamated Transit Union Local 588 Representatives	Rahul Patel						
Amalgamated Transit Union Local 588 Representatives	Pat Nichol						
Transit/ParatransitBus Drivers							
Transit/Paratransit Department Staff							
Paratransit Contracted Staff							
Other City of Regina Departments:							
City of Regina - Planning and Development Services	Ben Mario						
City of Regina - Planning and Development Services	Max Zasada						
City of Regina - Roadways and Transportation	Brad Babcock						
City of Regina - Roadways and Transportation	Danielle Fortin						
City of Regina - Innovation Energy Technology	Greg Kuntz						
City of Regina - Sustainable Infrastructure	Ian Cantello						
City of Regina - Sustainable Infrastructure	Karen Gasmo						
City of Regina - Sustainable Infrastructure	11th Ave Project Ian Alarcon						
City of Regina	Citizen Experience Department						
City of Regina	Planning and Development Department						
City of Regina	Planning and Development Department						
City of Regina	Sustainable Infrastructure						
City of Regina	Roadways and Transportation						
Experience, Innovation and Performance (CEIP) Division	Louise Folk is the Executive Director of CEIP						
Regina Citizens Public Transit Coalition	Public						
Ongoing parallel projects	Sask Dr Corridor, 11th Ave Corridor, Dewdney Ave						
Employers							
Provincial Government (Legislature Building)	Employer; Employees; Job Seekers						
Western Pot Ash Corporation	Employees Patrons						
Saskatchewan Government Insurance	Employees						
Coop Heavy Oil Upgraders	Employees						
Evraz Inc (Steel)	Employees						
Bayer CropScience	Employees						
Degelman Industries	Employees						

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Brandt Industries	Employees						
Viterra (Grain)	Employees						
SaskPower	Employees						
SaskEnergy	Employees						
Sasktel	Employees						
Double Tree	Employees						
Regina Public Library	Employees						
Cornwall Centre	Employees and Shoppers						
Healthcare Facilities							
Regina Health Authority (SHA)	Employee/Patients						
Regina General Hospital	Employee/Patients						
Pasqua Hospital	Employee/Patients						
Group Homes							
Regina Residential Resources Centre (RRRC) - Respite Home Services ,Group Homes, Supportive Independent and Group Living	Residents/Employees						
Clare Parker Homes (non-profit) adults with intellectual disabilities	Residents/Employees						
Chip and Dale Homes (non-profit) adults with intellectual disabilities	Residents/Employees						
Help Homes of Regina (non-profit) residential and support services for persons with intellectual disabilities	Residents/Employees						
Christian Horizons - support services including housing for people with disabilities	Residents/Employees						

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Cheshire Homes - Supportive living	Residents/Employees						
Employment Agencies							
Adecco Regina	Job Seekers						
Hiring Hands Employment & Recruitment Services Ltd.	Job Seekers						
Express Employment Professionals	Job Seekers						
David Aplin Group	Job Seekers						
Partners in Employment - SaskAbilities	Job Seekers						
Kelly Services Canada	Job Seekers						
Employment Network Canada Inc.	Job Seeker						
Bowen Group	Job Seeker						
CECS - Employment services for francophones	Job Seeker						
Entrepreneurship							
Innovation Place	Business Park						
Cultivator	Business Incubator						
Event Facilities							
Roughriders	Event Organizer						
Regina Pats	Event Organizer						
Regina Exhibition Association Limited (REAL)	Not-for-profit corporation that operates Evraz Place						
Persons with Disabilities							
Creative Options Regina (COR) (includes Inclusion Regina)	Direct Support Professionals						
CNIB	Persons with Disabilities/Employees						
Learning Disabilities Association	Persons with Disabilities/Employees						
Astonish Program (sp) - Big Sky Learning (Also on AAC) (Not a residence)	Persons with Disabilities/Employees						
Neil Squire Society	Persons with Disabilities/Employees						
Abilities Council (paratransit list)	Persons with Disabilities/Employees						
Adult Day Programs - Wascana (paratransit list)	Persons with Disabilities/Employees						
SARBI - Saskatchewan Association for the Rehabilitation of the Brain Injured (paratransit list)	Persons with Disabilities/Employees						

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Cosmo Learning Centre - learning and career initiatives (paratransit list)	Persons with Disabilities/Employees						
SAC Workshop (paratransit list)	Persons with Disabilities/Employees						
Friendship Club – Hillsdale Baptist Church (paratransit list)	Persons with Disabilities/Employees						
Baseball – 343 Quebec (paratransit list)	Persons with Disabilities/Employees						
Listen to Dis (paratransit list)	Persons with Disabilities/Employees						
Harvest (paratransit list)	Persons with Disabilities/Employees						
Hope's Homes	Persons with Disabilities/Employees						
Seniors							
Sakatchewan Seniors Mechanism Defaulted to Age Friendly Regina (AFR) Steering Committee	AFR - Adnre Nogue Chair / Greg McDonald - AFR representative						
Regina Senior Citizen Centre	Seniors Executive Director: Cathy Theriault						
Driven with Care	Seniors transportation						
University of Regina Senior's University Group	Seniors/Students						
Orange Tree Village - Harbour Landing Village (paratransit list)	Seniors Home						
Students/Youth							
Regina Catholic Schools	Elementary and High School Students						
Regina Separate School Board (paratransit list)	Elementary and High School Students						
Regina Public Schools on Treaty 4 Territory	Elementary and High School Students						
Regina Public Schools Transportation Services	Elementary and High School Students						
Regina Public School Board (paratransit list)	Elementary and High School Students						
University of Regina International Student Centre	International Students						
University of Regina Students' Union	University Students Key contact: Gurjinder Singh Lehal						

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University of Regina ta-tawâw Student Centre	Indigenous University Students						
University of Regina Centre for Student Accessibility	University Students						
Graduate Student Society (URGSA)	University Students						
Campion College	College Students						
Luther College High School	High School Students						
The First Nations University of Canada	Indigenous University Students						
Saskatchewan Polytechnic Regina Campus	University Students						
Saskatchewan Indian Institute of Technologies	University Students						
Gabriel Dumont Institute Training and Employment Inc.	University Students						
Rainbow Youth Centre	Homeless, At-risk Teens						
Mâdawêyatitân Centre	Indigenous Community Centre						
Newo Yotina Friendship Centre	Representing urban First nations and Metis people by providing a voice within Regina						
WICEHTOWAK URBAN SERVICES - OCHAPOWACE URBAN SERVICES AND RESOURCES	Represents peoples of Ochapowace Nation						
Nekaneet First Nation	Urban Reserve in Regina						
File Hills Qu’Appelle Tribal Council	Many FN's are represented by this Group						
Piapot FN	FN with an urban reserve in Regina						
Zagime Anishinabek FN (formerly known as Sakimay FN)	FN in SK near Regina						
Ochapowace Nation	FN in SK near Regina						
Atim-ka-mihkosit Reserve (Star Blanket Cree Nation)	FN with an urban reserve in Regina						
Muskowekwan First Nation	FN in SK near Regina						
Cowessess First Nation	FN in SK near Regina						
Indigenous Christian Fellowship	Canadian Indigenous urban ministry serving the spiritual and social needs of Indian and Metis people of Regina, Saskatchewan						

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Regina Treaty/ Status Indian Services Inc	The purpose of Regina Treaty/ Status Indian Services Inc. (RT/SIS) is to provide assistance, programming, training, advocacy and referral services for the Urban First Nations and those First Nations transitioning between Reserve and the City.						
Eagle Heart Centre	Eagle Heart Centre (EHC) is dedicated to providing services that support and empower families, children and youth to attain a healthy lifestyle in the many aspects of their life including the home, at work/job, education/training, spiritual and recreations.						
Urban Aboriginal Knowledge Network	Research group						
Neighbourhood Associations, Community Groups							
Special Olympics Regina	Community group						
Community Association	List of all associations and boards						
United Way	Low-income Residents						
Family Service Regina	At-risk populations Seniors						
New Canadians/ESL							
Regina Newcomer Centre	Acting Manager - Getachew Woldeyesus Immigrants Refugees						
Regina Immigrant Woman's Centre	Immigrants						
Regina Region Local Immigration Partnership (RRLIP) / Ties to Open Door	Immigrants Refugees						
Regina Open Door Society	Immigrants Refugees						
Regina Multicultural Council (may not be applicable)	Immigrants Refugees						
Immigrant Advisory Table	Immigrants Refugees						
IWS Larc - First stop for newcomers	Immigrants Refugees						
SAIF - Service d'accueil et d'inclusion francophone. French Services	Francophone Community						
Other non-transit road users							

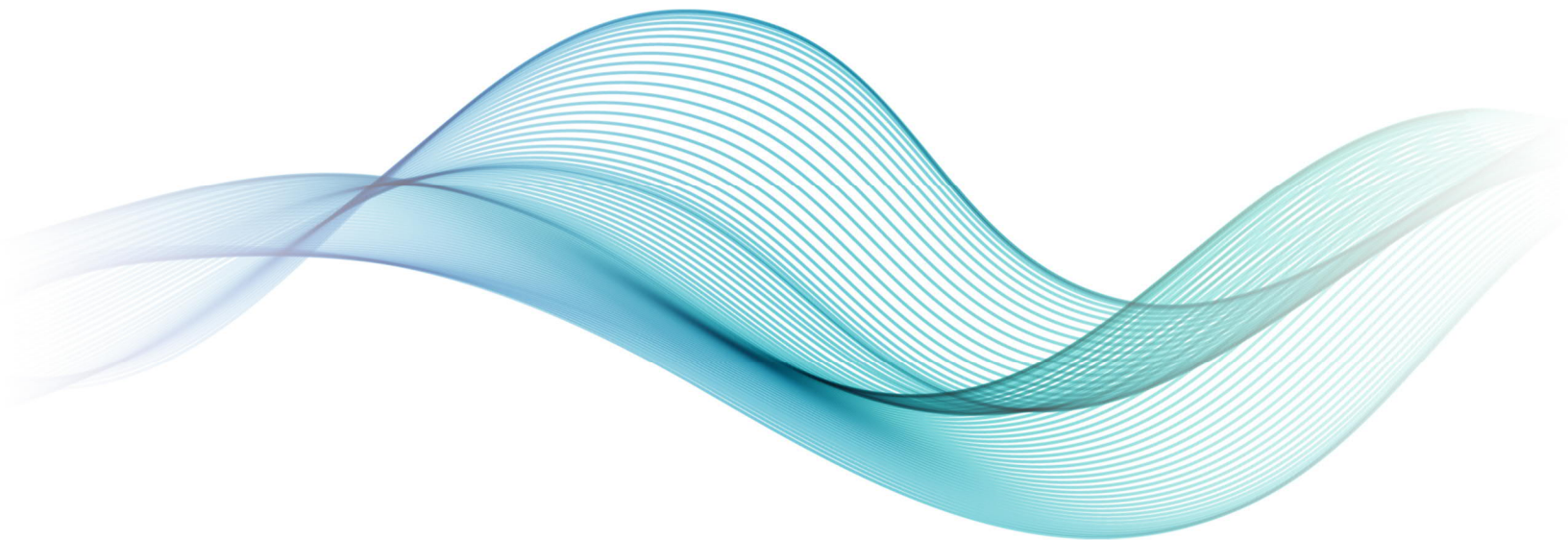
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Bike Regina	Cyclists						
Regina Cycle Club	Cyclists						
Wascana Freewheelers	Cyclists						
Saskatchewan Cycling Association	Cyclists						
Tourism Regina	Local Residents; Tourists						
Improvement Areas							
Regina Downtown Business Improvement Area - RDBID	Business Owners						
Warehouse Business Improvement District	BID						
Rober By							
Global Transportation Hub	Inland Port						
Harvard Property Management	Property Manager (landowner)						
Dream Developments	Jason Carlson						
Forster Harvard Development Corp.	Chad Jedlic						
Karina Developments	Kevin Reese						
Yagar Developments	Lorne Yagelniski						
Terra Developments	Doug Rogers						
North Ridge Developments	Patrick Mah						
Geiger Homes & Developments	Mark Geiger						
Regina Chamber of Commerce	John Hopkins						
Namerind Housing (MHC)	Robert Byers						
Regina and Region Homebuilders' Association	Stu Niebergall						
Other							
Regina International Airport (YQR)	Airport users / employers						
Municipal Infrastructure and Finance	Government Relations						
RM of Sherwood	Surrounding Municipality						
RM of Lumsden	Surrounding Municipality						
RM of Edenwold	Surrounding Municipality						
Other Public Libraries - Central Adult - Central Children's - Connaught - Digital Media Studio - George Bothwell - Glen Elm - Outreach Services - Prince of Wales - Regent Place - Sherwood Village - Sunrise	Citizens						
Workshop Participants Round 1							

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University of Regina Students' Union	Neil Middlemiss						
City of Regina	Brad Babcock						
Regina Catholic Schools	Elena Chase						
Regina Catholic Schools	Nadine Johnson@rcsd.ca						
Al Ritchie Community Association	Pierre Schweda						
Arcola East Community Association	Donna Dumitrescu						
	Jim Elliott						
Students' Union of the University of Regina Inc.	Carl Flis						
University of Regina Students' Union	Kiegan Lloyd						
Luther University Student Association	Rebecca Dziaduck						
University of Regina Students Union	Gurjinder singh Lehal						
Rosemont Mount Royal Community Association	Alex Tkach						
McNab Community Association	Joe Jozsa						
SPSA - Regina Campus (Sask Polytech Students' Association	Crystal Gellner - Campus Manager						
Saskatchewan Polytechnic Students' Association Inc.	Carol Tetreault						
Saskatchewan Polytechnic Students' Association	Reece Skjonsby						
Whitmore Park Community Association	Ralph Doke						
McNab Community Association	Florence Cyca						
Heritage Community Association	May Chan						
City of Regina	Greg Kuntz						
Forster Harvard Development Corp	Chat Jedlic						
Ursu	Gurkirat Singh						
University of Regina Students' Union	Ziyang Li						
Regina Public Interest Research Group	Tayef Ahmed						
URSU	Amir Said						
CNIB	Ashley Nemeth						
My self	Dylan Morin						
Accessibility Advisory Committe	Sandra Palandri						
Neil Squire Society	Nikki Langdon						
Hillsdale Baptist Church - Friendship Club	Dallas Rempel						
	Amy Alsop						
Service d'accueil et d'inclusion francophone (SAIF-SK)	Charles Billard, Assistant Director						
Regina Immigrant Women Centre	Kiran Bhullar						
Regina Public Schools	Delaine Clyne						
Regina Public School Division #4	Charlen Miller						
	Allard Thomas						
SaskAbilities	Kim Kinnear						
Creative Options Regina	Suzan Temnewo						
Creative Options Regina	Ben Morris						
	Judy Winship						
City of Regina Accessibility Advisory Committee	Jon Hayward						
Creative Options Regina	Michael Lavis						
RRLIP	Laura Strong						
Age Friendly Regina	Greg McDonald						
City of Regina	Maha Haider						

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H.E.L.P. Homes of Regina	Heather MacNeill						
Regina & District Chamber of Commerce	Nicole Shepherd						
Creative Options Regina	Suzan Temnewo						
First Transit	Richard Wilson						
First Transit	Emily Watson						
First Transit	Bob Allen						
First Transit	Lori Mackenzie						
Regina Transit	Linette Benna-Stewart						
Regina Transit	Colin Lea-Wilson						
Regina Transit	Rick Love						
Regina Transit	Maha Haider						
Regina Transit	Amritpal singh						
Other City Department	Ben Mario						
Other City Department	Max Zasada						
Other City Department	Ian Cantello						
Other City Department	Brittany Eckersley						
Regina & Region Home Builders' Association	Stu Niebergall						
Hydeman Developments	Wayne Hydeman						
Regina Citizens Public Transit coalition (RCPTC)	Terri Sleevea						
Economic Development Regina/Tourism Regina	Megan Bradshaw						
Dream	Evan Hunchak						
Namerind Housing Corporation	Robert Byers						
Primary Engineering and Construction Corporation	Vlad Bendasyuk						
Saskatchewan Health Authority - Regina Area	Dale Orban						
Mitchell Developments Ltd	Mitchell Molnar						
Copper Kettle Restaurant	Anna Gardikiotis						
Bike Regina	David Bernakevitch						
Downtown Regina	Aaron Murray						
Regina Transit Coalition	Florence Stratton						
Geiger Homes and Developments	Mark Geiger						
Evraz	Tim Kachaluba						
Harvard Developments Inc.	Terri Klyne						
Regina & District Chamber of Commerce	Nicole Shepherd						
Regina Downtown Business Improvement District	Judith Veresuk						
Regina's Warehouse Business Improvement District	Leasa Gibbons						
RDBID / Cornwall Centre	Doug Bailey						
Casino Regina/RDBID	Steve Tunison						
Bike Regina	Angèle Poirier						
RDBIB/City Council	Jason Mancinelli						
RDBID	Steve Tunison						
EnviroCollective	Amy Snider						
Bike Regina	Angèle Poirier						
Stantec	Crystal						

Appendix C

Round 1 and Round 2 Engagement Timeline

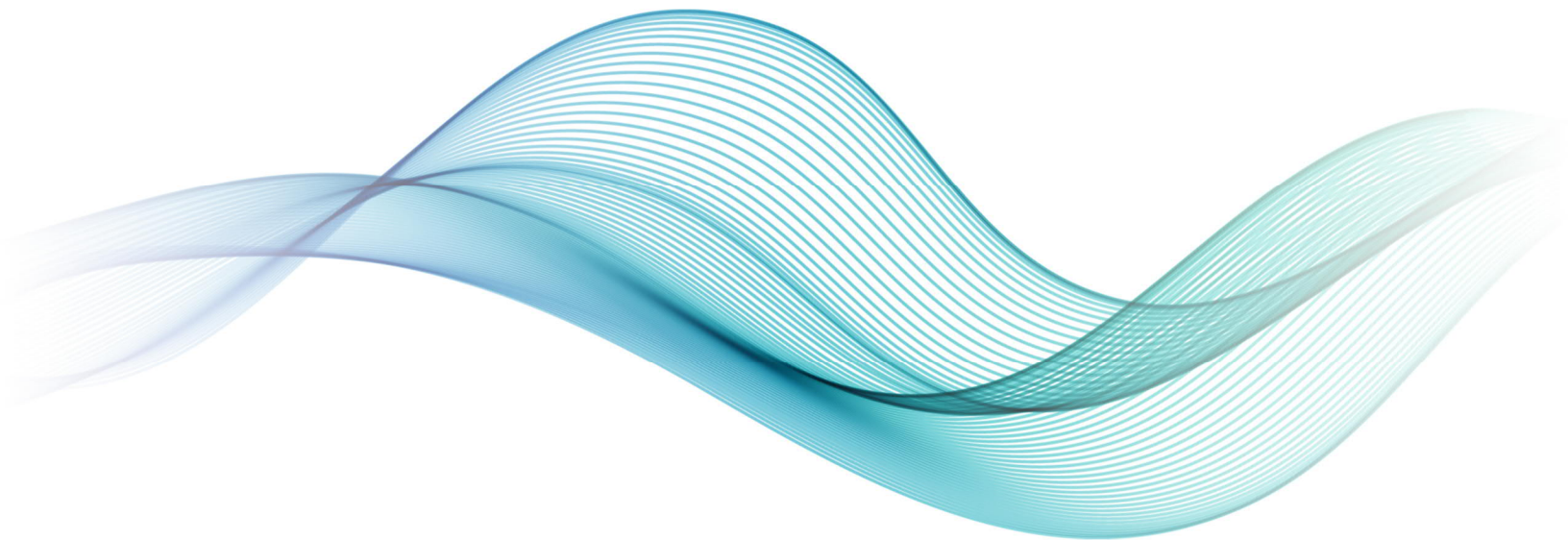


Month		January				February				March				
Week	Responsibility	4	11	18	25	1	8	15	22	1	8	15	22	29
Round 1 Engagement														
Survey Creation	City				25-28									
Survey PDF	City				29									
Poster printed and placed in Operators Lounge	City					2								
Staff Survey Open	Ongoing					2-16								
Operator Lounge Check-in for hard copy results - daily	City staff					2-16								
Compiling and Reviewing Results	City/Dillon							17-19						
Virtual Workshops (5)														
Participant Invitation - Material and Invite List	Dillon/RallyRally				25-27									
Invitation Material and Invite List Approval	City				28-29									
Invites out / RSVP period	Dillon/City					1-12								
Workshop Preparation and Materials	Dillon/RallyRally				25-3									
Workshop Materials Approval	City						3-5							
Workshop #1 - Seniors, Accessibility Needs, Newcomers and Service Providers, and Healthcare providers incl Group Homes	Dillon							16-19				This workshop will be held last to allow us to make materials more accessible based on lessons learned		
Workshop #2 - Students, Youth and Education Providers	Dillon							16-19						
Workshop #3 - Major Employers, event facilities, tourist attractions, employment agencies, entrepreneur groups, BIA's, downtown groups, CA's and non-transit road users	Dillon							16-19				**Invitees to Workshop 3 and 4 are the same and will have the option of choosing either workshop		
Workshop #4 - Major Employers, event facilities, tourist attractions, employment agencies, entrepreneur groups, BIA's, downtown groups, CA's and non-transit road users	Dillon							16-19				**Invitees to Workshop 3 and 4 are the same and will have the option of choosing either workshop		
Workshop #5 - Transit and Paratransit Staff	Dillon							16-19						
Reviewing and Compiling information	Dillon								22-26					
Key Informant Interviews (5)														
Preparation	Dillon							16-19						
Invites out / scheduling	Dillon							16-22						
Key Informatant interview question development	Dillon							16-19						
Key Informant Interviews	Dillon								22-26					
Reviewing and Compiling information	Dillon								22-26					
E-Newsletters (2)														
Sign up on Be Heard Regina	City													
Newsletter materials	Dillon/RallyRally										8-10			
Review and Approval	City										11-12			
Sharing on Be Heard Regina / Email out	City											15		
Round 1 Summary Report														
Summary Report - Preparation	Dillon/RallyRally									1-5				
Summary Report Review and Approval	City										8-12			
Be Heard Regina - text and materials	Dillon/RallyRally									1-5				
Be Heard Regina - one page infographic	RallyRally/Dillon									1-5				
Material review and approval	City										8-10			
Update Be Heard Regina	City										11-12			
Update Launch	City										15			

Month		July				August					September				October				November		
Week	Responsibility	5	12	19	26	2	9	16	23	30	6	13	20	27	4	11	18	25	1	8	15
Round 2 Engagement																					
Engagement Plan																					
Engagement Plan Updates	Dillon/Rally																				
Engagement Plan Update Approval	Rally																				
	City																				
Creative																					
Design & Messaging Concept Refinement	Rally																				
Design & Messaging Concept Approval	Rally/Dillon																				
	City																				
Transit Ads																					
Creative for Transit Ads	Rally																				
Approval	Rally/Dillon																				
Development / file preparation	City																				
Production / printing	City																				
Placement (buses, bus shelters)	City																				
Ads in market	City																				
Social Media / Online Ads																					
Creative and Text for Social Media	Rally																				
Approval	Rally/Dillon																				
Prep for Launch/Modifying Creative for Social Media	City																				
Promotion Round 1 - Social Media / Online Ads (Sept 16-22)	City																				
Promotion Round 2 - Social Media / Online Ads (Sept 23-28)	City																				
Virtual Workshops (2)																					
Participant Invitation - Material and Invite List																					
Invitation Material Approval	Dillon/Rally																				
Invites out / RSVP period	City																				
Workshop Preparation and Materials	Dillon/City																				
Workshop Materials Approval	Dillon/Rally																				
Workshops	Rally																				
Reviewing and Compiling information	City																				
	Dillon																				
	Dillon																				
Be Heard Regina Page																					
Survey Question - Development	Dillon																				
Survey Questions - Approval	City																				
Survey - PDF	City																				
Text and Materials - Development	City																				
Text and Materials - Approval	Rally/Rally/Dillon																				
Be Heard Regina Webpage Updates	City																				
Be Heard Regina Launch	City																				
Survey Open	City																				
Survey Results to Dillon	City																				
Email address available / monitored (throughout the project)	City																				
E-Newsletters (2)																					
Sign up on Be Heard Regina	City																				
Newsletter materials	Dillon/Rally																				
Review and Approval	Rally/Rally/Dillon																				
Sharing on Be Heard Regina / Email out	City																				
	City																				
Round 2 Summary Report																					
Summary Report - Preparation	Dillon/Rally																				
Summary Report Review and Approval	Rally																				
Be Heard Regina - text and materials	City																				
Be Heard Regina - one page infographic	Dillon/Rally																				
Material review and approval	Rally/Rally/Dillon																				
Update Be Heard Regina	City																				
	City																				

Appendix D

Round 1 What We Heard





CITY OF REGINA

Transit Master Plan

Round 1 Engagement Findings

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1.0 Engagement Summary

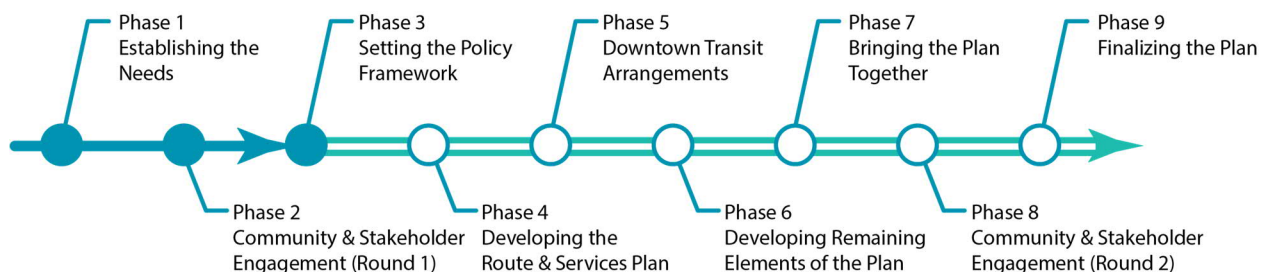
1.1 Project Background

The Regina Transit Master Plan is being prepared to address important issues with the form and function of transit in Regina's downtown and determine the best ways to incorporate new and emerging approaches to dynamic transit service. The Plan is for the benefit of residents, and will help decide whether or not to integrate conventional and paratransit service into a single service environment through a new operational approach.

Now, more than ever, transit services are developing tailored solutions that innovate in terms of apps, big data collection and usage, accessibility, active transportation, carbon emissions, and automation. Regina Transit requires a holistic transit master plan that will guide the City's development, maintain service growth, and maximize the benefits of new service options while minimizing the impacts of shocks like COVID-19.

Stakeholder discussions from Round 1 will help inform the preliminary stages of developing the Transit Master Plan to prepare Regina Transit for the future.

1.1.1 The Plan Progress - Nine Phases



1.2 Overview of Project Engagement

Public engagement for the project was designed in two rounds. Round 1 was held in Winter 2021. Upcoming opportunities to engage in Round 2 will be happening in Fall 2021.

The community feedback we received will inform recommendations, and alignment with future operations. The technical transit review consists of current network and ridership, existing policies, objectives, service standards, the fare system performance targets, system and route performance, operating and capital budgets, organization and staffing levels, fleet and facilities, and bus stop amenities.

Round 1 was conducted with the following purpose statement in mind:

To understand the varied needs and expectations of the public and stakeholders for Regina Transit, in order to develop and appropriately prioritize strategic actions that align with City policies, plans, and projects, which will inform the draft Regina Transit Master Plan. Through round one we will identify opportunities to share with stakeholders what goes into planning for transit in Regina, so they can more effectively participate in creating a vision for the future.

1.2.1 Engagement Outcomes

At the onset of the project, engagement outcomes were identified and it was through this lens that all engagement activities were designed. Outcomes include short- and long-term actions and recommendations to create and improve the transit system. The engagement outcomes are:

1. To identify the varied needs of the public and stakeholders for the transit system;
2. To capture rider experiences;
3. To identify gaps in service;
4. To better understand the role transit plays in the City's achievement of strategic planning goals, particularly in the Downtown; and
5. To inform the development and finalization of the Regina Transit Master Plan.

To meet this purpose and achieve the outcomes the Project Team undertook a multi-faceted approach to engaging with Regina citizens, City staff, and stakeholders to understand how Regina Transit can better serve the community. The success of Round 1 Engagement is tied to the achievements of these outcomes and based on the quantity and quality of feedback received, significant progress has been made. The information provided within this report will further support ongoing conversations upon which the Project Team will continue to build on with stakeholders.

1.3 How We Engaged in Round 1

Due to the ongoing COVID-19 pandemic engagement activities were held virtually to minimize risks associated with in-person engagement. Through the public survey, transit employee survey, pre-engagement interviews, and five stakeholder workshops, the public shared information about issues, transportation needs and what people expect from Regina Transit. Using Engagement HQ, Be Heard Regina also featured a page for this project. Here's a breakdown of the results:

1. The Project Team conducted seven pre-engagement interviews, with each stakeholder group identifying issues that may be raised, the best way to engage their members, and when to engage.
2. An online public survey was available to the public from February 2 to February 23, 2021, through the City's engagement platform Be Heard Regina. The survey was promoted through social media outlets including Facebook and Twitter. The Be Heard Regina project page was

- advertised at bus stops, and on and in City buses. The survey was also available in hard copy to maximize accessibility. Completed surveys totalled 1,463, with over 2000 comments regarding service provision and rider experience for consideration by the project team.
3. A Transit Operator Survey, available to transit staff received 39 responses and over 200 comments identifying issues, concerns, and areas for improvement regarding transit operations.
 4. Five stakeholder workshops were held between February 16th and 23rd, with nearly 75 attendees.
 5. The Be Heard Regina Ideas Tab generated 33 ideas for how to improve transit. Fourteen questions were received on the Q&A tab from the public, and each question received a personalized response from City staff.

All of the feedback we received during the pre-engagement interviews, and from the survey, workshops, and through Be Heard Regina will help inform the Transit Master Plan. This will enable Regina Transit to better meet the opportunities and challenges it will face over the next 25 years.

2.0 Engagement Techniques & Results

2.1 Methods of Information Sharing

The Project Team utilized a multi-pronged approach for information sharing and communication based on the Communications Principles outlined in the RTMP Engagement and Communications Plan.

The communications objective is as follows:

To build off the City of Regina brand to develop a project campaign, compelling visuals and inclusive messaging in order to increase awareness and visibility of the project to support engagement throughout the Transit Master Plan process.

The Project Team, supported by vibrant graphics developed by RallyRally used the following methods to achieve this objective in Round 1:

1. **Be Heard Regina**
The project team leveraged the City's online community page Be Heard Regina to convey information regarding the project. A web page dedicated to the project was created to share updated information, link to the survey, and provide additional opportunities to engage such as a Q&A tab and the Ideas tab. The page included the standardized branding and a video created for the Regina Transit Master Plan by Rally Rally.
2. **Branding & Project Advertising**
The project team worked with Rally Rally - Design for Social Change, to develop simple yet eye-catching graphics. The City and the Project Team maximized the use of graphics, incorporating them on social media posts and information releases. The graphics were also circulated with all email correspondence from the Dillon team including on workshop invitations and the Feedback Form. The graphics developed by RallyRally were used widely to promote opportunities to engage through the survey and create buzz around the project. Signage was posted at bus stops, and in and on buses.
3. **Video**
A 33-second project video was designed by RallyRally in alignment with the branding strategy and for upload across all the City's information-sharing platforms. The video utilized the standard branding designed for the project and encouraged public participation in upcoming opportunities to engage.
4. **Social Media Promotion**
The City of Regina released a series of project updates on the following social media platforms:
 - Twitter – Shared to the City's corporate account (@CityofRegina), and the Regina Transit account (@YQRTTransit).
 - Facebook – Shared to the City of Regina Municipal Government page, and the Regina Transit page.

The project updates included links to the survey and directed individual feedback to the Be Heard Regina project page. The City monitored the likes and comments on the posts.

2.2

Stakeholders Identification

In order to capture feedback from a wide spectrum of individuals and organizations the Project Team worked closely with the City to identify a list of 180 stakeholders. Stakeholders were assigned a group and the list was assessed for its completeness and ability to equitably engage a population sample that would accurately reflect ridership on Regina Transit, and include non-riders to understand their perception of transit. Categories include:

- Municipal Stakeholders
- Regina Transit
- Other City of Regina Departments
- Employers
- Healthcare Facilities
- Group Homes
- Employment Agencies
- Entrepreneurship
- Event Facilities
- Persons with Disabilities
- Seniors
- Students/Youth
- Indigenous Peoples
- Neighbourhood Associations/Community Groups
- New Canadians/ESL
- Non-Transit Users
- Improvement Areas
- Developers
- Other (misc.)

The list includes groups, organizations and individuals, and their high-level corresponding issues or interest areas. Stakeholders are classified as Primary, Secondary or Tertiary, defined as such:

- **Primary** = key stakeholders, those likely to be directly affected by decisions
- **Secondary** = those likely to be indirectly affected
- **Tertiary** = those who are not likely to be either directly or indirectly affected, but who might be in an advisory or advocacy capacity or otherwise be able to influence the decision in some way (e.g., local media, other municipal departments/agencies)

The stakeholder list was circulated to the City for review and finalization. Upon approval, the Project Team proceeded to identify and engage a select number of primary stakeholders for the pre-engagement interviews.

2.3 Engagement Activities

2.3.1 Pre-Engagement Interviews

The Project Team sent invitations to 17 primary stakeholders for the pre-engagement interviews. The intent of the pre-engagement interviews was to create additional opportunities to discuss the engagement plan with stakeholders prior to the Round 1 Engagement launch. The information provided by stakeholders provided a range of perspectives to assist in refining the engagement approach and discuss the most effective ways to reach participants.

The project team met with 10 stakeholders through seven short pre-engagement interviews that ranged from 30 to 60 minutes between December 2020 and January 2021. Feedback received from the public and key stakeholders are generally categorized into a number of overarching themes, regarding: Express Routes, Paratransit, Frequency and Efficiency, Service Change Impacts, Need for Additional Services, 11th Avenue Hub, Fares, and Cultural Relationship to Transit. Over the course of Round 1, these themes evolved into the themes identified in Table 2.3. The team also received information regarding the best methods, days and times to engage, and possible opportunities to leverage partnerships with stakeholder groups to circulate and review the information. The Project Team compiled a list of techniques that have worked well in the past, as well as methods and techniques to avoid.

Following the pre-engagement interviews, the Project Team compiled a summary outlining what we heard through the course of the pre-engagement interviews, which is attached as Appendix ii.

The pre-interview process was extremely valuable to the project team to make proper accommodations to create an equitable environment for stakeholders, and adopt appropriate communication methods for individuals with accessibility requirements. The stakeholders that were a part of the pre-engagement interviews are identified in Table 2.1.

Table 2.1: Pre-Engagement Interviews

Organization	Stakeholder
University of Regina's Students' Union (URSU)	
Regina Citizens Public Transit Coalition (RCPTC)	
Regina Region Local Immigration Partnership Project (RRLIP)/Regina Open Door Society	

Organization	Stakeholder
Regina Downtown Business Improvement District Board (Downtown BIDB)	
City of Regina Accessibility Advisory Committee (AAC)	

2.3.2 Workshops

To kick-off the workshops a workshop was hosted for the Mayor and Council to provide feedback on the project and workshop approach.

Based on available contact information and direction from the City, Dillon sent 137 public workshop invitations to individuals and organizations identified on the stakeholder list. Dillon developed text for the email invite, including links to register for the virtual Zoom workshop. The City was responsible for sending invitations to community associations and City staff.

Workshop topics and questions were developed specifically for each workshop to gather the unique perspectives of each stakeholder group. The project team developed two templates for each break out room team - a facilitator copy and a note taker copy. An agenda was prepared for each meeting, and subject matter experts gave a presentation at the start of each workshop. The presentation included a piece on "Transit 101" that outlined at a high level the methodology of transit planning, to allow stakeholders to understand how the use of transit data influences decision making that affects the decisions on transit which impact their daily lives. The presentation also included preliminary survey result information, how stakeholder information will be used, and the next steps for the Project Team.

2.3.2.1 Stakeholder Grouping

Workshop invitees were grouped according to similar backgrounds and interests to minimize opportunities for conflict while creating an environment for diverse opinions. Table 2.2 tabulates the workshops, invitees and attendance.

Additionally, a breakdown of which stakeholders attended each workshop is included in Appendix iii.

Table 2.2: Stakeholder Workshops

Workshop	Dillon Attendees	Date Held	Category	Total Attendees
1	6	February 18, 2021 3:00pm-5:00pm	Seniors, Accessibility and Newcomers	20
2 ¹	6	February 23, 2021 4:00pm-6:00 pm	Education	22
3	6	February 16, 2021 10:00am-noon	General Invitation	15
4	4	February 17, 2021 4:00pm-6:00pm	General Invitation	5
5	4	February 17, 2021 10:00am-noon	Transit Staff	12
Total				74

¹ Those attendees who could not attend a previous workshop were invited to attend this workshop.

2.3.2.2 Workshop Preparation

The following preparation was undertaken by the Project Team to ensure the workshops were well developed and a good use of stakeholder time.

- a. Prior to conducting the workshop, members of the Project Team met with an ASL interpreter and received the following direction for consideration:
 - It is not necessary to slow down for the ASL interpreter. If a question is posed address the person who asks the question and not the interpreter. Carry on the conversation as though the interpreter is present unless there is a request for clarification.
 - Where possible avoid acronyms as it may be difficult for the interpreter to translate the letters into a meaningful alternative, particularly when referencing technical information.
- b. The Project Team held a briefing prior to the session to discuss various elements of the consultation to ensure a consistent approach to each workshop and within the break-out rooms.
- c. City staff provided the project team with valuable information about accessibility requirements, which was incorporated into the workshops.

2.3.2.3 Workshop Feedback

All stakeholder workshops had a dedicated note taker assigned by Dillon to catalogue all comments and information provided by the stakeholders. Based on these, preliminary themes were developed and later revised based on additional feedback received through the public survey. What we heard, categorized by the preliminary themes are found in Section 2.4, and detailed summaries of what was discussed at each workshop is available in Appendix iii Workshop Summary.

2.3.2.4 Workshop Evaluation

An evaluation form was developed in GoogleForms and circulated to all workshop attendees to gather input on the Workshops and any recommendations for the project team to improve upon. The GoogleForm also provided stakeholders with additional opportunities to submit any feedback they did not share during the workshop regarding the RTMP. The Project Team received 16 responses to the survey. Generally, respondents noted that the presentation was informative and the objectives of the meeting were clear. All respondents felt that they had opportunities to share. Some respondents noted they were not entirely clear on how the information participants provided would be used. One respondent noted that due to a negative comment made by another participant, the discussion was not collaborative and respectful.

2.3.3 Public Survey

The project team received almost 1,500 surveys until the survey period ended on February 23, 2021. Some limitations of the survey were encountered due to the ineligibility or incompleteness of some surveys. After the survey closed an additional 10 surveys were received which were assessed in the qualitative analysis only. The total number of completed data input in the survey data was 1,463, and over 2,000 comments regarding service provision and rider experience were submitted for consideration by the project team. 63.6% of responses were related to conventional transit and 10% related to paratransit. Some respondents utilized both services and therefore responded to all parts of the survey.

Specific public survey responses are detailed in Section 2.3.3.1 below, while overall themes and findings regarding the public survey are incorporated in Section 2.4.

2.3.3.1 Specific Survey Findings

The public survey asked some questions that targeted specific elements of transit within Regina. The responses of these questions are detailed below, in order to illustrate public sentiment regarding these specific factors.

1. Importance and Performance of Transit Elements - a pair of questions asked all survey respondents to rate 14 transit elements in order of importance and score how well Regina Transit currently performs for each of them. The 14 elements were:
 1. Service Frequency
 2. Network Coverage
 3. Hours of Service
 4. Travel Time
 5. Service Reliability
 6. Onboard Comfort
 7. Stops and Shelters
 8. Passenger Information
 9. Fare Price
 10. Fare Purchasing

- 11. Environment
- 12. Service Planning and Paratransit Booking
- 13. Customer Service
- 14. Paratransit Assistance

The responses from these two questions are plotted together in Figure 1.

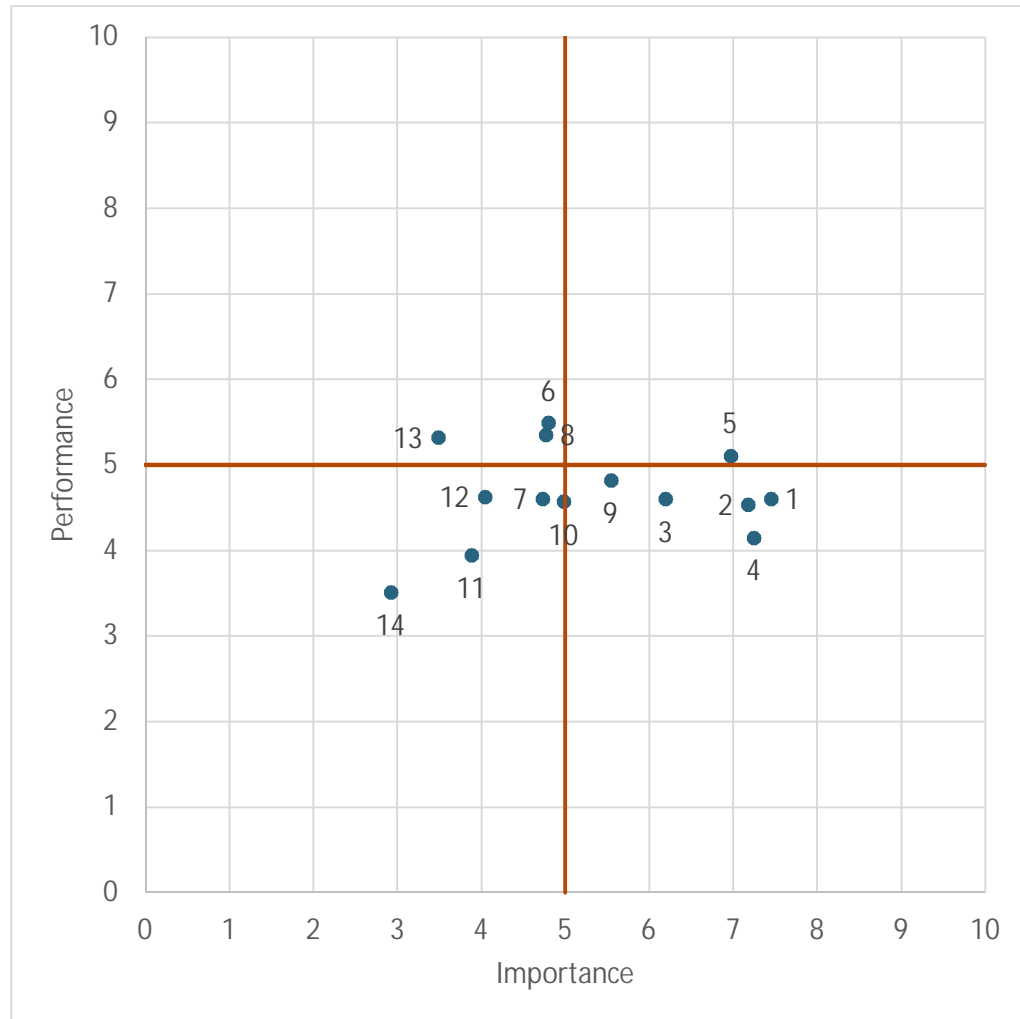


Figure 1: Importance and Performance of Transit Elements

The most important transit elements are on the right of the chart, with the least important on the left. The elements that Regina Transit performs best at are towards the top of the chart, with the lower-performing elements closer to the bottom. Based on this distribution, the chart is divided into quadrants of varying priority. Elements in the bottom right are the critical issues - those that are most important but Regina Transit does not currently do well. The opposite of these are in the top left - those that are less important and Regina Transit currently does well. Those on the top right are also important, but are perceived to be done well currently, while those on the bottom left are less important and not perceived to be done well.

Figure 1 indicates that the critical issues are frequency, coverage, travel time, service hours and price. While Figure 1 shows the responses for all survey respondents, Transit riders (including Paratransit) riders rated Regina Transit's performance significantly better than non-riders.

2. Service Improvement Options were a feature of several questions, asking respondents to prioritize different ways that Regina Transit service may be improved.
 - a. In terms of conventional transit service, 51% of respondents indicated that they'd prefer services run very frequently but may be further from their homes than services that were closer to their homes but run infrequently.
 - b. In terms of paratransit service, 70% of respondents indicated a preference for greater access to more paratransit services, rather than faster paratransit services that have lower levels of availability.
 - c. Overall, 39% and 31% of respondents indicated that additional funding should be spent on faster and more reliable services, or additional transit trips, respectively. Notably, a higher proportion of non-riders (48%) preferred money be spent on faster and more reliable services compared to other respondent groups.
3. Fares and Services Beyond Regina were explored in a series of questions.

- a. On the whole, fares are considered to be reasonable, with 61% of respondents indicating that they were reasonable or inexpensive. Figure 2 shows the perceptions of different groups with regards to fare price. Paratransit riders were the least likely to perceive that fares were expensive. When asked if fares should be reduced during off-peak periods, the majority of respondents (62%) were opposed.

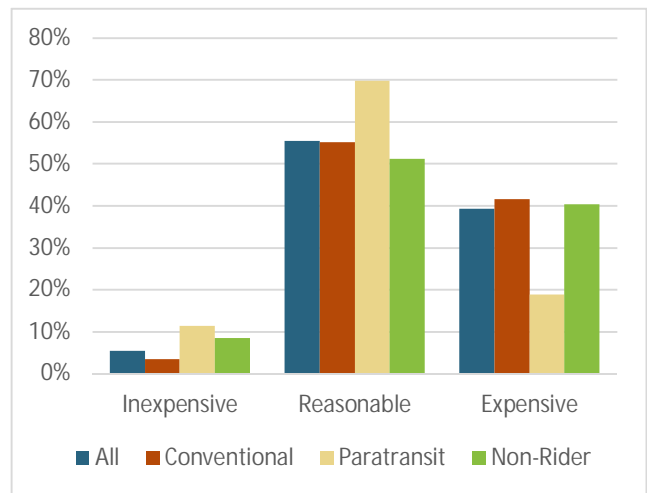


Figure 2: Fare Affordability Perceptions

- b. A question was posed as to whether service should be provided to neighbouring communities beyond the City of Regina. While the majority of respondents (61%) were not supportive of services to these communities, Emerald Park and White City were supported by 36%, and Pilot Butte was supported by 22% of respondents. Multiple responses were allowed for this question. Of those in favour, 82% supported a higher fare being charged for regional trips.

4. Downtown - a series of questions targeted people's perceptions and use of the 11th Avenue terminal in downtown Regina.

- The majority (66%) of conventional transit riders use the terminal to transfer for at least some of their transit trips.
- 23% of conventional transit riders indicated that downtown was their destination and that they did not generally transfer at the terminal.
- When asked whether the current terminal works well, most respondents believe that it does. Figure 3 shows how different rider groups responded to this question. Notably, the non-rider group has a significantly more negative attitude towards the current downtown terminal on 11th Avenue.
- When asked to rate various aspects of the current terminal, its location rated highest (6 out of 10), followed by accessibility (5.9 out of 10) and passenger information (5.8 out of 10). Again, non-riders hold significantly less positive views regarding the terminal than paratransit and conventional transit riders.

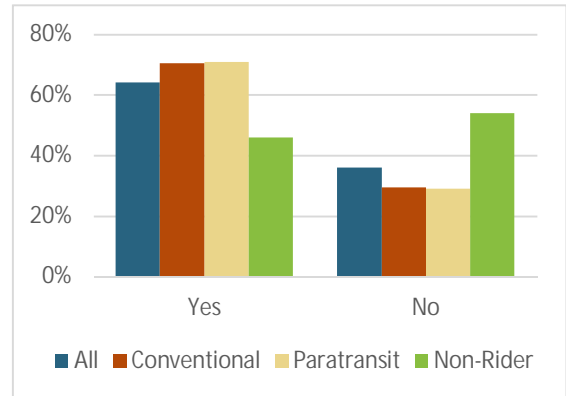


Figure 3: Do you think transit works well downtown in its current configuration with 11th Avenue?

2.3.4

Be Heard Regina

The project had a dedicated page on Be Heard Regina, which was designed to include branded graphics, a link to the public survey, an educational video, a lifecycle graphic to update the public on project progress, as well as direct contact information to the Manager of Transit Administration.

The project page on Be Heard Regina also included three additional tabs to prompt the submission of public feedback. In order to post ideas and Q&As residents are required to register with Be Heard Regina. A direct link to sign up was posted on the project website. The following features of the webpage that were used in Round 1 Engagement included:

- The Ideas Tab - Generated 33 ideas in response to the question posted "How could we improve your daily transit experience?" Written responses could be submitted with supporting image uploads. The tab allowed multiple contributors from one individual and also featured a "like" and "comment" feature for people to display support for the ideas of others.
- The Questions Tab - Generated 14 questions from the public, and each question received a personalized response from City staff.

All comments received through Be Heard Regina were included in the comment summaries and data analysis with the pre-engagement interviews, workshops and general survey data. This allowed the project team to review all information received through a holistic, standardized approach.

2.3.5 Transit Staff Survey

The Transit Employee and Paratransit Contractor Employee Survey was available to all staff and paratransit contract employees from February 2, 2021 to February 23, 2021. The survey received 39 responses. Thirty-four respondents completed the survey in full. Over half of respondents (53%) identified as having worked with Regina Transit for over 9 years.

Overall themes and findings regarding the staff survey are incorporated in Section 2.52.5 below.

2.4 Key Themes - External Public and Stakeholder Feedback

Based on a qualitative review of comments received in the pre-engagement interviews, stakeholder workshops, submissions to Be Heard Regina, and the survey data, recurring Key Themes were identified, which are outlined in Table 2.3. These themes are applicable to both conventional transit and paratransit transit services and are expanded upon below. The Key Findings that support each Key Theme are found in Section 2.4.1 for Conventional Transit and Section 2.4.2 for Paratransit.

Table 2.3: External Feedback Key Themes

Theme	Theme Descriptor
Transit Operations	General comments regarding the form and function of Regina Transit, efficiencies, impacts of changes to transit operations, implementation of new technologies, day to day concerns
Frequency/Routing	Comments directly related to routes, the number and placement of stops, the need for extended or additional service, route efficiencies/inefficiencies and express buses.
Transit Infrastructure	Comments related to infrastructure at stops and shelters, types of transit vehicles (i.e electric buses), reference to the built environment including sidewalks, signage, and lighting.
Fare	Comments related to the cost of service, pricing (inc. students), and rebates
Downtown	Comments directly related to service provision downtown
Transit Hub on 11th	Comments directly referencing the existing Transit Hub on 11th Avenue
Equity	Comments regarding the importance and ability of Regina Transit to service all populations and communities in an equitable manner, including access to amenities, facilitating transit for newcomers, language barriers, transit education, and safety.
Assistance Improvements/Ease of Use	Comments related to the provision of customer service including interactions with staff and drivers, the Transit Live, Transit App, interactions with bus drivers, things that make taking transit easier
Transit for the Common Good	Comments regarding the perceptions of transit, environmental benefits, bettering communities through transit - reducing traffic etc.
Snow/Ice	Comments directly related to the impacts of snow and ice on transit infrastructure and rider experience.

2.4.1

Key Findings for Conventional Transit - External Feedback

In support of each identified theme, the Project Team highlighted some Key Findings:

1. Frequency and Routing was identified as a primary concern for stakeholders and the public. This theme encompasses issues with frequency, expansion of services, timing and route efficiencies.
 - a. Increased bus frequency and service expansion is a dominant element to comments received. Extended hours are generally desired in both evenings in mornings, as well as weekends (particularly the addition of Sunday service).
 - b. The timing of service is mentioned frequently - including consideration of work hours to provide employees with a buffer prior to and after the end of the workday to catch the bus (i.e service past 5:00 pm).
 - c. Buses should leave on time, not early and not late.
 - d. Comments with regard to route efficiencies largely dealt with transfers. Riders felt that too many transfers are required to go downtown, and waiting for transfers is too long. If transfers are not timed properly and people miss the bus it can have large consequences on their day. Additionally, the inability to plan route transfers on Transit Live makes it difficult and confusing, particularly for new riders.
 - e. Generally, express buses are held in high regard due to their efficiency and ability to challenge the travel time of personal vehicles. The introduction of infrastructure for Bus Rapid Transit was mentioned numerous times.
2. Assistance Improvements/Ease of Use was a theme identified that encompasses both technological and human factors of customer service and service provision. Interactions with staff, transit technology, and elements of Regina Transit that either facilitate use or negatively impacts the riders' experience.
 - a. A common sentiment among the feedback was that minor improvements would generate great impacts, including the following:
 - i. Lowering the bus for all passengers to assist the entry of people with invisible disabilities, the elderly, strollers, and people boarding with bags and groceries.
 - ii. Allow individuals with mobility issues to disembark from the front as well as the rear. Since the rise of the COVID-19 pandemic, riders have found that drivers are particularly unwilling to make these provisions.
 - iii. Ensuring that the audio stop announcement system is turned on at all times, audible announcements are particularly important for people with low vision.
 - iv. Drivers should reduce the distance between the steps and the curb to facilitate boarding and disembarking.
 - v. Ensuring all passengers are seated prior to the bus departing to prevent injury.
 - b. The idea of the transit app is well received however riders experience limitations using the app. There was a strong desire to improve the existing transit app. The current system is not meeting the needs of users and often doesn't work or is unreliable. Limitations include the inability to calculate a route (google maps is also required). In addition, features of the app such as pre-loaded schedules should be available offline for individuals who do not

- have cellphones or service. Desired app elements include live bus maps, bus arrival times, route planning feature, and ability to load transit fare card.
 - c. Consistent and correct use of GPS systems on buses (ensuring that all in-service buses are showing on Transit Live and that out-of-service buses are not displayed) and better communication on delays by Regina Transit.
3. Equity in transit is related to the general accessibility of the service to all populations, and the right to feel safe while navigating Regina Transit.
- a. Safety is a concern many individuals identified in their feedback regarding both riding and utilizing transit infrastructure (stops, Hub on 11th), and was mentioned 86 times in stakeholder feedback. Transit police or bylaw presence was suggested.
 - b. Wheelchair seating that faces the back of the bus makes it difficult for individuals to identify their stop when audible announcements are turned off. The need for a greater number of accessible seats was identified to accommodate individuals who choose conventional transit over paratransit.
 - c. Maintaining and enhancing programs that encourage students and youth to ride the bus is viewed as a positive.
 - d. Ensuring service provision is available to newcomers and addressing language barriers was a concern of several stakeholders.
4. Fares: including the cost of service provision and the method of payment for passes is a common theme identified by stakeholders.
- a. There is some support for the consideration for universally free transit passes subsidized by property taxes. Other ideas included free or reduced fares free for students, low income individuals, city employees, and during certain events or holidays subsidized by property tax.
 - b. Solutions brought forward for the method of fare payment and the need for additional payment options on transit cards include:
 - Online payment;
 - Ability to top up cards on a bus;
 - Partnership with local businesses or public buildings (grocery stores, libraries) where passes can be purchased at kiosks; and
 - Expanded hours at the downtown office to allow greater flexibility.
5. Transit Infrastructure was noted as an important element of the rider experience and opportunity for innovation.
- a. Large buses are often seen driving empty or with one or two individuals. Increasing frequency and reducing bus sizes was a common recommendation.
 - b. Heated bus shelters to protect riders during winter months and generally make the transit experience more positive.
 - c. Safety, though identified in the equity theme, is often related to design. The bus shelters, benches, lighting, and design of transit infrastructure often leave riders feeling unsafe and exposed particularly when riding transit alone or in the early morning and late evening hours.

- d. Many respondents suggested removing transit altogether and engaging vehicles for hire (Uber/taxis) for on demand service.
- e. Bus rapid transit and light rail transit was proposed to reduce travel times and “prioritize” transit infrastructure over private vehicle infrastructure.
- f. Bus priority signals and queue-jump systems, so buses always have the right of way in order to stay on schedule and reduce overall travel times.
- g. Electric buses, or no carbon fuel buses to increase sustainability to adhere to zero carbon goals of the city.

2.4.2 Key Findings for Paratransit - External Feedback

Based on a qualitative review of comments received in the pre-engagement interviews, stakeholder workshops, public survey, and submissions to Be Heard Regina the survey data, the following recurring Key Themes related to Paratransit services were identified. These Themes are expanded upon in Table 2.3 above. The Key themes identified are found below:

1. Assistance Improvements - Various suggestions for assistance improvements were made and consisted of physical and technological improvements, and social improvements. Additional physical improvements are described under the Transit Infrastructure (2) theme below.
 - a. Technology Improvements were identified that would improve the paratransit experience. Such as:
 - Updates to the booking system were requested as the current system is described as ‘slow and cumbersome’ and even challenging to riders with cognitive disabilities. There is a desire for wait listing and calls the day before to confirm trips and the ability to book trips up to two weeks in advance.
 - Alternative ways to pay for standard and discounted passes could be implemented including through an online portal.
 - b. Social Improvements
 - Friendliness and helpfulness of drivers was identified as important to paratransit riders and valued when provided.
 - Different riders described barriers to qualify for paratransit and described the process of proving eligibility for passes as difficult.
 - Respondents identified difficulties with the requirement to take paperwork downtown to renew paratransit passes.
2. Transit Infrastructure and issues related to the physical element of transit services included:
 - a. A lack of sidewalks connecting stops to destinations, specifically mentioned were dirt paths that make it difficult to maneuver away from a transit stop.
 - b. The crowdedness of 11th Avenue can make transfers slower and more difficult for riders with a mobility device. Transfers were cited as a reason that prevents paratransit riders from using conventional transit. Transfers may be too confusing or too difficult; one comment mentioned feeling unsafe downtown.

- c. Additional benches will increase the functionality of Regina bus stops.
- 3. Equity is a principal theme in paratransit, as the availability of paratransit directly impacts the lives of its riders and is a vital service to many community members. The ability of paratransit to reach all areas of Regina is described as being essential by respondents.
 - a. Many respondents mentioned mobility issues as why they depend on paratransit.
 - b. Comments described that a greater emphasis can be made to offer assistance to other disabilities beyond wheelchair users. Visual impairments in particular were noted as an area in need of improvement.
 - c. One respondent mentioned that a lack of paratransit service limited their ability to accept employment (the employment location was not serviced by paratransit).
- 4. Fares were noted by paratransit riders as there was a desire to offer affordable transit fares for paratransit riders.
 - a. Currently, buying tickets for regular and discounted passes was described as limited and challenging.
 - b. Respondents request the ability to pay online as well with debit cards.
 - c. Suggestions to lower the fare, or to make the fare more representative of what services are offered were described. For instance, a cheaper option for riders who need the service less frequently.
- 5. Frequency/Routing was identified as a challenge to riding paratransit. The timing of paratransit was consistently described as not reliable, particularly with drop off times. Multiple comments described the inconvenience of the current system having only hourly pickups. Either riders arrive too early or too late. A half hour service was described as an improvement to the current system. The following issues were identified:
 - a. There is currently a long wait for paratransit.
 - b. Canceling of previous routes was also described as distressing.
 - c. Improvements could be made to have earlier start times on weekends and holidays.
 - d. Routing can have increased consideration to reach shopping centres and other important businesses.
 - e. "Reliability and frequency of trips is unpredictable"
- 6. Snow/Ice conditions in winter travel creates additional areas of concern for paratransit riders and those with a low mobility. Paratransit usage was suggested to increase in the winter months due to these challenges, but service did not necessarily increase to match the need.
 - a. Snow and ice is particularly difficult for wheelchairs.
 - b. Snow was described as being 'dumped' on and near stops, making them difficult to maneuver around.
 - c. Snow and ice between transit stops and rider destinations was also identified to be problematic and hinders mobility.

2.5 Key Themes - Transit Staff Survey

Based on a qualitative review of the survey data, the Key Themes are in Table 2.4 and key findings are expanded upon in Section 2.5.1 below.

Table 2.4: Internal Feedback Key Themes

Theme	Theme Descriptor
Transit Operations	General comments regarding the form and function of Regina Transit, efficiencies, impacts of changes to transit operations, implementation of new technologies, day to day concerns
Frequency/Demand	Comments directly related to routes, the number and placement of stops, the need for extended or additional service, route efficiencies/inefficiencies and express buses, and perceptions regarding the demand for services.
Transit Infrastructure	Comments related to infrastructure at stops and shelters, types of transit vehicles (i.e. electric buses), reference to the built environment including sidewalks, signage, and lighting.
Fare	Cost of service, pricing, rebates
Equity	Comments regarding the importance and ability of Regina Transit to service all populations and communities in an equitable manner, including access to amenities, facilitating transit for newcomers, language barriers, transit education, and safety.
Assistance Improvements/Ease of Use	Comments related to the provision of customer service including interactions with staff and drivers, the Transit Live, Transit App, interactions with bus drivers, things that make taking transit easier
Transit for the Common Good	Comments regarding the perceptions of transit, environmental benefits, bettering communities through transit - reducing traffic etc
COVID-19	Comments regarding the impacts to service provision, transit operator and rider safety due to COVID 19
Staff Training	Comments regarding impacts to service from the need for for additional staff training

2.5.1 Key Findings for Transit Staff Survey

Based on the prevalence of the following four Themes, the Project Team have identified following Key Findings:

1. Equity is an identified theme in transit operator responses.
 - a. With regard to paratransit, respondents view paratransit as a source of independence and important service for people with disabilities and the service should continue.
 - b. Concerns from respondents included how to promote conventional transit ridership in general, particularly post pandemic.
 - c. The current public perception of riding the bus is a concern and respondents want ways to encourage people to take the bus and attract new riders.

- i. Staff identified that education programs such as the travel training program that teach individuals how to navigate the system should be expanded to increase ridership.
- 2. COVID-19 was mentioned by several respondents.
 - a. There are concerns that there is increased risk to contract COVID-19 due to higher levels of contact between the drivers and riders. Suggestions to improve service during COVID-19 include the following:
 - i. Prioritize cleanliness and cleaning practices;
 - ii. Install permanent barriers to protect the driver; and
 - iii. Increase bus frequency so less people are on the bus at any given time.
- 3. Assistance/Ease of Use is a theme identified by transit operations staff. Suggestions included:
 - a. Improvements to the transit app to include communication on delays and breakdowns to customers.
 - b. Additional training for drivers was mentioned, though further investigation into the type of training is required.
 - c. Respondents encouraged the collection of data to better inform routing decisions.
- 4. Frequency/Demand for expanded service provision was identified to meet the needs of current clientele.
 - a. With regard to paratransit service - there is a high demand, particularly at peak times which makes it hard to accommodate. Capacity issues mentioned were, lack of buses, drivers, and service hours. There is a desire for the inclusion of options beyond pre-booked rides for booking paratransit.
 - b. Solutions to accommodate challenges with service frequency and demand for conventional transit include:
 - i. Increasing the frequency of buses and expanding the regular service into evenings and weekends.
 - ii. Review scheduling - Respondents described that they feel rushed and have challenges meeting the schedule and need a more realistic timeframe for stops. Other than revamping the routes, drivers mentioned that either the time between buses could be increased to 30 minutes or else offer more buses/change the routes to make 20 minutes feasible. Additionally, more time could be added to the end of a route to accommodate late buses and offer a bigger buffer time.
 - iii. Transfers downtown lead to 'unrealistic scheduling' and late night service was mentioned as creating a lot of stress as missing a transfer or the last bus leaves riders isolated downtown.

3.0

Observations for Round 2

The Project Team benefited from a high level of engagement and participation through the public survey, Transit Operator Survey, and workshop attendance. Throughout the process the Project Team identified both things that worked, and areas for improvement, and internalized all feedback received from survey participants and attendees to consider in Round 2.

3.1

Stakeholder Identification

The Project Team made several attempts to contact Indigenous stakeholder groups and were unsuccessful in achieving participation in the stakeholder workshops. Records of attempted conversations have been kept. In order to address this, the Project Team proposes the following:

1. Work with the City to address gaps in the contact list with Indigenous groups and organizations; and
2. Include a tailored email communication to Indigenous and Métis communities that include all upcoming updates and newsletters.

3.2

Stakeholder Workshops

The following observations were made by the Project Team after the workshop debrief:

1. Mid-sized break-out rooms are ideal for approximately 6 attendees. In larger breakout rooms, outspoken people will dominate the conversation and less outspoken people feel inclined to stay silent. A comment received regarding small break-out rooms from an attendee, was that it would have been more beneficial to remain in one room for the greater opportunity for discussion.
2. It is better to cater to a group of people with similar interests. The Project Team designed the workshops to include stakeholders from similar backgrounds, however were limited by the number of workshops that could be held, as constrained by time and budget.
3. Some participants were non-transit riders. It would be beneficial to encourage a stakeholder or the representative of the key stakeholder organization to consider a transit rider in their organization to attend. It is difficult for a non-rider to provide tangible information regarding Regina Transit if they do not ride it.
4. The incorporation of additional activities, graphics, and polls to augment the workshop experience, and also function as a contingency plan/additional questions in case there is dead air in a break-out room.
5. Some of the break-out room questions were repetitive. Consider different themes/questions that change the line of questions entirely.
6. Encourage organic conversation and flow - facilitators are encouraged to set questions aside if there is valuable feedback occurring on its own.

7. Technical support from Dillon was a huge benefit, as it kept things running smoothly and allowed the facilitators to focus on posing questions and managing the group.
8. Encouraging the use of Zoom features, including the “Raised Hand” feature allows the group to self-facilitate and reduces the opportunity for participants to speak over each other.
9. Encourage participants to turn their cameras on - facial and physical expressions help the facilitator manage the tone of the room and encourage participants to be respectful of one another.

3.2.1 Survey

The following observations were made by the Project Team regarding the public survey after reviewing the comments:

- After respondents finished the ranking questions, they were not able to go back and amend or fix their responses. An easier ranking system was requested in the future (drop down menu).
- Respondents had difficulty ranking top answers as all elements were equally important to them. The trade-offs were seen as undesirable.
- A design error was identified such as that the ranking of “not very well” was not less than “not well”.
- Some respondents requested a clarification of terms particularly around the words “access” and “accessibility” with regards to mobility access or general access.
- It was not seen as fair that non-paratransit riders would get to rank the importance of paratransit.
- There was some frustration with the survey due to its standardization for paratransit riders and transit riders. A separate survey for paratransit may have been more appropriate.
- Red flag comments were highlighted, which identify names of staff for inappropriate conduct.
- Several respondents stressed the desire to be continuously engaged regarding both this project and also all transit decisions as they can have great impacts on day to day lives of daily transit riders.

Appendix i

What We Heard Public Facing Document

REGINA TRANSIT MASTER PLAN

ROUND 1 Public Engagement Results

January to March 2021

The Regina Transit Master Plan (Plan) will identify opportunities to improve transit in the City of Regina, and to plan transit for the next 25 years. As a part of this work the project team will consider new and emerging approaches to delivering transit service.

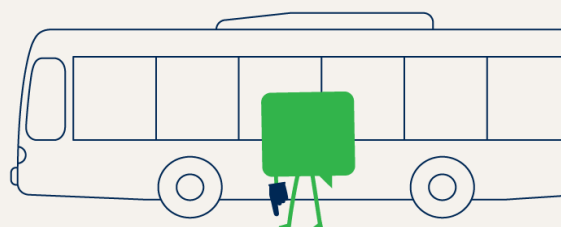
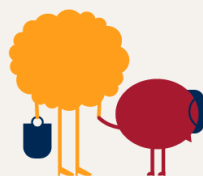
Through January to March 2021, we hosted stakeholder discussions, and collected public comments in a survey and using other tools on Be Heard Regina. What we learned will inform the draft Transit Master Plan. In Fall 2021, the project team will be asking for your input on the draft Plan.

ENGAGEMENT OUTCOMES

Engagement outcomes were developed for this project to guide the engagement activities. They are:

1. To identify the varied needs of the public and stakeholders for the transit system;
2. To capture rider experiences;
3. To identify gaps in service;
4. To better understand the role transit plays in the City's achievement of strategic planning goals, particularly in the Downtown; and
5. To inform the development and finalization of the Regina Transit Master Plan.

Thoughts on transit?



ROUND 1

Public Engagement Results

Regina Transit Master Plan
April 2021

HOW WE ENGAGED IN ROUND 1

5 WORKSHOPS
WITH NEARLY **75**
ATTENDEES

PRE-ENGAGEMENT
INTERVIEWS **7**

POSTS TO TWITTER
AND FACEBOOK **5**
WITH **226** COMMENTS

1,463 COMPLETED
SURVEYS

WITH OVER **2000**
COMMENTS ABOUT
TRANSIT SERVICES AND
YOUR RIDER EXPERIENCES

4 ELECTRONIC
BILLBOARD ADS
AND **1** SUPERBOARD AD

BE HEARD REGINA RESULTS:

IDEAS GENERATED **33**

14 QUESTIONS ANSWERED
BY THE PROJECT TEAM

39 TRANSIT OPERATOR
SURVEY RESPONSES

WITH OVER **200**
COMMENTS FROM TRANSIT
STAFF

12 PROJECT ADS
IN BUS SHELTERS,
12 ADS ON THE BACK
OF CITY BUSES, AND
120 ADS IN BUS
INTERIORS

ROUND 1

Public Engagement Results

Regina Transit Master Plan
April 2021

WHAT WE HEARD: YOUR THOUGHTS ON TRANSIT

"Better transit would mean:

- More frequent service*
- Earlier and later service*
- Better Sunday and holiday service*
- Fare Free Transit"*

FEELING SAFE USING TRANSIT

"Add security after hours at the bus terminal."

"Bus stops located under street lamps would make me feel safer and visible."

"Convenience & safety for the users. If it isn't convenient I won't use it. If I don't feel safe (ie having to walk down side streets) I won't use it."

SNOW AND ICE REMOVAL

"Clean the snow ridges at the bus stops for people that have a hard time walking."

"In winter I can't get to bus stops using a normal wheelchair due to snow."

"Cleaning off sidewalks in and around stops."

TRANSIT STAFF

"Make sure the bus drivers are approachable and knowledgeable."

"Reliability, both in the bus schedules and in the response from transit."

BUS FREQUENCY

"Longer hours of service on weekends and holidays and more frequent service on evenings and weekends."

"Adding more frequent buses on the same lines, later hours more often, running buses on holidays, more routes that are faster."

TRANSIT TECHNOLOGY

"Transit Live- thumbs up."

"Real time displays and signage."

"Don't just show the bus times. Please do them audibly as well."

COMFORT USING TRANSIT

"A Safe, Clean, Accessible and Indoor Transit/Transfer Service Station with Information and Ride Purchase Services, Transit Maps, Lost & Found, a Small Coffee Shop, Washrooms, and Reliable Security Service."

"More heated shelters around other areas of the city."

"Charging stations and wifi."

HOW TRANSIT SERVES YOU

"Take a more comprehensive and holistic approach to the idea of where people live, work and play and how they get to and from those places."

"Some people rely 100% on transit, how can we make their day-to-day as convenient & fluid as possible."

ACCESS TO TRANSIT

"As the population ages, we need more paratransit."

"I'm visually challenged so being able to easily book or change bus bookings by phone with a live agent are important to me."

"How to ride information commercials and signs to help others learn how to ride."

TRANSIT VEHICLES

"More and smaller vehicles, app driven, similar to an Uber model. High flexibilities and more responsive to changing habits of ridership"

"It would be nice to see buses converted to electric so that air quality is improved on 11th Ave."

ROUND 1 Public Engagement Results

Regina Transit Master Plan
April 2021

BUS ROUTES

"Make sure major shopping centres and other important businesses are accessible to those who have mobility issues/disabled, seniors and families."

"Extend the routes that are close to each other by an extra block or two to let them share a stop so that passengers can transfer to a different route without going all the way downtown."

TRANSIT FARES

"There should be incentives for large families or seniors to ride transit."

"Making public transit free or at the very least making it more affordable would make it far more accessible to the communities who need it the most."

TRANSIT DESIGN

"Always consider crosswalks and pedestrian access to and from bus stops. Look at origins and destinations and make sure pedestrian routes are both convenient and safe."

"Entrances into the bus stops need to be wider to allow wheelchair users to use the shelters. Benches are not appropriate for people with mobility issues."

BUS ROUTES

"Make sure major shopping centres and other important businesses are accessible to those who have mobility issues/disabled, seniors and families."

"Extend the routes that are close to each other by an extra block or two to let them share a stop so that passengers can transfer to a different route without going all the way downtown."

DOWNTOWN SERVICE

"The need to transfer downtown to get most places makes riding the bus far less convenient. More transfer points or a secondary hub would likely help."

(Transit Hub on 11th Ave) "It's a key hub, most people working downtown can easily access their final location from 11th Ave."

FUTURE OF TRANSIT

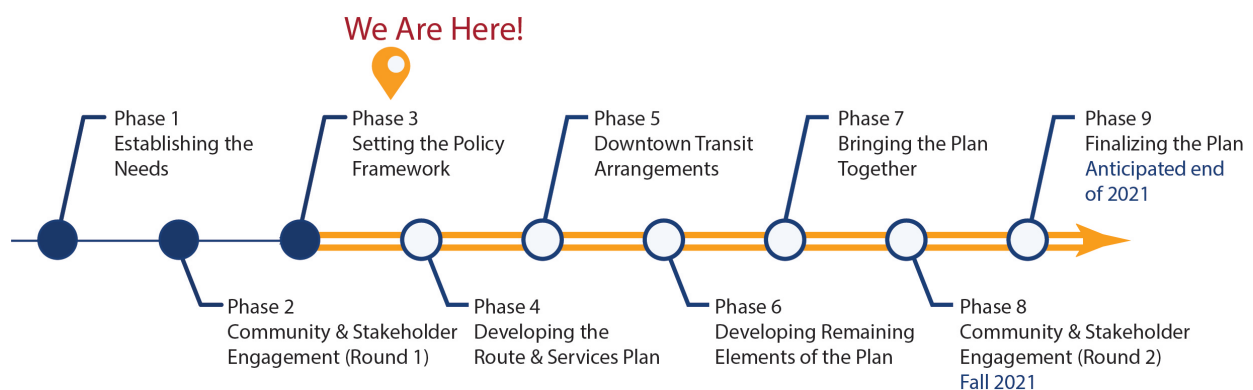
"Increase a culture of ridership"

"Need to get youth to adopt the bus early before they get set into car culture. Consider free transit for high school kids."

"There is a stigma attached with riding the bus. People look down at people that take public transport. So you have to make it appealing as well as take an angle of being environmentally conscious."

NEXT STEPS

Round 2 engagement activities will kick off in September with opportunities for you to share your thoughts on the draft Regina Transit Master Plan.



Appendix ii

Pre-Engagement Interview Summary

Memo



Date: January 8, 2021
Subject: Pre-Engagement Interview Summary
Our File: 20-3680

The City of Regina and Dillon held a kick-off meeting on November 9, 2020, followed by the submission of a draft engagement and communications plan on November 26th. During this time, Dillon and the City proactively identified several individuals and organizations to engage prior to conducting official rounds of engagement. The intent of the pre-engagement initiatives is to discuss themes, concerns or issues anticipated by the stakeholders of their members, as well as identify any possible barriers to engagement.

The project team engaged 10 of stakeholders through seven short pre-engagement interviews ranging from 30 to 60 minutes. The information provided by stakeholders provided a range of perspectives to the project team to refine the engagement approach and discuss the most effective ways to reach participants.

1. Stakeholders Engaged Through Pre-Interviews

Organization	Stakeholder
University of Regina's Students' Union (URSU)	
Regina Citizens Public Transit Coalition (RCPTC)	
Regina Region Local Immigration Partnership Project (RRLIP)/Regina Open Door Society	
Regina Downtown Business Improvement District Board (Downtown BIDB)	
City of Regina Accessibility Advisory Committee (AAC)	

2. Major Themes

Feedback received from the public and key stakeholders is generally categorized into a number of overarching themes regarding **Express Routes, Paratransit, Frequency and Efficiency, Service Change Impacts, Need for Additional Services, 11th Avenue Hub, Fares, Cultural Relationship to Transit, and Cultural Relationship to Transit.**

What is working well with Regina Transit?

- Express Routes
 - Express routes (Number 22) that originate from core parts of the City bring people directly to the University of Regina, which has organically created a secondary transit hub.
 - The Number 50 and 60 express bus (prior to its disappearance in the summer)
- Paratransit
 - There is support for paratransit – without it many people would not have proper access.
 - Transit is viewed as very important and guides major decisions in a person's life, particularly among the disability community. Such as where to purchase a home.
 - The "How to" guide to use transit document posted on Regina Transit was well received

Concerns with Regina Transit

- Frequency + Efficiency
 - Low bus traffic volumes and infrequency during off-peak hours impacts part-time students, and those that are juggling a career, education and kids. It is more time efficient for them to drive.
 - Empty buses driving around during non-peak hours.
 - It takes much longer to travel across the City by bus than car (15 minutes by car and 1.5 by bus).
- Paratransit
 - Paratransit has a slow response to people's needs for transportation services, they must plan their lives and book a week in advance (pre-COVID).
- Service Change Impacts
 - Route changes, stop location changes or frequency changes can have negative impacts on people's ability to access the city, particularly among the disabled community.
 - There are several express buses not running currently - this has impacted residents - particularly those who are disabled and use conventional transit as their only mode of travel.
 - Services changes or transit stop locations have significant impacts to surrounding businesses. In the past, property owners have made investments based on content in approved plans that never came to fruition and experienced losses.
- Need for Additional Services
 - Would like to see a commitment to Regional Transit.
 - Transit service is needed to all City-run facilities including leisure centres and community centres so riders can access programs and community events.
 - There should be more transfer opportunities without the need to go downtown.

- 11th Avenue Transit Stops
 - Currently creates a negative environment for the businesses and impacts property owners, due to the large volume of buses. There are no shelters so people wait inside the lobbies of private buildings.
 - The stops create conflicts between cars and buses and cars and people on both sides of the street. Dangerous for drivers and pedestrians when accessing parkades.
 - The Regina Transit Coalition is opposed to moving the transit hub from 11th as it is perceived to be the most accessible location.
- Fares
 - There are no incentives (cost wise) for large families or seniors to ride transit. Should be fare free transit
 - 90-95% of University of Regina classes are delivered remotely since the pandemic. Low ridership reduced the viability of U-Pass. Though members still receive a discounted rate, it is much higher than the U-Pass rate was.
- Cultural Relationship to Transit
 - University of Regina international students and less affluent students are the predominant transit riders. There is a sense of entitlement to drive with students who have access to vehicles.
 - Transit needs to serve areas with large immigration and refugee populations (Includes staging areas for newcomers). Language barriers are #1 challenge for newcomers.

3. Engagement Considerations

The team also received information regarding the best methods, days and times to engage and possible opportunities to leverage partnerships with stakeholder groups to circulate and review information.

Engagement Techniques that have Worked Well in the Past

- Survey responses generally successful but should not contain predominantly open ended questions
- Going to where the people are
- Virtual engagement that is fully accessible – read everything on power point slides and include descriptors of all graphics.
- The project team is encouraged to provide education on the subject being engaged on before starting so everyone has the same starting point from which to provide feedback.
- Facebook is a great resource to reach newcomers. Newcomers are also tied to Mosques or Churches.
- Attending RPTPC meetings – more recently held over zoom.
- Keep people informed often, no large gaps.
- Refrain from the use of the word “users”, use “passengers” or “riders”
- Use the term disability permit rather than handicap pass

Engagement Techniques that have Not Worked Well in the Past/Barriers to Engagement

- Not everyone has access to a computer to access surveys and e newsletters
- Maps or information/feedback forms, need to include tactile options
- Dates to Avoid Engagement Activities
 - URSU reading break – February 14th – 20th

- o Downtown BIDB – Several board meetings during February 18th and 26th

Best Days + Times to Engage

- AAC – A mix. Early afternoon, evenings, and weekdays and weekends
- URSU - A mix between morning, afternoon and evening. Highest participation rate likely between 4-6 pm.
- LLIP - Avoid Friday afternoons as Muslims attend Mosques. The Advisory Table meets Sundays. After 2:30 pm when the lower level English classes are finished.
- Immigrant Advisory Table meets quarterly - February 21st. However it may be possible to bring some members together for a special meeting.
- Regina Transit Coalition meetings held on the first Tuesday of the month (zoom currently). Evenings and weekends.

Engagement Partnership Opportunities with Stakeholders

- The University of Regina Students Union offered to share information and the survey through Facebook, Instagram and email. Emails sent from URSU reach up to 16,000 students and a click through rate of 35%.
- URSU can provide targeted data on the number of students with a U-Pass and where they are in their studies (new students more likely to purchase a pass)
- The AAC is open to test running the survey to ensure it is properly accessible and functions on Screenreader.
- Downtown BIDB can circulate the survey and newsletters/information with their newsletter on the 5th of each month. Graphics can be shared via social media.
- LLIP (Regina Open Door) can post information to their Facebook Page and blog posts that go out to 1000 subscribers. ESL classes may be an opportunity to run through the survey with newcomers. Translation is expensive but they may be able to find someone to translate the survey if it is relatively short.
- The survey and other materials can be given to Terri with the Regina Transit Coalition and she can help circulate to other members.

Appendix iii

Workshop Summary

Workshop #1 - Seniors, Accessibility Needs, Newcomers and Service Providers, and Healthcare providers including Group Homes

Date: February 18, 2021

Time: 3:00pm-5:00pm

Attendee List

	Organization	Contact Name	Contact Information
1.	CNIB		
2.	CNIB/ Sasktel		
3.	SaskAbilities		
4.			
5.	City of Regina Accessibility Advisory Committee		
6.	Creative Options Regina		
7.	AAC		
8.	Regina Public Schools		
9.	Regina Public School Division #4		
10.	Service d'accueil et d'inclusion francophone (SAIF-SK)		
11.	Neil Squire Society		
12.	H.E.L.P. Homes of Regina		
13.	Age Friendly Regina		
14.	City of Regina		
15.	RRLIP		
16.	AAC		
17.	Hillside Baptist Church		
18.	Creative Options Regina		
19.	Creative Options Regina		
20.	Sasktel		
21.	ASL Interpreter		

Logistics

Lead	Brandy
Second	Tom
General Note Taker	Kristen
# of breakout rooms	3
Break out room leads	Tom, Adam, Kate
Note takers	Nicole, Kristen, Brandy
Transit Rep	Nathan
Tech Support	Nicole

1. What is Regina Transit and Paratransit doing well?

a. Transit Operations

- Overall it covers the city well, you can see it reaches every area of the city
- Satisfied with the express routes. Travelling to downtown is quick (15 mins) which is on par with the time it would take to drive a car.
- Happy with the amount of express routes that exist.
- Stops/Shelters
- Conventional stops for the most part the snow is cleared well and makes them accessible.
- Not enough shelters that are heated but the ones that are heated are great.

b. Customer Service/Ease of Use

- Transit app works well
- Customer service is great
- Communication is greatly appreciated with finding ways to improve the system.
- Transit live App. Very useful and it is the primary source of tracking buses and route planning, it should be more easily available on the webpage.

c. Paratransit/Accessibility

- Paratransit is doing well getting people to work and appointments
- Implementing audible announcements on board and at stop locations.
- Paratransit provides excellent service - there is trouble getting buses but the customer service is great. They will do their best to get you where you need to go.
- Continued focus on how to improve the system and make it more accessible - there seems to be a continued investment in the system.

2. What could be improved?

a. General

- Some city centres have really great signage saying when the next bus is coming. Not necessary from the vision loss perspective but there may be other accessibility services provided.
- 23rd and downtown - no cars are allowed in there so people feel safer.

b. Transit Hub on 11th

- Need to make the main hub downtown more safe?
- Greater frequency and routes would make it easier to manage the downtown hub.
- More knowledge of the frequency - all the buses lined up outside the Cornwall centre it is overwhelming, clarity identifying when the buses are coming would be very helpful.
- Is there a more appropriate location in the downtown where there are no cars.

c. Transit Operations

- In the greens, it is a 5 minute car ride to get to the grocery store but to take transit they have to take the bus downtown and take a second bus back to the grocery store.
- South side of Dewdney past the RCMP barracks -there is no safe way to get to it without diverting a block to the traffic lights.
- Need more regional options and service to community centres.
- More frequency of express routes and in the evenings so there is no danger in missing the bus and having to wait for the next bus.
- Connectivity of new development areas - Hawksone a lot of individuals with support requirements that have issues getting in and out of. To get 3 blocks you need to go 7.
- You can miss a big rush of employers and employees if the routes are planned around frequency.
- Create the ability to turn off and turn stop announcements so people know when to pull the string. The system is there but not being used properly.
- One of the issues they see is that one of the students lives on the east side of Regina and has to go across the city to get to Winston Collegiate - takes up to an hour. Students in the far south and it is the same process. They are now taking a taxi but that hurts the budget.
- Need later and earlier service
- More frequent service
- The frequency and hours are limiting and don't encourage people to take transit
- We need easy to access to bigger shopping centers
 - Golden mile / downtown, Argyle and Rosedale area, grasslands don't get well services by busses
- In outside of the core areas the walk is quite a distance and very difficult for those with mobility issues

d. Stops/Shelters

- Many places have no shelters
 - Shelters can be bigger - can get crowded
- There can be a long wait for the bus, so shelters are needed
- Snow/ice issues around stops/shelters - major safety concern especially for people with disabilities and families
- Walking / moving to the transit stations can be a barrier - need to make sure people can get to the stops
 - Curb Cuts, trees, other items in the sidewalk prohibit people from moving around

e. Customer Service/Ease of Use

- More tech friendly system for booking such as an online system for fares - make it convenient
 - Presto card as an example of what this might look like

f. Paratransit/Accessibility

- Would like to see more people in the disability community, group homes and day programs. Exposing them to conventional transit and exposes people with varying abilities.
- Accessibility - people with disabilities rely on the bus system accessibility of transit live. Rely on screen readers and that information is not available.
- Accessible bus stops downtown are good but many stops are in the middle of a grassy field with no sign. The outer areas of the city where the new developments are should be serviced a bit better within themselves.
- Travel training program (Dylan and Ben), people supporting the transition from paratransit to conventional transit. Some people can make the jump but need to tackle the confidence and safety piece. The safety of the people being trained to confidently ride the bus and go downtown after 5 or 6 it gets a little sketchy for them.
- Downtown can be a hard place for blind individuals as well. There are a lot of buses with a few stops and it can be hard to get the right bus at the right stop.
- Transferring to downtown can be very intimidating. It can be difficult to navigate and travel independently. For someone who is new to vision loss downtown is a place that a lot of people avoid.
- Newcomers don't know about the travel training - this needs to be communicated better. Including how to use the app.
- Concerns about people with a disability is how unsafe people feel in a transit hub. Crossing the street, busy roads, buses, physical location and being on a busy roadway. Not necessarily the best location for the transit terminal. Concern if a child has to go downtown and they typically won't send their kids there because they have to navigate the cars.
- Paratransit booking needs to be improved

- Not enough ability for people to use the services leisurely - it gets people to where they need to go if it's work or an appointment, but not good for entertainment.
- Limited hours for transit / paratransit
- Paratransit - scheduling is a major issue, it can cause people to miss their activities / services (for example will come late or leave early)
 - Not enough flexibility to get there and leave when you want
 - People end up taking cabs
- Paratransit - very difficult to take paratransit in the afternoons due to school runs.
- Booking paratransit is very difficult... they often ask for a week ahead.

3. Does Regina Transit and Paratransit adequately service downtown locations (# and location of stops)?

a. General

- What are some of the best practices from other transit systems that are very successful?
 - Windsor - outcomes had nothing to do with downtown and a lot of employment activity was downtown but the transit system was concentrated on being downtown. So the system is being re-orientated to where people actually want to go.
 - Winnipeg has invested heavily in BRT but is successful in making transit the logical choice. High frequency on that corridor.
- If transit is there people will take it.
- Disconnect between city planning and transit. In all quadrants there is a disconnect between how people move and the built environment. Bringing these together for future city planning is very important.

b. Transit Operations

- For the most part aside from the layout - the downtown is serviced well. There is a real question if the location is suitable.
- The express routes are the only service offered in some residential areas during non peak hours like 6:30 pm to 10:00 pm there is no real way for people to get back home.
- This explains the Data where people are leaving but not getting back - that's a huge reason why.
- General lack of transit service supporting city run facilities. Field house, infrequent transit to them. If they are run by the city, transit should be a priority to enable people to participate in the programs that are offered.
- It can take an hour to get from the outer areas to downtown
 - Might discourage transit
 - There are a lot of stops available downtown which is a benefit
 - Make more routes available and faster routes
- Finds the downtown is served well - there are a few routes to get to downtown well

c. Fares

- Make transit free for high school students to create transit literacy.

d. Transit Education

- Education around transit concepts for young people- elementary school or middle school. You have a voice, this is how you ride the bus. Travel trainer is in high schools now but only recently.
- Draw more attention to focus groups who would benefit from sitting at the right table early on in the planning process.

4. Are the current downtown stop locations accessible - or are there barriers?

a. General

- In general there used to be a telebus - that was great for people who don't qualify for paratransit. For many who use conventional transit it is difficult for them to get to a stop. This system worked well and got people to a bus stop or central location (e.g. a mall).
- Would a telebus help to get people to a stop to fill in the gap? There is a large number that use paratransit but a lot that use conventional transit. There is a stop nearby but it is further than a direct route and this causes barriers. Paratransit has been a challenge - stop is located in a poor location? Not just the church but schools are nearby - where that bus stop is located could be improved and make significant improvements to not just the church but for many others around. Look into where a better stop could be for Dallas and the church - this may be a quick solution.

b. Downtown

- For the most part the downtown stops are accessible except for the lack of snow removal which creates a barrier.
- Lots in the outer areas are not accessible due to snow, distance between stops... downtown is a focus of transit and get more 'attention' than the outer lying areas
- Sidewalks are not cleared on time or at all and is a major barrier
- Most routes outside of the core are limited in number of hours and most certainly limited weekend and holiday hours

c. Elsewhere

- Need to prioritize areas where there are vulnerable users, like health care centres, senior centres, - there people getting services and the workers that go in and out need to be a priority
- Industrial areas in the north - buses that go to that area frequently enough so people might need to walk to work
- Industrial areas don't have sidewalks

- For those in the further suburban neighborhoods there is a barrier to employees who may choose to take the bus to work but can't because of the time it takes them to make it on time. Service in these areas is not frequent enough on the weekends and into the evenings. A later service especially on weekends could help a lot.
- Not enough bus stops in the east - people have to walk a long way to get to the bus stops.
- Evenings and weekends are difficult to get to go shopping (e.g. for new Canadians). They can get to Superstore but that's about it. There are pockets of new Canadians that should be looked at to identify if there are more stops that could be added and better stops - it may increase ridership.

d. Paratransit/Accessibility

- Snow/ice is the major issue especially for those with disabilities or small children

e. Operations

- Transit schedules are not appropriate for shift workers who work outside of those hours
- Later service on Sundays is needed
- Many newcomers are working odd jobs, or multiple jobs where they need to go multiple places, throughout the day and transit is a challenge
 - Need ways to accommodate the peoples schedules with more flexibility and options
- Need later services on holidays and weekends
 - For workers and people enjoying activities

5. Does Regina Transit and/or Paratransit meet your (or your clients'/community members') needs?

- If not, what could they do to better meet your needs?

a. Transit

- Allard is in zone 6 and people walk a long way from 1st avenue north to get to Fairways west. This is a gap and it is often the same people. Better service is needed in this area. Some of the newer areas appear to have bigger issues and these buses don't seem to service these areas. Design and layout in new communities.
- Conventional service does not serve the airport - people who work there have to walk a long way to get to the airport.
- Westera and Hawkstone as examples are affordable but weren't designed for transit. Dense housing with no parking.
- Could a transit hub be created in a new community. Don't see that in Regina. That may help in new communities and in communities that are redeveloping.
- Is there an opportunity to take over some of the rail lines that could be used as a connection for transit.
- Are there locations that would be well suited for a rapid transit line - Allard thinks of the tracks that aren't used anymore - could these be used as a rapid transit line?

- As redevelopment is being considered in the warehouse district is there an opportunity to use the old rail lines as a rapid transit rail line into Mosaic Stadium? They are using some of the malls to use the shuttle bus to take people to the stadium - that is really helpful in dispersing traffic from these areas and getting people to a place where there are 30K people in one place. This would encourage people to go to the stadium and use the downtown and warehouse district entertainment areas.
- Snow clearing is an issue because of the amount of cars parked on the streets - it creates a problem because the City cannot do a good job of clearing snow. Creates an unsafe environment for people to ride transit or access the stop. Unsafe from the driver perspective as well.
- Meet the bare essential minimum
- Outside the core there isn't transit available for shift work, and the service industry - you should learn more about where these workers are located and the shift times to better serve these workers.
- Transit maps are confusing - need to be improved
 - Separate into regions, not all on one page
 - Make it bigger - more visible
- Transit to industrial areas needs to be improved
- RRLIP has created a 2-page info sheet on transit in partnership with Regina transit - this should be translated for newcomers and service agencies
 - Many newcomers speak french

b. Paratransit/Accessibility

- Paratransit - not reliable timewise, can't rely on getting them to work on time, or they have to leave early, results in lots of lost time
- P&E - More translation into french in other languages

6. What do you think could be done to encourage more people to take Regina Transit or Paratransit?

a. Transit Operations

- Snow clearing
- Earlier, later, more frequent
- Less expensive
- Park and ride
 - Have people park for free then take transit to where they need to go
 - Can existing parking lots have a park and ride facility
- Door to door service for the outlying regions - like the shuttle buses they do for the Rider games - do this for the industrial regions
- Some people are more comfortable with riding transit at night, and some are comfortable only in the Spring, Summer, and Fall
 - More of a hybrid system is needed to help with this.

- North/south, and east/west all on express bus. Increase the frequency of those so people can travel a long distance in a short amount of time.
 - Connecting regional areas better within themselves so you don't have to go downtown for everything.
- b. Customer Service/Ease of Use
- Online resources to see where buses are
 - Communication with Paratransit is sometimes a challenge to book the rides.
 - Hybrid system - some could call in and some could book online as well.
 - Communication with Paratransit as a Department is done well.
- c. Paratransit/Accessibility
- Paratransit - make sure they can get their transit on time and better booking
 - Hire more full time people so that more people are available
 - Paratransit system is overloaded, we need more accessible busses
 - Need bus system that is more user friendly for people with disabilities so that they aren't booking up the paratransit system
 - This can help people take transit to get where they need to go
 - Sometimes people who are riding transit are scared to travel conventional transit - it could come from parents or caregivers' fears. Transfers make it difficult to ease this fear. They build confidence to help take pressure off paratransit.
- d. Transit Education
- Could transit training be expanded to newcomers?
 - Most people still have this idea of the bus from decades ago - how do we help people to see that transit isn't a scary service to use. Attendants and caregivers can ride for free - this needs to be publicized!
 - More partnerships are needed to understand apprehensions and skills to use conventional system safely.
 - Hire someone to make sure that everyone with a disability could take the bus that wants to.
 - Support the idea of paratransit being a valuable service but increasing the training so people can access conventional service is very important.

Workshop #2 - Students, Youth and Education Providers

Date: February 23, 2021

Time: 4:00pm-6:00pm

Attendee List

	Organization	Contact Name	Contact Information
1.	Luther University Student Association		
2.	Students' Union of the University of Regina Inc.		
3.	Forster Harvard Development Corp		
4.	University of Regina Students Union		
5.			
6.	URSU		
7.	University of Regina Students' Union		
8.	URSU		
9.	SPSA - Regina Campus (Sask Polytech Students' Association)		
10.	Regina Catholic Schools		
11.	City of Regina		
12.	URSU		
13.	Regina Catholic Schools		
14.	Saskatchewan Polytechnic Students' Association		
15.	Rosemont Mount Royal Community Association		
16.	City of Regina		
17.	Arcola East Community Association		
18.	Arcola East Community Association		
19.	Arcola East Community Association		
20.	Heritage Community Association		
21.	Whitmore Park Community Association		
22.	Regina Public Interest Research Group		

Logistics

Lead	Brandy
Second	Tom
Note Taker	Kristen
# of breakout rooms	3
Break out room leads	Tom, Adam, Alex
Note takers	Nicole, Kristen, Brandy,
Transit Rep	Nathan
Tech Support	Nicole

Larger Group Q&A

Q: Paratransit numbers seem low: Accessibility of the survey was difficult for one citizen which may result in the low priority of paratransit priority.

A: The survey was well received but we always appreciate the feedback.

Q: Did the survey address bus stop shelters?

A: Stops was one of the categories not sure if that was specific to shelters or not.

Q: What is the plan to move forward when we are done with COVID?

A: Address in breakout room

General Comments/Questions regarding the Plan:

- Could we implement bus rapid transit in the future?
 - Winnipeg and Saskatoon have this, so simple answer is yes, but we need to determine what this looks like over the years, we could start to develop a system that eventually becomes a BRT- simple legible network that could become BRT and find ways to improve these over time - change the infrastructure over time
- Is car sharing and cycling part of the plan? How do they interact with each other?
- In Vancouver - car sharing can eat into transit, where they bike most of the year and will car share on the cold rainy days
- Have budget to buy buses but no budget to increase operating budgets
- Are we looking at smaller / larger buses to adapt to route needs?
- Consider EV buses

- May shift people's mindsets around transit if its cleaner
- Park and ride - when they are established in a city like Regina, do they get used?
 - Is there an option to make transit more desirable with express routes and get people to where they need to go faster
 - You have to have the service and frequency there to entice the users
- What about bike rentals / scooter program to compliment the bus systems
 - Being explored in Europe and mobility as a service - one product from transit to bike to scooter
- Can uber or cabs work with the transit system to provide late night service at an affordable price?

1. What is Regina Transit doing well?

a. Schools

- High school - special express buses are doing well but are hearing that Oneil Tom area could use a second one. There are 2 major high school buses and they fill up (especially with COVID protocols).

b. Paratransit/Accessibility

- Paratransit - amazing at scheduling and booking - Scott, Cody, Rael. Customer service should have been much higher in the grid we showed.

c. Operations

- Over the years there are routes to get them to where they need to go - may not be efficient but found a route
- Transit is daily reliable and on a major route there are lots of options and buses typically on time and replacement buses were imminent when there was a break down
- A lot of buses that run through Rosemont - good access to buses.
- Generally the coverage is good, it may take a while, but you can generally get to where you want to go
- Buses run on time
- Express service going north/south - help the customer get to their destination in a desired time

d. Customer Service/Ease of Use

- The Regina Transit buses will stop and pick people up in cold weather.
- Transit live app a great improvement - could see when a bus is coming - unbelievably useful
- Transit Live - improved the customer service experience, it helps to know when the bus is coming when it's cold outside

e. Fares

- Affordable for many groups - re - students - especially when compared to other transit systems in other cities
- U-Pass program - reducing transit costs for students

f. Transit Education/Information

- Do have good programs in place that people can be dropped off at non-stop locations - this should be promoted. They have the programs but not everyone knows about it or how to use it. Finding the information is difficult.

2. What could be improved?

a. General

- Parking is still not a challenge
- Wifi on each bus

b. Schools

- Westerra students - very hard to get to school due to the infrequency, students have to transfer downtown. Getting up very early in the morning.

c. Operations

- Weekends - students use buses for all kinds of reasons, not just school and are impacted by the low service on Sunday - no service after 6:30.
- A struggle getting back - good to get there in the morning - whole other ball game is getting home - capacity issues - tough to draw in professionals - bus is full at the point when he would be getting on the bus - doesn't want to be late to pick up kids because he misses a bus and needs to wait for another bus
- Further to above comment - frequency could be improved
- A microbus for some smaller communities without the same level of riders.
- Region 9 more stops are needed in this region as a lot of walking is required to get to transit in these areas.
- Safety - especially after peak times in the evening. Not going to walk through Victoria park to a bus stop - can they integrate/consider bus safety in the Safety Master Plan to encourage riders in the off peak hours.
- More cooperation and collaboration with other City departments - e.g. snow clearing - don't push snow up to stops as it makes them inaccessible. Interdepartmental dialogue is needed. Equally bad across the city - Sask Dr was the example that was given - Westerra was another example. This is another safety issue. City departments are siloed but the problems could be resolved through what appears to simply be a conversation.
- Snow clearing - all leads to accessibility and safety - bus shelters and bus stops are normally cleared but the sidewalks are not cleared between shelters and stops. Clearing

sidewalks along bus routes should be a priority for the City - e.g. next to parks. People are not riding transit because of snow and accessibility to stops and shelters.

- There will always be gaps - need to go to the people to find out how to better serve them. RT needs to ask people how they get to work.
- City has made an attempt to help get people on the bus.
- Hours - difficult for people who are working when the bus service ends early
- Frequency - amount of service could be improved, more frequent service needed
 - North / south service express service is good, but going east/west could be improved with more frequent service
- There isn't a lot of parking around the hospital and the hospital appears to be underserved by routes and stops especially during the off-peak hours and weekends. Could service be more flexible so it better serves the community? It seems to be an old model of thinking about how buses are programmed. Could RT provide a direct link to the hospital to encourage more patients, visitors, and staff at the hospital to ride transit?

d. Customer Service/Ease of Use

- Issue was raised by a stakeholder who feels that the professional development of the employees is needed (e.g. at 11pm people may not have a bus card or money and transit drivers will reject them). Regina is a community and residents all have the responsibility of taking care of everyone. The stakeholder feels people should be able to ride in these cases. Harassment to the passengers - they are a regular rider and knew the driver and asked if they could join and forgot his wallet. The driver started interrogating him and yelling at them. Professional development and training of drivers is needed regarding how people should be treated.
- People that don't have the transit app - no access to know when the buses are coming
- Journey planner - isn't the most reliable for certain users

e. Fares

- No student cards are being issued with COVID - would go to RT to get a second pass but they would send them away so they required proof of enrolment. Sask polytech had a hack so they couldn't do that either. Students at the campus worked directly with Crystal. The City needs to find another way to prove they are a student. Students find it difficult to get a U-pass.
- Student pricing for different financial situations should be offered.
- Sask polytech students pay 78 dollars per month. No semester pass available to them. That would incentivize taking transit.
- High school kids do have semester pass for students. Regina Transit does have subsidized passes for low income students - but there is not enough information available to them regarding this option.

- There are a lot of students walking because they can't afford the 66 dollars per month (affordable access). Students are not aware of it. Kids will walk 3-4km. Get more information out there about the program.

f. Transit Education/Information

- Combination of not knowing about the program and not knowing how to apply
- Students in basic education programs can qualify for the affordable pass but they are not aware - needs more awareness. Better public service campaign.
- More education as agents but more information to students as well regarding the threshold for income.
- Needs to be on the radar how to change the public perception of transit. There seems to be a missed demographic

3. Does Regina Transit adequately service school locations (# and location of stops)?

a. Schools

- Uof R campus - stops are great but there are concerns (rep with students with disabilities) said that the #18, stops by Luther college but does not park near an accessible location.
- Sask polytech has 2 stops and they are right at the door for both campuses and the main campus has a very large bus shelter so no complaints. Can't speak to frequency.
- There are times that high school classes end at a time that does not quite line up with when buses.
- It's common for people at the university to complain that buses are full and people can't get on them at the stops - these are the first bus that leaves the University
 - In particular September and January is really busy
 - This is important because this is when students are forming their transit patterns and might get turned off of transit at this time
 - Transit is an integral component of getting to school for them - make this part of the university experience and get people comfortable using transit from the start
- Balfour and Miller stops for the #2 bus are really busy, but #12 is not as busy which goes past schools as well
 - Campbell Collegiate High School is also busy
- Comment complaints from students :
 - No service to new development areas
 - west terrace area in particular
 - Similar in south east corner, north of acre 21
 - North west corner in general is hard to get to - its a one hr bus ride to U, where its a 15-20 drive
 - Service hours -

- Average student starts later than business hours - students might have first class at 10 - so they miss express route opportunities
- End of day window is the same as business hours
- End of the night issue - a lot of students are going out on the weekend and can't take transit so they drive or take a cab (if they can afford it) - ensuring they can get out safely when they want to go drinking is important and transit could help with this
- It was difficult to get transit into west terrace when it was developed it, it is a dense urban development (apartments, condos), not a lot of spaces for cars, walkable and we wanted transit to sell these units, but transit wasn't getting implemented fast enough, these units didn't sell
- Downtown- a bit of a wasteland, people are worried about their safety downtown, can we have lighting or more foot traffic to alleviate some of this, people feel their safety is at risk when they are traveling downtown so they avoid traveling there

4. Does Regina Transit adequately service your community (# and location of stops)?

- Dewdney @ Aberdeen stop gets blown in with snow - why not just move it so it is more accessible
- Golden Mile - passageway between Superstore and Golden Mile Building was locked so they had to walk a long way to get to the bus stop. How many stops rely on these passageways that may now have limited or restricted access.

5. Are there gaps in service at any specific time or day that creates a barrier to using transit?

- Why are holidays and weekends so differently? People cannot get used to a schedule - also gaps between peaks make using transit difficult (longer wait times) in off peak hours. Near Ukrainian Co-op - stretch is good but all buses come and leave at the same time - so there isn't a staggering - something that could be considered so there isn't such a long wait between pickups.
- Micro busses should be looked at for off-peak hours / late at night.
- Express routes are great need to figure things out elsewhere can be better served
- Whitmore park - room for better routes- does frequency increase ridership or spread it out and make it more expensive to run?
- There are times that high school classes end at a time that does not quite line up with when buses. Oneil and Tom

6. What do you think could be done to further incentivize students or staff to take Regina Transit?

- There isn't a lot of parking around the hospital and the hospital appears to be underserved by routes and stops especially during the off-peak hours and weekends. Could service be more flexible so it better serves the community? It seems to be an old model of thinking about how buses are programmed. Could RT provide a direct link to the hospital to encourage more patients, visitors, and staff at the hospital to ride transit?
- Parking is still not a challenge

7. What do you think could be done to encourage more people to take Regina Transit?

- Pay deductions helped and two months free a while ago helped - a discount or alternative by employers will help.
- More bus shelters are needed - can they get put in closer to seniors centres and high activity areas?
- If RT used one month free or lower cost for first month free.

8. How has COVID transit service changes affected your business or organization?

- The City has decreased the frequency of bus service due to restricted access to the university.
- Even though there are fewer kids (half at a time) but limits on ridership limits due to COVID has still caused issues. Particularly at exam times. Peak time at the way home 3:20 to 3:30 and in the morning
- Not as many people are taking it
- U-pass - there is a new one that has been negotiated (not the regular one). It is more expensive than the original U-pass. Still cheaper than the regular adult pass.

9. What is the most important thing that the City should consider as we make decisions about the future of public transit?

a. Operations

- Priority would be frequency - during the weekend there are big delays and people aren't served if they work shift work on the weekend.
- Need to do a deeper dive into the demographics and where people work (and when) and then plan for that. There is a large segment of the population that works weekends - the traditional 9-5 isn't typical anymore. Especially in some of the lower income areas. People just find other options to get to work other than ride transit - RT maybe ignoring a whole group. 24/7 City and people will find other solutions to get to and from work.
- When there are several stops involved to run errands transit is not as convenient due to her role with polytech. Wifi on the bus would be appreciated.

- If there is an emergency with her job and needs to go immediately then it is not as feasible. More appealing to people who are working the 9-5
- Can't take the bus due to severe motion sickness that was debilitating.
- An issue is that students lose articles and there is no great ability to follow up with Regina Transit. Maybe an online lost article registry that students can report items forgotten on the bus. Then some form of response that students & parents can get some overnight relief until articles found by Regina Transit can link the article to the owner.
- Buses that go to the 11th ave location and transferring to the globe theatre - there is no safe place to load them safely - it is great as the center but it is very congested there. Then City buses get upset with school buses and there have been instances where bus drivers will exchange heated comments. Feel that is their domain and nobody else can use it.
- Where buses can convene and there are no cars it is a much safer option for the kids, pedestrians motorists - e.g. Saskatoon Transit downtown terminal east between 2nd and 3rd avenue on 23rd street

Workshop #3 - Major Employers, event facilities, tourist attractions, employment agencies, entrepreneur groups, BIA's, downtown groups, CA's and non-transit road riders

Date: February 16, 2021

Time: 10:00am-noon

Attendee List

	Organization	Contact Name	Contact Information
1.	Downtown Regina		
2.	Hydeman Developments		
3.	Economic Development Regina/Tourism Regina		
4.	Saskatchewan Health Authority - Regina Area		
5.	EnviroCollective		
6.	Regina Citizens Public Transit coalition (RCPTC)		
7.	Regina Transit Coalition		
8.	Bike Regina		
9.	Namerind Housing Corporation		
10.	Bike Regina		
11.	Regina & Region Home Builders' Association		
12.	Dream		
13.	Mitchell Developments Ltd		
14.	Evraz (Steel)		
15.	Stantec		

Logistics

Lead	Brandy
Second	Tom
Note Taker	Kristen
# of breakout rooms	3
Break out room leads	Tom, Adam, Alex
Note takers	Kristen, Brandy, Nicole
Transit Rep	Brad
Tech Support	Nicole

General Large Session Q+A notes:

Q: the zones in the map you showed doesn't match the wards/ locally known neighborhoods, where do these come from?

Q: Paratransit takes a long time, and needs to be improved. We need to hear from people that take paratransit. Concerns with people getting access to the survey. Is Dillon working with Linette to get feedback from these folks?

A: Yes we are working with her and making sure there are multiple versions of the survey available.

C: Data demonstrates that paratransit has success in terms of operations, though this may not reflect the travel times, but this could be a measure of success if usage is high.

Q: Where did data come from for travel activity for non-public transit?

A: Streetlight Data - anonymized from smart devices (phones, cars etc). Multiple sources data.

Q: Why wasn't zone 10 identified as a high capacity morning or afternoon network?

A: While it may be a busy transit route, it may not have made the top 10% busiest due to other factors such as walking, cycling and vehicle traffic.

Q: Do you correlate ridership with income - do you track how income level influences ridership?

A: We may look at this data if there is an anomaly but it is not where we start. Those who pay are just as valid as those who do not.

Q: I see that transit comparisons were made between cities based on population and size, is there an option to compare to a municipality that is comparable in terms of level of subsidy given to riders.

A: We look at other similar geographies with similar factors to establish a baseline (e.g. Winnipeg).

Q: Are there any cities that offer free transit? How much

A: There are no fully free conventional transit systems. Regina is approx 1/3rd subsidized.

C: A Major part of the plan seems to be to get the major transit hub off of 11th avenue. This would make it less accessible and perhaps lower ridership. There are safety issues to consider if we are moving this.

Q: can you give us background info on why the airport doesn't have service?

A: The City had prioritized the provision of establishing airport service until COVID, now the demand is not there.

Q: in the numbers shown in the presentation, there wasn't a number for transfers in the 11th where their destination is not downtown

A: haven't pulled transfers yet. We have boardings downtown, but not the transfers yet, will try to get this if we can

C: Moving the transfer hub from 11th is not a good idea. Many people use this because it is accessible and safe, to move it would lead to decreased ridership. The solution to the congestion would be to remove vehicle parking and prioritize buses and cycling.

C: take into account the reduction of emissions in transit - regina commitment to lowering emissions. Meet city's environmental targets

C: on demand service should not be an option - need to look into this

Q: How will the existing downtown plan be used? How will the Transit plan be used? Service stops identified on 11th. How will this feed into the study?

A: Previous studies are part of this. We will incorporate the background information that the City shares with us.

Summary of Breakout Room Feedback:

1. What is Regina Transit doing well?

a. General

- Impact of community engagement - there will be a lot of construction over the years that will impact transit, communicate the positive aspects of transit.
- Overall undertaking the study is something that transit is doing well
- Looking forward to reducing bus and overall traffic downtown
- Use of transit service for event activation
- From the perspective of developing Regina - interested in infill and core areas of the city. Interested in ensuring that the outlying areas are serviced.

b. Transit Operations

- Transit management is listening. City Council not so much. There is a good transit department but it needs more funding and City Council needs to support this. Service is as good as it can be for the budget. Federal government is giving the city money but they are sitting on it and not giving it to transit.
- There are bike racks on the buses.
- Ridership is increasing, this shows we are doing something right, and we have integrated some efficiency (smaller buses) which is a positive, and the uptake in paratransit
- We have received good feedback for things like the Rider Games, and special event transit, we use transit to activate the events by moving people from their vehicles (drop off locations like malls) to the arena or from hotels to the events
- Express routes to downtown or to other parts of the City are good
- Service for Harbour Landing is benefitting a lot of the population that is living there. A lot of new Canadians and new people to Regina are using the service. (Evan) Grasslands

c. Accessibility

- There are audible signals when buses reach the destination, and out loud stop announcements.
- Some of the downtown stops have braille.
- All buses are accessible.

d. Customer Service/Ease of Use

- Transit live is helpful - you can see on your cell phone where your bus is located so you can see how long it will take to get to your bus stop.
- Customer service is good, regarding good interactions with the bus drivers. Generally they drive very safely. They will stop and help in extreme cold weather. (especially good for cyclists that are having troubles with the bike)
- Park and ride matches the transit use map showed

e. Fares

- Appreciate the U-pass concept.
- Regina Transit provides free rides during Rider Games and New Years Eve which takes a lot of drunk drivers off the road and alleviates traffic congestion.

2. What could be improved?

a. General

- Over the past 5 years rental is over 30-50% of BP's. Used to be more in the 10% range. This is a trend they are seeing - could be more rentals in the future leading to potentially higher ridership. Adam - are there more rentals in suburban areas? The City now allows for secondary suites - usually infill (single to semi) and density is increasing. A lot of the time it is buyers. Medium to higher density areas are more in the new communities along corridors. This is easier for developers and is usually in proximity to transit routes. (Evan)
- Transit Master Plan needs to consider how redeveloping communities build up with appropriate service.
- Corridor plans and zoning - OCP is targeting 30% increase in built up communities - in the 5-10% percent - infill levy is a cause of this. Four studies underway to look at the intensification levy and may possibly waive it along corridors to encourage redevelopment. The TMP should work with these studies to find out how we can promote development/intensification that is well served by transit. Potential for another hub to be identified in developed communities.
- Regina needs to improve / create a car share program. Needs to be identified in the TMP - parking locations should be identified to assist/support this.
- Need a park and ride survey to see why people were not using transit - coming from the east side they could get off close to general hospital, from north west the stop is further from the hospital, this is problematic in the winter, many staff are young and getting their kids to daycare before work is a challenge.

b. Transit Hub on 11th

- Regarding bus service on 11th Avenue
 - Combination of vehicle traffic and parking and transit - need to make the downtown more efficient as this is the hub. The hub has a lot of transit riders waiting for buses on the street. This causes problems for the riders, especially when there is cold weather.
 - If we moved the hub away from the large department stores into more of a transit hub where riders are in an enclosed space that is climate controlled.
 - Traffic control downtown - alleviating congesting moving to the downtown core
- Property owners on 11th need to hire security because people go in the buildings when it is cold out and there are no warm shelters while people wait. Need to think about what transit looks like for the rider - once they get downtown it isn't a good experience.

- The City wants interactive streetscapes but buses are not an interactive streetscape. Need to identify land that could be used as a hub. Police station should be the hub - or the Namarind site.
- Lorne Avenue is safe - but it is a wind tunnel. The City could move the hub and still meet the requirements for transit service.
- Line up of uses on 11th Ave is an issue
 - This is a major downtown corridor that is filled with buses, it looks crowded and the roads and sidewalks are damaged
 - It makes it challenging to keep downtown business like the Bay along the strip
- Security is a concern on 11th Ave - if this is moved the street should be activated and make people feel safe and secure
 - Need additional things like lighting, security cameras - curious to know more about safety and security and what would make people feel safer when waiting for the bus at night
 - Need more information about what the security challenges are and the solutions
- 11th ave could be moved to 13th ave - more conducive street that could be made 2 way from Albert to Broad St. Use the old STC hub as a turn-around - go back to 13th to head east/west
- Remove parking from 11th. Bikes and buses are great. Cars are a problem in the City. Would address the climate crisis.

c. Transit Operations

- More frequent and earlier - during the week. Transit every 15 minutes rather than every half an hour all day, needed to grow ridership. Biggest jumps in ridership are when transit provides service every 15 minute
- Travel times are long to anywhere besides downtown or the university.
- Transit on the east side of the City needs the same access to transit on the east side. Some affordable housing has been built there and needs the service.
- Parking downtown as well as street parking along the corridors - could be better used as bus lanes and bikes to allow transit, bikes, and cars to operate more efficiently
- TMP should include the consideration of autonomous buses as a consideration as the technology advances. Open to different forms of delivering transit - may be more smaller shuttle vans or direct uber ride hailing services to serve lower density residential areas.
- Autonomous vehicles don't work well yet in the winter cities. Down the line these types of options may be replaced by autonomous vehicles in the future. Autonomous vehicles most likely will not be a part of a near term recommendation because it doesn't exist in a way to implement it now.
- A lot of new Canadians serving Evraz - would the City be willing to better serve the industrial parks?

- Under the arm of RM of Sherwood - is this a process that RM Sherwood and Evraz needs to connect with Regina. How can they better serve the north end of the City. Can they approach their membership to find out the level of service that could be offered. Currently no transit service to Evraz.
- Newer Canadians work there - Finnings also brought up similar concerns. Would probably be utilized. Shift times that would work best? Works 24 hours - shifts change.
- The interchange is overloaded and it will be a lot of money to build - it may be better to get people into buses and reduce the number of vehicles to delay the interchange upgrade that is needed. Pasqua - north and south terminal will be signalized in the near term.
- Central loop in the downtown core
 - Instead of using large passenger buses, you could introduce 15-20 passenger buses that run downtown, by hospital, to office centres, these buses would not damage streets because they are light, could consider hop on/ hop off to main hub
 - Similar to the buses in the core area

d. Accessibility

- Snow on Victoria gets shovelled into the edge and the space decreases for bikes and other riders.
- Snow removal is lacking. Some street plowers put snow around bus shelters which makes it hard to get to. Both the space between shelters and the space between the bus and the sidewalk when boarding/offloading.

e. Fares

- U-pass - while the effort is appreciated you are forced to pay for it even if you don't use it. Opt-out options are only available to you if you live very far or very close. For people who don't live in areas to opt-out, they pay 90 dollars regardless of whether they use it.
- Free fare or reduced fare - not bearing the cost if you are not using the system but it is being spread out across the whole city. Start at certain rider groups but would be good to see reduced fare for all citizens, Winnipeg - example.

3. Is Regina Transit affordable? If no.

- Fare seems very high. Same fare as in Toronto. Transit is a public service and should be affordable to all. If someone doesn't have a fare in Regina they won't be thrown off the bus so that is good. Fare free transit would be good for the climate, questions of equity.
- Cost of a family going to the movies - \$10 dollars minimum one way just to get there.

a. What could be done to make transit more affordable?

- Free transit would be one step towards a more equal society
- New Canadians, people who work for minimum wage In the interim these people are left out so they have to walk miles in the dead of winter, it is not equitable. Some people cannot qualify for the current programs.
- We need to work towards fare-free transit. Fare free transit for Victoria for those under 18.
- We talk about how transit is subsidized, but how much are car drivers subsidized? Bus riders don't drive but we pay for roads and infrastructure through our taxes.

4. Is information regarding transit routes and times easy to find and use?

- Transit live is great if you have a cell phone. Buses are very reliable.
- Google maps would tell times but not very accurately.

5. What should the City do differently to better incorporate transit planning into the Planning Process when communities are proposed?

- A lot done up front at ASP/NSP/ Concept plan process. Sometimes the process changes over time but takes a lot of time to see the transit start to operate - up to 5-10 years (eg Harbour Landing, Westera - 2015)
- Guidelines may be needed to identify when transit should be incorporated into a community.

6. Are there gaps in service at any specific time or day that creates a barrier to accessing transit?

- Convention goes - not option to get from hotel to the large convention center
 - Stay in hotels in downtown Regina in and need to access like the arts centre, or other venues where they need to be transferred - no public transportation to access convention centre from hotels downtown
- No bus service downtown for evening / night hours for entertainment
 - Many people don't use public transit for late night entertainment, this is a partially because we are spread out but there is also not good options for late night travel
- Transit to Downtown and warehouse district from university for students
- When we have major concerts and other events, Regina Transit should promote free transit to these events to promote safety to help people become more accustomed to public transit and promote it
 - Consider adding to other events beyond NYE
- Access of information - important for visitors
 - Need to think about the visitor and where they get information (do they use the app, or google?)

- Need to think of where they get on and off transit
 - Can integrate transit info into Tourism Regina (can take the conversation off like)
 - Particularly talk about the airport route especially later in the process
- Hotels are downtown and the nightlife is in the north
 - Need different types of routes to the different venues, consider this in the route planning
 - Consider tourism and hospitality rider service
- One issue that often comes up when talking about transit is safety (when talking to workers traveling to the hospitals downtown)
 - Especially in the areas that you need to walk in first /last mile
 - Need to consider safety for passengers and drivers
 - Need to change the culture for people around taking the buses to encourage more riders
 - Gave staff free transit passes to encourage people to take transit to help encourage transit use
 - This is important for changing the culture - for example the interfacility shuttle helped people see the benefits of not having to find parking
 - Communicate that people won't have to sit in traffic, that the bus is faster and that there is no parking
- Sunday service and holiday service (e.g. Canada Day). Transit service should go longer. People go for supper on Sunday and they can't get home. Service earlier and later. Buses stop running at 6pm. Sunday service is only once an hour. Once a half-hour would be better.
- Saturday is better - every half hour. Everything should be more frequent.
- Harbour landing has a lot of retail so there are troubles to get workers home. If their shift runs longer than the bus service they are stranded and have to walk.

7. What do you think could be done to encourage more people to take Regina Transit?

- Free fare. Students and low-income people. Normalized behaviour to take transit. Education to go along with increased services. Students K - 12 it should be free.
- There is not enough information on the website about how to travel with your bike. There are a few instructions about a yellow handle, but no pictures or videos. I avoided the bus for like 5 years because I was scared about the mysterious "yellow handle" and had no idea what they were talking about.
- the stupid bike rack does not work in winter. It freezes up. It took me + driver + passenger just to get the damn thing on. I was so embarrassed.
- One bad experience with a driver is enough to put people off transit forever
- It is faster to bike than take the bus (for most destinations)
- Communication - let people know what the options are
- Make it cost effective - prove it to them
- Answer all their questions - give them a reason to try it - give them a free trial

- Need a cultural shift - create a communications plan to shift perception to make bus riding cool again, make it the preferred option over the car, show the benefits
- Fix the hub downtown - it's frustrating and needs to be improved
- Climate controlled shelters - visitors would LOVE this, place in strategic places like science centre, RCMP centre, increase traffic to those areas
- Park and ride loops in N/S/E/W

8. If Regina Transit had additional budget what changes do you think should be made?

- Electrified buses
- City has to keep snow OUT OF THE BIKE AND BUS LANES. Bikes ride in the bus lane because there is less traffic. Lanes

Workshop #4 - Major Employers, event facilities, tourist attractions, employment agencies, entrepreneur groups, BIA's, downtown groups, CA's and non-transit road users

Date: February 17

Time 4:00 pm - 6:00 pm

Attendee List

	Organization	Contact Name	Contact Information
1.	Harvard Developments Inc.		
2.	Regina's Warehouse Business Improvement District		
3.	Regina Downtown Business Improvement District		
4.	RDBID / Cornwall Centre		
5.	Casino Regina/RDBID		

Logistics

Lead	Brandy
Second	Tom
General Note Taker	Brandy
# of breakout rooms	2
Break out room leads	Tom, Adam
Note takers	Brandy, Simmy
Transit Rep	Brad
Tech Support	Simmy

Session Summaries Compiled

1. What is Regina Transit doing well?

a. General

- They do well with special events (e.g., Riders games) -- getting people there (but not on the return back...)
- Keep shuttle up during Rider games
- Willingness of city to invest more to make downtown experience better
- A lot of university students taking buses

b. Transit Operations

- Coverage is high
- Time frequency is fairly reasonable - don't have to wait for hours
- Connect city well, take people where they need to go (major destinations)
- Professional people are not well catered to
- Downtown there are a lot of office buildings. Would take a considerable amount of time to get to the warehouse district.

c. Customer Service/Ease of Use

- Good transit app for smartphones; innovative
- Done well adopting new technologies - Live Transit has done well.
- On call bus service - other municipalities are inquiring more about this service.

2. What could be improved?

a. General

- Transit is perceived as the poor person's mode of transportation. Utilized a lot by people who have no other mode of transportation. Bus riders are labelled as having no other options. This will need to change.
- There is no parking issue in the City. Parking is affordable and too cheap - \$2.00 per hour at the metre is cheap and the pain point hasn't been felt yet.
- For drivers it is hard for people who don't know where they are going and don't have the means to figure it out - some think transit is a cab service.
- Perception that professional people don't ride the bus - inconvenient and not cool. 10 minutes to drive. Would have to transfer twice.
- Crossing Dewdney is dangerous. Need to make it safer in the short term. Able bodied people have an issue - there are people who have accessibility issues that also cross - 2023 refresh - Transit needs to work with City departments as infrastructure improvements are made to make crossings safer for pedestrians and riders on this improvement and all other improvements.

- Bonus: WI-FI -- if they could stream a tv show or send emails, that's an amenity that buses can provide that cars can't
- b. Transit Hub on 11th
- Wall of buses on 11th Ave -- e.g., 16 buses lined up is not appealing for pedestrians or businesses; idling of buses created rust in front of buildings, ruined the foundation of building
 - Mass congestion of buses all in one area at the same time
 - Consider how to improve 11th and the transit hub at the same time if transit remains.
- c. Transit Operations
- Frequency is also important so that people can get where they need to be - it helps them avoid having to check their phones.
 - Frequency - currently may give people anxiety and prevent them from using transit because they don't want to miss an appointment - or they could be waiting a long time for a bus.
 - Convenience makes it harder for people to want to choose a bus over a car
- d. Accessibility
- Signage and voice helps on Regina Transit. Visual resources as well help. Sign posts and information signage with the map and time - who to call for information. Make it clear how people can get help. Transit ambassadors have helped in the past downtown.
 - Would digital signage help people to want to ride transit.
- e. Customer Service/Ease of Use
- Difference between the choice riders and the people that need to take transit. Those who need to take transit don't always have the resources needed to help them - may not have a phone or computer to use Live Transit. Downtown centre is important because it helps people to learn the system - e.g. New Canadians
 - Information needs to be better presented to those who need the resources - not everyone has a phone or device (or data plan) and don't know how to interpret the information. May need to work with newcomers groups in a different way to ensure resources are translated and understood.
- f. Paratransit
- There is no defined spot for them to stop; they will stop at intersection on 11th Ave (unofficial stop); they need a ramp
 - They are limited to stopping in front of intersection (doesn't have a lowered curb)
 - If you're going to have paratransit, you should have a designated spot for drop-off (the necessary infrastructure isn't there to support this service)
 - Need better drop-off location; designated spot; front-door access

- Appreciates that gatekeeping that paratransit does for its riders; needs to be reserved for people who ride it; on-demand service, just keep it reserved for people who really need it
 - There is a lot of demand for this service, so maybe more investment needs to be made
3. Does Regina Transit adequately service downtown and warehouse district locations (# and location of stops)?
- a. General
- Transit is important and people should be encouraged to take transit. A large number of parking stalls are available - but Harvard is hearing it is too expensive and that there are not enough stalls.
 - If more people embrace transit and have a place to connect it will help with the tenant / owner issues
- b. Transit Hub on 11th
- There is too much happening on 11th - everyone is jockeying for the same space. Recent interaction between pedestrian and transit bus. A lot of competition for the space.
 - 11th should not be the place for the major time point for Regina. Up to 5-6 buses for 2-8 minutes depending on the route - on both sides. Alley interactions during this time is not safe - service vehicles also do waste removal and delivery (food) vehicles are also stopped on 11th.
 - 11th Avenue is not the right location for the transit hub. The main transfer point should be elsewhere but service is still needed at 11th. Transit needs to continue on 11th - but staging needs to be moved - still downtown but outside of the main core.
 - Need to think about what we are going to grow into in the next 20 years.
- c. Transit Operations/Stops
- Main time point for one of Harvard's Class A buildings - does not lend itself to a Class A environment. People warm themselves in the lobbies and it creates a conflict with tenants. A structure is needed for people to find information, stay warm, wait for buses, etc. Somewhere else.
4. Are the current locations of downtown stops appropriate for people using the businesses or working downtown?
- a. Downtown
- Downtown is well-served because it acts as a hub -- the challenge with it is that all buses go there and there is idling that occurs

- Current location is good for passengers because it is at base of so many buildings; but from business side, it puts a lot of congestion in front of you - but moving it to another corridor, there will be less value for transit riders because they have to walk further
- Key issues = idling, constant sea of buses, loitering in vestibules

b. Parking

- A lot of surface parking (mostly police) e.g., on Broad Street and Saskatchewan Dr
- Parking is plentiful or inexpensive -- no impetus for people to change behaviours
- Used to set parking rates
- A lot of surface parking lots -- so much parking
- People would not want to give up parking spots downtown; no capacity issues during the day -- most of guests predominantly park in lots

c. Transit Hub on 11th

- 11th Ave - one-way lane for buses, one-way lane for cars - more congestion; it's such a narrow corridor - you get a lot of congestion
- Could 11th Ave be used for buses heading east? Whereas 12th Ave could be used for buses heading west -- could you split transit use over two avenues? It used to be like this! 12th Ave is quite wide and could accommodate people
- Why can't congestion and hub components happen on 12th Ave too? Splitting it with 11th Ave, to reduce the wall of buses
- Can't remove all buses from 11th Avenue (but reduction in volume is needed)
- Large number of staff utilize transit, so it's nice to have it close by for accessibility -- but there is a more efficient way to do it (challenge: having land for hub)
- It's nice to have the hub downtown; want to see vibrant downtown

d. Transit Operations/Stops

- Trying to find the right location that works; are there hubs that can be built outside of corridor?; concept of park'n'rides

5. Are there gaps in service at any specific time or day that creates a barrier to access downtown?

- No gaps where it's hard to get downtown; maybe on weekends? Coverage drops on weekends
- Can make some routes more efficient -- a lot of stops on routes; as a rider, it's inconvenient because it takes longer to get downtown (could get there faster with car!); bus changes lanes a lot, then gets congested, makes a lot of stops, etc
- We try to put so many stops on one bus route, which makes the bus route inefficient; how to make bus a more attractive option?
- Identifying bottlenecks
- Taking a car downtown is very convenient

- Trains idle behind buildings - could something be built back there? ROW
- We are a long way off from seeing redevelopment in the yards - lots of opportunities to do pilot programs there - shipping containers etc. want to use. How will the redevelopment of the yards connect to downtown. Two underpasses are the only connection right now. Connecting the city centre and a portion of the warehouse district should be a priority.

Workshop #5 - Transit and Paratransit Staff

Date: February 17, 2021

Time: 10:00-noon

Attendee List

	Organization	Contact Name	Contact Information
1.	Regina Transit		
2.	Regina Transit		
3.	Regina Transit		
4.	Regina Transit		
5.	Other City Department		
6.	Other City Department		
7.	First Transit		
8.	First Transit		
9.	First Transit		
10.	First Transit		
11.	Other City Department		
12.	Other City Department		

Logistics

Lead	Brandy
Second	Tom
Note Taker	Katrina
# of breakout rooms	2
Break out room leads	Tom, Adam, Alex
Note takers	Brandy, Simmy,
Transit Rep	Brad
Tech Support	Simmy

General Large Session Q+A Notes:

Q: Was that primarily transit riders (What people think slide)

A: Anyone who decided to participate in the survey. So it could have been a mix of transit riders and non-transit riders.

Q: When was the data collected?

A: Travel demand data, Fall 2019. Survey data was from the last couple weeks and is ongoing until February 23.

Summary of Breakout Room Feedback (Para-Transit):

1. What is Paratransit doing well?

- Regina has a highly productive system, is reliable, carries a lot of people, city does a good job of scheduling; good job with traditional paratransit
- Good reliability and good coverage (90% within 400-800m range)
- Solid equity achieved by good coverage and good accessibility

2. What changes could be made to make Paratransit more effective for our customers?

a. General

- Biggest concern is competing with other modes of transportation as a convenient and reasonably equivalent way of getting around the city
- Regina is easy to get around by car; doesn't compare with large urban centres; cars are more convenient
- Regina weather can be obstacle to accessibility

b. Operations

- Some areas of the city don't have high frequency / coverage
- Identifying areas of the city where we need more frequency
- Starting to move towards higher-order transit; is fundamentally missing from the system
- Need to establish more routes (how many?)
- Policy about bus coverage -- our transit policy is built outwards, but how much of our policy is a checkmark on a developer's checklist to get more houses? E.g., places of high density aren't getting enough bus coverage
- Higher density areas should be developed around a hub, but it's not set up for riders; it's not accessible
- A variety of built forms would enable more people to use services

- An opportunity for improvement: fairly discrete systems that overlap, so we can look at where there can be synergies and breaking down silos to see if we can do cross-utilization; how can the conventional system accommodate paratransit riders?
- There are some interesting paratransit systems in US, that figure out the best and most economical way to get from point A to point B; in Canada, no one has nailed it, we have taken baby steps
- There is going to be more development closer to airport, so space there to develop (majority of development to the west)

c. University

- Could there be a university express route that could go to the neighbourhoods in the north? Only a direct connection service for students -- parking is a big issue at U of R; this would be beneficial; there is no more parking available and is expensive at U of R
- There is overflow parking in other neighbourhoods close to University, so parking is an issue
- There are waitlists to get annual parking pass at U of R; if you don't get a pass, people park in streets in nearby neighbourhoods; there might be some complaints from neighbours

3. What customer service improvements would improve rider experience?

a. 11th Avenue Hub

- Downtown discussion is valuable; 11th Avenue is at capacity and can't hold more buses
- Developers hate that there are buses on 11th Ave
- 11th Ave is best street in downtown for buses though
- Ottawa example of Rideau shopping centre using streets on either side of it to reduce congestion; more bus frequency
- There aren't many cities that have space dedicated downtown to having buses parked; instead, buses moving more frequently along street
- Is the future of Regina moving away from hub space for buses to more frequent bus service?
- Figuring out to get connection for students at University to downtown
- 11th Ave is most central street, 12th Ave isn't continuous street so it isn't conducive to transit - so there isn't another option downtown
- If at capacity on 11th Ave, can there be a split service? Using other routes?
 - There is a project underway right now that's reimagining what that corridor could look like; Sask Drive (corridor); more of a problem for infrastructure to deal with Regina winters; Sask Drive is unfriendly environment to begin with but in winter it is worse (there is no shelter, there would need to be an investment here)
 - Sask Drive is fairly close to capacity from vehicle standpoint

- Transit hub in the right spot. On 11th remove parking and devote to transit - more space for the service. All the buses need to leave at the same place - does lead to congestion. Pinch point at Albert and Broad (?) when the buses leave - could help if changes were made. Recognizes that buses all need to leave at the same time.

4. If Paratransit had additional budget what changes do you think should be made?

- Increasing peak capacity to allow for more spontaneous travel (for riders to not have to plan their lives out a week in advance)
- Pickup and dropoff for paratransit riders to major destinations
- (Rick would have good commentary about this)
- Service delivery model has challenges; volumes change every day; trip might be cancelled; it's a challenging aspect of the business because it's very dynamic and requires a lot of coordination for service delivery, alerting on issues, etc; a system that is responsive to rider needs
- Looking at other tech (e.g., electric, propulsion technologies)?
- Travel in winter, esp paratransit riders, challenge is that snow and ice stick around and we don't have a strong snow clearing regime in Regina - can take a week for sidewalks to be cleared; sidewalks and roads aren't cleared quickly enough, need to increase quality of service
- Winter services

Summary of Breakout Room Feedback (Conventional Transit):

1. What could be improved to make Regina Conventional Transit more reliable for our customers?

- Improvements made to service - bus lanes and dedicated routes that don't share with traffic. Downtown infrastructure is a mess. In the right spot but needs to be cleaned up with better infrastructure and accommodations.
- In general more dedicated space so there is less competition with private vehicles.
- Bottlenecks along the ring road - bus crossings at Pasqua or Cola and Vic. Bypass / cue jumps at some places.
- Trips from Arcola East straight up Arcola to downtown. As a driver the implementation of Route 40 on Albert Street works really well. Route 30 is another good example. The bus lanes should be extended to Northgate Mall with a pick up route for 40. Cue jump on Arcola is not used at all - may have been malfunctioning and never got used.
- Bus lanes were not enforced - have been for the last two years and that really helped.
- Railway a barrier

2. What gaps in our connections or service could be filled to improve our system?

- Missed an opp to make Arcola three lanes - creates a bottleneck.
- Extending Prince of Wales south would help create another link - could be 15-20 years down the road.
- How have service levels kept up? Can't get to a shopping area without transferring downtown. Do they need to make more connections to suburban shopping areas? Costco a busy zone and home to missing links. RT aware they don't serve this area well. Population has increased as with ridership and service levels have not increased. It would be extending an existing route - doesn't help people who don't use that route. Circle route could help address this as well.
- Planning wants to address the need for a sidewalk to stops. What is preferable when it comes to transit - having a layby or blocking a lane. If speed is more than 80km then a layby is typically needed. If speed is lower the risk is low especially if it is a shorter stop. It could be difficult to get back into traffic if there is a layby. Most stops are just past an intersection the bus can then wait for a light and then proceed back into traffic easier.

3. Are there any stops that should be moved to improve rider experience?

- Where are they?
- Stops all seem to be in the correct spots.
- Building on another comment - have a spoke and hub system - need the wheel. Example given 72/73 in Calgary - that offers the ring around the City. May need a link to create a circle route - would need a 30 minute service or run during peak periods. Rosedale crossing in Northwest to airport and harbour landing. North Normanview
 - Crossing to east industrial area - could go further north.

4. What do you think is the most successful route or routes?

- Express routes work really well - route 30 - used really well during peak. Goes into CBD - park cars at Normandy Crossing and Rosedale Crossing. Competitive trip into the CBD.
- 40 doesn't work as well because it doesn't go into the CBD.
- Max #4 - works well. Heard complaints that 7&9 go to the far east and have a big loop - takes a long time to get back downtown.

5. What could be done to improve the transfers across the system?

- Downtown works best for transfers than he has ever seen. It has become a lot better now that all the directions are on the same road.
- Traffic shouldn't be allowed to turn left into alleys. Causes delays and conflicts with cars. Less so with pedestrians.

6. What do you think could be done to encourage more people to take Regina Transit?

a. General

- Car culture - transit needs to compete with the convenience of cars. It is easier to go downtown on transit. Stops at Cornwall - don't pay for parking.
- Seeing bus routes enforced - people can see buses going through in the bus lanes. Third lanes that are not used right now - use them for buses. Anything to increase the convenience of transit to allow it to compete with the car.
- It will be difficult to get people back on transit after covid. Cars are bouncing back but transit will take some time. Focus on cleanliness of buses and facilities. When is a good time to push bringing people back?

b. Transit Education

- There should be increased marketing and getting it out to the public that certain routes are competitive with driving the car. Ex. Route 6. This route doesn't service the CBD but it provides other options, connections and destinations.
- More marketing - people assume that it will take a long time. Need to let people know that there are routes available that will provide them the service they need. Highlighting services is needed.

c. Fares

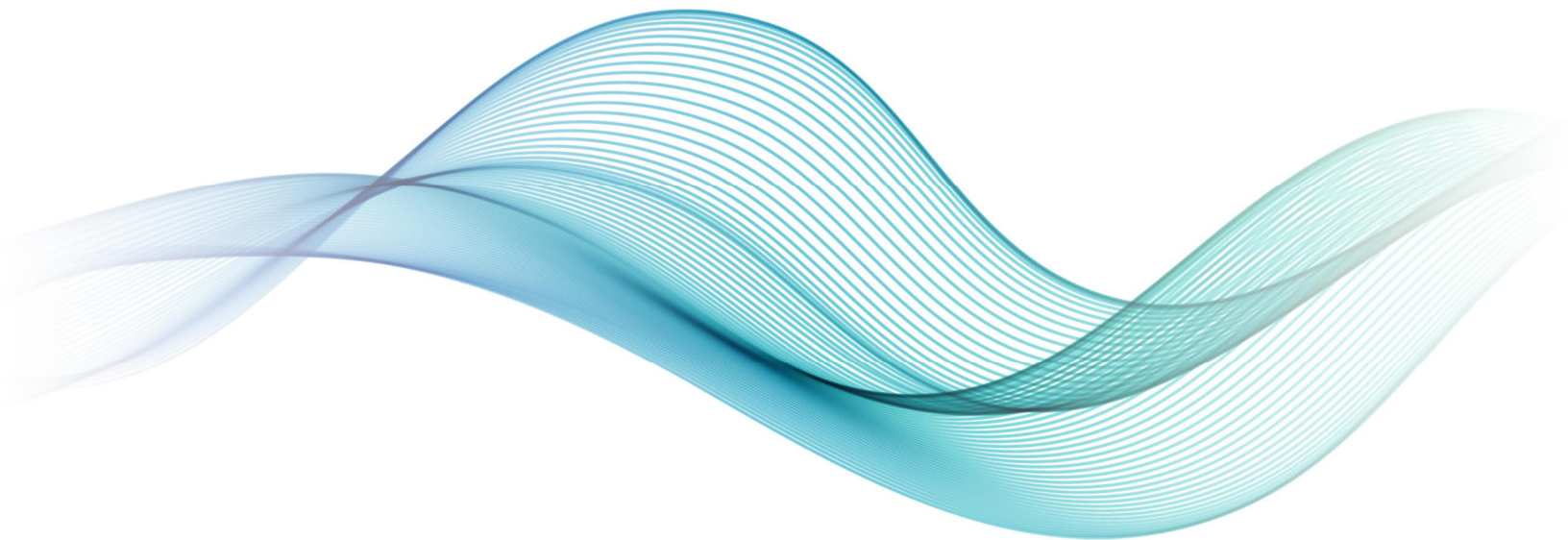
- Fare collection - let people know they can just go to Safeway and renew their passes. No pass renewal location in the NW - this is needed. Online renewal is needed!
- Transit cards should be able to be renewed online. Even having to go to Safeway is difficult for people.
- Highlight overall costs to ride transit versus drive your car.
- Rider transit being free is an awesome idea - more incentives like this are needed.

7. If Regina Transit had additional budget what changes do you think should be made?

- Would want to see redoing the rail crossings downtown, adding bus lanes, add another crossing over the railway.
- Frequency - buses every 15 minutes. Add convenience and assure people there will be a bus really quick. Sometimes it is faster to walk.

Appendix E

Round 2 What We Heard





CITY OF REGINA

Transit Master Plan

Round 2 Engagement Findings

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1.0

Round 2 Regina Engagement Summary

1.1

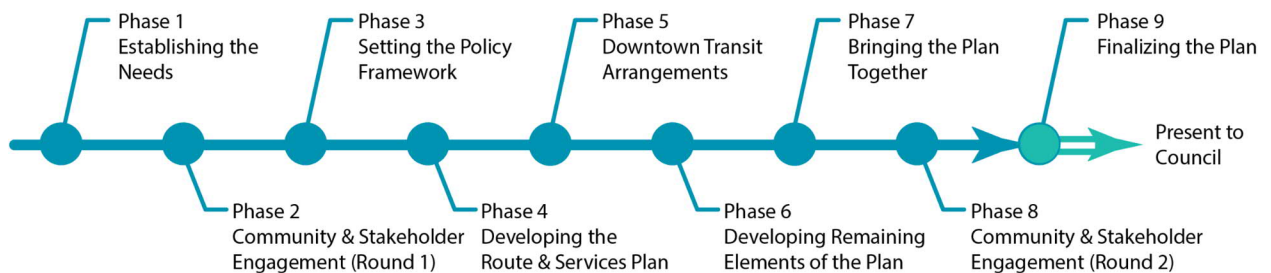
Project Background

The Regina Transit Master Plan is being prepared to address important issues with the form and function of transit in Regina's downtown and determine the best ways to incorporate new and emerging approaches to dynamic on-demand transit service. The Plan is for the benefit of residents, and will help decide whether or not to integrate conventional and paratransit service into a single service environment through a new operational approach.

Now, more than ever, transit services are developing tailored solutions that innovate in terms of apps, big data collection and usage, accessibility, active transportation, carbon emissions, and automation. Regina Transit requires a holistic transit master plan that will guide the City's development, maintain service growth, maximize the benefits of new service options while minimizing the impacts of shocks like COVID-19.

1.1.1

The Plan Progress - Nine Phases



1.2

Overview of Project Engagement

Public engagement for the project was designed in two rounds. Round 1 was held in February 2021 and Round 2 was held in September 2021.

1.2.1

Engagement Outcomes

At the onset of the project, engagement outcomes were identified and it was through this lens that all engagement activities were designed. Outcomes include short- and long-term actions and recommendations to create and improve the transit system. The engagement outcomes are:

1. To identify the varied needs of the public and stakeholders for the transit system;
2. To capture rider experiences;
3. To identify gaps in service;
4. To better understand the role transit plays in the City's achievement of strategic planning goals, particularly in the Downtown; and

5. To inform the development and finalization of the Regina Transit Master Plan.

To meet this purpose and achieve the outcomes in Round 2 the Project Team maintained a multi-faceted approach to engaging with Regina citizens, City staff, and stakeholders to understand how Regina Transit can better serve the community. Similar to Round 1, the success of Round 2 Engagement is tied to the achievements of these outcomes and based on the quantity and quality of feedback received. The information provided within this report reflects a continuation of conversations built upon both rounds of engagement.

1.3 How We Engaged in Round 2

Due to the ongoing COVID-19 pandemic, Round 2 engagement activities were held virtually to minimize risks associated with in-person engagement. Through the public survey, transit employee workshop, and three stakeholder workshops, the Project Team shared key elements proposed in the new Regina Transit Master Plan and received feedback about how the plan solved issues raised about Regina Transit in Round 1. Using Engagement HQ, Be Heard Regina also featured a page for this project. Here's a breakdown of the results:

1. An online public survey was available from September 16-28, 2021, through the City's engagement platform Be Heard Regina. The survey was promoted through social media outlets including Facebook and Twitter. The Be Heard Regina project page was advertised at bus stops, and on and in City buses. Completed surveys totalled 408, with over 394 comments regarding service provision and rider experience for consideration by the project team.
2. Workshops:
 - a) Two public stakeholder workshops were held on September 21 and 22, 2021, with a total of 16 participants.
 - b) One public stakeholder workshop with a focus on accessibility was held on September 23, 2021, with 17 participants.
 - c) One transit staff workshop was held on September 28, 2021 with 8 participants.
 - d) A total of 41 participants attended the four workshops.
3. The Be Heard Regina Ideas Tab generated 72 ideas for how to improve transit.
4. Twenty new questions were received on the Q&A tab from the public, and each question received a personalized response from City staff.

All of the feedback received from the survey, workshops, and through Be Heard Regina will help inform the final Transit Master Plan to help enable Regina Transit to better meet the opportunities and challenges it will face over the next 25 years.

2.0 Engagement Techniques & Results

2.1 Methods of Information Sharing

The Project Team maintained a multi-pronged approach in Round 2 for information sharing and communication based on the Communications Principles outlined in the RTMP Engagement and Communications Plan.

The communications objective is as follows:

To build off the City of Regina brand to develop a project campaign, compelling visuals and inclusive messaging in order to increase awareness and visibility of the project to support engagement throughout the Transit Master Plan process.

The Project Team, supported by vibrant graphics developed by RallyRally, used the following methods to achieve this objective in Round 1:

1. **Be Heard Regina**
The project team continued to leverage the City's online community page Be Heard Regina to convey information regarding the project, link to the survey, and provide additional opportunities to engage through the Q&A tab, the Ideas tab, and the interactive transit map.
2. **Branding & Project Advertising**
RallyRally updated the eye-catching graphics prepared for Round 1, for use in Round 2. These graphics were incorporated on a variety of advertising tactics for continuous project branding. The graphics were also circulated with all email correspondence from the Dillon team including workshop invitations and the Feedback Form. The graphics were used widely to promote opportunities building off the project familiarity established with branding in Round 1. The graphic campaign was advertised on City of Regina internal monitors, and in elevators, as well as on posters in and on buses to further promote the campaign.
3. **Social Media Promotion**
The City of Regina released a series of posts with project updates on Twitter and Facebook. The posts included links to the survey and directed individual feedback to the Be Heard Regina project page. The City monitored the likes and comments on the posts.

2.2 Round 2 Engagement Activities

2.2.1 Workshops

Dillon sent 137 public workshop invitations to individuals and organizations identified on the stakeholder list. All attendees from Round 1 were invited to participate in Round 2. Dillon developed text for the email invite, including links to register for the virtual Zoom workshop.

Workshop invitations included a link to a Google Form where participants were provided workshop options and asked to select their topics of interest from the following options:

- Network Routes and Services (how you get around Regina)
- Customer Experiences (stops, hubs, accessibility, and fleet)
- Paratransit Service (eligibility and accessibility)
- Fares and Trip Planning (including how you plan your trip)

Four workshops were held, three public sessions, one accessibility focused, and one for transit employees. Workshop topics and questions were developed based on the above four topics to gather the unique perspectives of each stakeholder group. The project team developed two templates for each break-out room team - a facilitator copy and a note-taker copy. Subject matter experts gave a presentation at the start of each workshop. The presentation included a discussion on key elements of the plan proposed to address issues identified in Round 1. The presentation also discussed how stakeholder information will be used, and the next steps for the Project Team.

2.2.1.1 Stakeholder Grouping

Workshop invitees were grouped according to their topic of interest. Where there were not enough participants to justify separate breakout rooms, participants stayed in the main room for a group discussion. Table 2-1 tabulates the workshops, invitees and attendance.

Table 2-1: Stakeholder Workshops

Workshop	# Dillon Staff	Date Held	Category	# Total Attendance
#1	5	September 21, 2021 3:00pm-5:00 pm	General Invitation	9
#2	5	September 22, 2021 10:00am-12:00 pm	General Invitation	7
#3	6	September 23, 2021 3:00pm-5:00pm	Accessibility	17
#4	4	September 28, 2021	Transit Staff	8
Total #				41

2.2.1.2 Workshop Preparation

The following preparation was undertaken by the Project Team to ensure the workshops were thoughtfully developed and good use of stakeholder time.

- a) The City arranged for an ASL interpreter to be present at the accessibility workshop. The ASL Interpreter left the workshop early as their services were not required.
- b) The Project Team held a briefing prior to the session to discuss various elements of the consultation to ensure a consistent approach to each workshop and within the break-out rooms.

2.2.1.3 Workshop Feedback

All stakeholder workshops had a dedicated note-taker assigned by Dillon to catalogue all comments and information provided by the stakeholders. Notes were taken in the main session with the larger group and during break out room discussions which were then compiled for review. Building on themes established in Round 1, summaries of “what we heard” are categorized by themes, and are found in Section 2.3.

2.2.1.4 Workshop Evaluation

An evaluation form was developed in GoogleForms and circulated to all Round 2 workshop attendees to gather input on the Workshops and any recommendations for the project team to improve upon. The Google Form also provided stakeholders with additional opportunities to submit any feedback they did not share during the workshop regarding the RTMP. The Project Team received 6 responses to the survey. Generally, respondents noted that the presentation was informative and the objectives of the meeting were clear. One respondent noted they were not entirely clear on how the information participants provided would be used. Some participants also felt rushed and were disappointed they were unable to “dig deeper” into the information and voice their concerns.

2.2.2 Public Survey

The project team received 442 surveys until the survey period ended on September 28, 2021. The completed data input from the survey identified 394 comments regarding service provision in the proposed master plan and customer experience that were submitted for consideration by the project team.

Specific public survey responses are detailed in Section 2.3.1 below, while overall themes and findings regarding the public survey are incorporated in Section 2.3.

2.2.3 Be Heard Regina

At the onset of the project, the City established a dedicated project page on Be Heard Regina, which was available to the public through the course of the project. During Round 2 the page was updated to include a link to the second public survey and an updated lifecycle graphic. In addition to the survey, the be heard page asked the public to offer feedback through Ideas and Q&As. These remained available for the duration. The mapping tool was also activated showing the proposed main and local routes, allowing for the public to provide their thoughts. Draft documents were uploaded for public review including the Regina Transit Master Plan Draft Recommendations and proposed transit routes.

The features of the project page on Be Heard Regina that were used in Round 2 engagement are highlighted below:

- The Ideas Tab - In addition to the 33 ideas generated in Round 1 to the question posted “How could we improve your daily transit experience?”, 72 additional written responses were submitted during Round 2 for a total of 105 responses.
- The Questions Tab - In addition to the 14 questions generated by the public in Round 1, 20 additional questions were asked in Round 2 with personalized responses from City Staff for a total of 34 questions.
- The Map tool - Five (5) participants provided 11 contributions using the Map tool, identifying areas for improvement or things they liked on the WebMap.
- The RTMP Draft Recommendations document had 71 views/downloads, the Transit Engagement Update had 72 views/downloads, the Proposed Transit Routes Document had 54 views/downloads.

All additional comments received through Be Heard Regina were included in the comment summaries and data analysis with the pre-engagement interviews, workshops, and general survey data. This allowed the project team to review all information received through a holistic, standardized approach.

2.3 Round 2 Themes and Findings

Round 1 engagement unearthed several key themes that were validated and expanded upon in Round 2. These themes were generated through a qualitative review of the responses received by the Project Team, through the public workshops, and the tools on Be Heard Regina, including the Round 2 survey.

2.3.1 Specific Survey Findings

The public survey asked some specific questions regarding key elements of the Plan. The responses to some of these questions are detailed below, in order to illustrate public sentiment regarding these specific elements.

1. Transit Routes & Services

Overall, the survey results indicate broad support for the Plan's proposed transit routes and services. Figure 1 demonstrates that 74.5% of respondents are either somewhat, or greatly, supportive of the proposed network and service types. This support is also reflected in questions relating to the Main routes, which saw 64% of respondents agreeing that these services would meet their needs. In contrast, Local routes saw only 51% of respondents say that they would meet their needs.

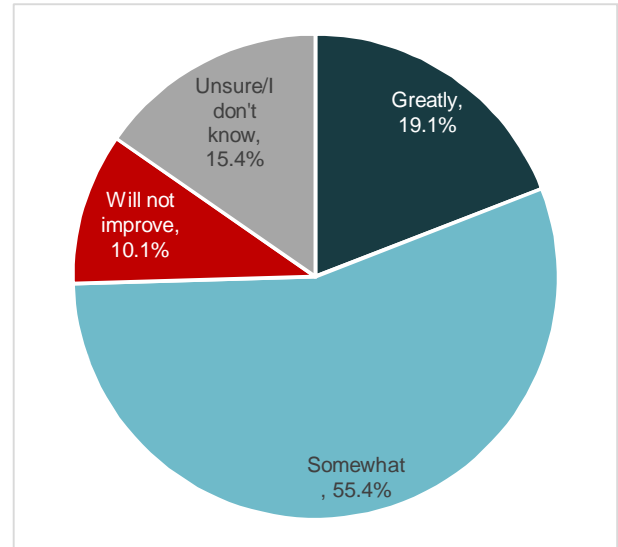


Figure 1: Whether Proposed Network & Service Types will Improve Regina Transit

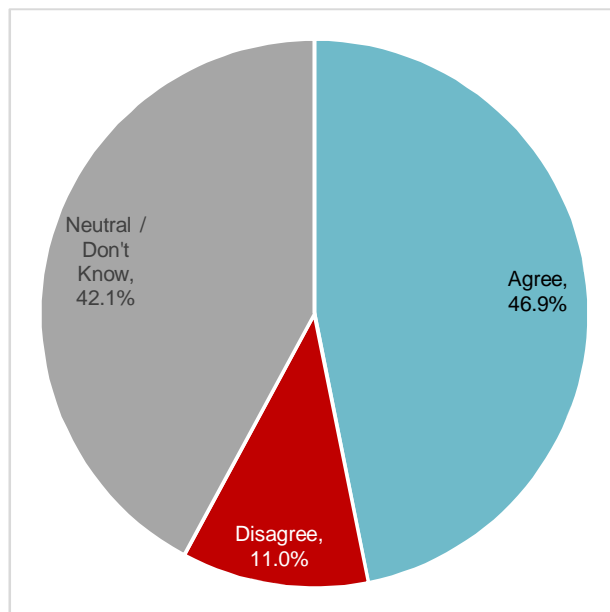


Figure 2: Whether the Proposed Downtown Network will Improve Regina Transit

Further questions asked about the proposed frequency of these services, with 83% of respondents indicating that Local services would be too infrequent during evenings. Additionally, 58% of respondents felt that Local service during the day on weekdays was too infrequent.

With regard to the network and services in downtown, the survey indicates that there is little opposition to what is proposed. Figure 2 demonstrates that only 11% of respondents felt that the proposed downtown network would not improve Regina Transit, 46.9% of respondents felt that it would improve Regina Transit, and the remainder felt neutral or unsure.

2. Paratransit

The survey asked specific questions regarding the use of medical professionals as part of the eligibility assessment for Paratransit riders, as well as the opportunity for some riders to undertake integrated trips. These trips would allow riders to use Paratransit services for only part of their journeys, connecting to other transit services for the remainder of their trips.

65% of respondents agreed or strongly agreed that the inclusion of medical professionals as part of the eligibility assessment would improve the process. Integrated trips were even more popular, with 81% of respondents supporting, including 20% strongly supporting, the opportunity for eligible riders to undertake integrated trips as proposed in the Plan.

3. Customer Experiences

In the Customer Experiences section of the survey, questions were asked to understand what respondents thought of the proposed transit and neighbourhood hubs, as well as the proposed winter experience improvements.

Figure 3 illustrates the high levels of support for both transit hubs and neighbourhood hubs, which 87% and 85% support, respectively.

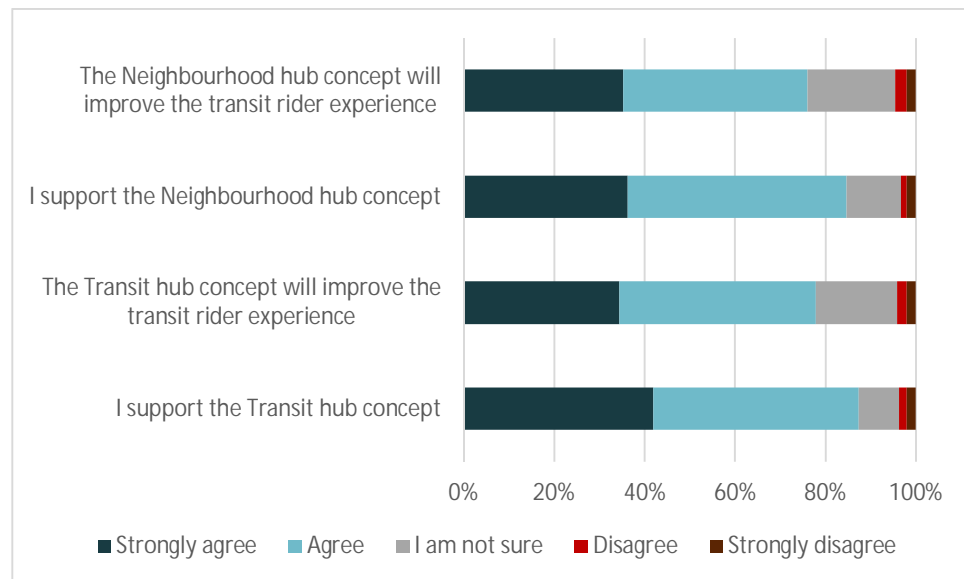


Figure 3: Support for Transit and Neighbourhood Hubs

Additionally, 90% of respondents felt that the proposed additional steps would improve the winter transit experience in Regina. These steps included:

- All Main and Local routes should be prioritized for on road clearing more often
- Transit Hubs, Neighbourhood Hubs, and high ridership stops being prioritized for sidewalk clearing, including paths leading to and from these stops
- Transit working to support the implementation of the Winter City Strategy recommendations

4. Fares & Trip Planning

Several questions explored proposed changes to fare technology, how fares are paid, how passengers plan trips, and discounted or free travel for certain groups.

In general, support was strong for improvements to how fares are paid, with most respondents preferring to pay using a mobile phone, a smart card, or a contactless debit or credit card onboard the bus in future. Respondents were also supportive of proposed changes to fare technology, as demonstrated in Figure 4.

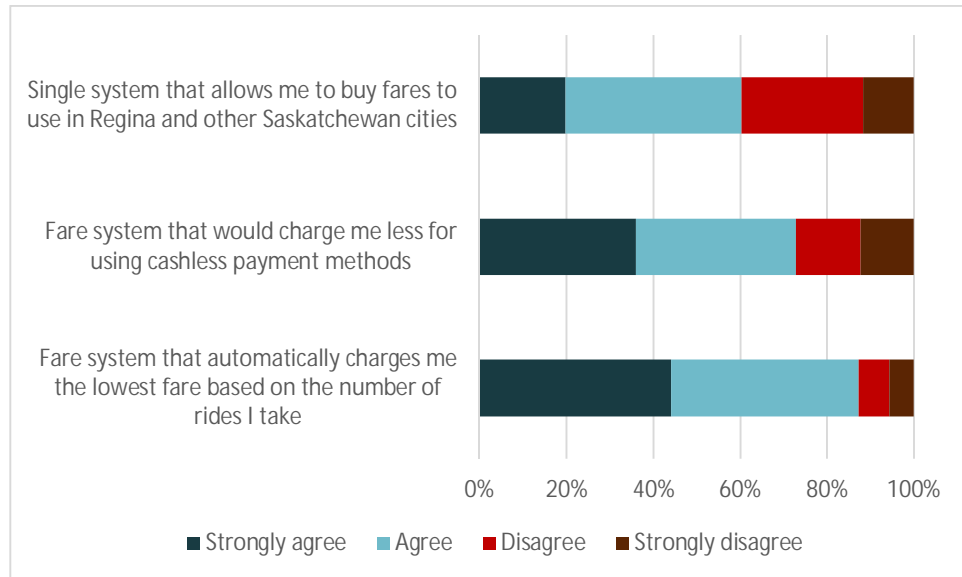


Figure 4: Support for Proposed Fare System Features

In terms of trip planning, most respondents preferred to plan trips using a mobile phone app, TransitLive, or the Regina Transit website in future. Bus stop information displays were the next most-popular way to plan trips.

Finally, support was very strong for free and discounted fares for youth. 84% of respondents supported free fares for youth up to and including 12 years old, while 93% of respondents supported discounted fares for high school students in Regina.

2.4

Key Themes from Public Feedback - **Conventional Transit**

Key Themes for Round 2 Conventional Transit are outlined in Table 2.2. The Key Findings that support each Key Theme are found in Section 2.4.1 for Conventional Transit.

Table 2-2: External Feedback Key Themes

Theme	Theme Descriptor
Transit Operations	General comments regarding the form and function of Regina Transit, efficiencies, impacts of changes to transit operations, implementation of new technologies, day to day concerns
Sub Theme: On-Demand	Comments related to transit operations for the proposed On-Demand services presented in the draft Transit Master Plan.
Frequency/Routing	Comments directly related to routes, the number and placement of stops, the need for extended or additional service, route efficiencies/inefficiencies and express buses.
Sub Theme: Main Routes	Comments related to the frequency and routing proposed for the Main Routes in the TMP
Sub Theme: Local Routes	Comments related to the frequency and routing proposed for the Local Routes in the TMP
Transit Infrastructure	Comments related to infrastructure at stops and shelters, types of transit vehicles (i.e electric buses), reference to the built environment including sidewalks, signage, and lighting.
Fares	Comments related to the cost of service, pricing (including student rates), and rebates
Downtown	Comments directly related to service provision downtown
Sub Theme: Transit Hub on 11th	Comments directly referencing the existing Transit Hub on 11th Ave
Equity	Comments regarding the importance and ability of Regina Transit to service all populations and communities in an equitable manner, including access to amenities, facilitating transit for newcomers, language barriers, transit education, and safety.
Assistance Improvements/Ease of Use	Comments related to the provision of customer service including interactions with staff and drivers, the Transit Live, Transit App, interactions with bus drivers, things that make taking transit easier
Transit for the Common Good	Comments regarding the perceptions of transit, environmental benefits, bettering communities through transit - reducing traffic etc.
Snow/Ice	Comments directly related to the impacts of snow and ice on transit infrastructure and rider experience.

2.4.1

Key Findings from Public Feedback - Conventional Transit

In support of each identified theme, the Project Team highlighted some Key Findings:

Transit Operations:

1. In general, participants are happy with the proposed Transit Master Plan recommendations.
2. Cleanliness was flagged as an issue on buses and that more should be done to ensure the good condition of the transit environment.

Sub Theme: On-Demand

1. An on-demand ridership program for students and staff was identified to serve campus late for evening classes, study groups or working; this would help address safety concerns.
2. An equity issue was raised that without access to a cellphone, it would be very difficult to use on-demand services.

3. Generally, more information was requested by participants regarding On-Demand services.

Site Specific Comments:

- A concern was raised that there are no On-Demand services proposed in the neighbourhood of Westerra.

Frequency and Routing: (General)

1. Generally, participants positively responded to the reflected changes in frequencies and the addition of increased frequency on Sundays and holidays, which would reduce wait times.
2. Participants noted that the transfer points were too far apart which makes connections difficult.
3. Several participants mentioned that the stop at Cornwall should be kept as a stop.
4. Bus frequency in the evenings at the university equals a 1-hour wait. University classes tend to run till 9:45 PM and students are not comfortable waiting/taking the bus due to the wait and that it does not feel safe.
5. 7 AM - 11 AM peak hours are noted as being the busiest, where transit is too overcrowded and poses a challenge for those with health conditions, disabilities, or who are pregnant.

Sub Theme: Main Routes

1. Participants believed there is a great deal of room for additional improvement.
2. Based on upcoming development projections, it is recommended that transit services be extended to the Global Transportation Hub (GTH) sooner in the transit plan, as there is a disconnect here.
3. There are concerns that transit service does not utilize the ring road.

Sub Theme: Local Routes:

1. Concern that local service is being eliminated for On-Demand, reducing the service in those areas.
2. Participants' largest concern is focused on the lack of local routes in newly developed areas, as there is a lack of transit services and frequencies.
3. Local routes should be connected to the university stops to capture the readership of the thousands of students coming and going from university every day.
4. Routes connected to the airport are very important, and should focus on employee shift times as well as flyers.
5. There is also a need for local routes to be connected with more High Schools. It was suggested that a route be added from the Greens Area directly to Victoria Ave East.

Site Specific:

- Participants identified the following areas for transit service connection or improvement: Central Library, City Hall, The Hospital Harbour Landing, The Airport, Dewdney West, Aurora and Woodland Grove. It was also emphasized that the stop at Cornwall remain in its original location. Dewdney west was mentioned several times as requiring additional linkages to accommodate current employees working at the warehouse district and future residential planned.

- Participants also found that the Acrola Main Line is a far walk for the majority of customers and is not pedestrian-friendly.
- Adding a route from Victoria to the University (any predominantly student-based communities be routed) would increase efficiency and routing. Otherwise, students have to keep exchanging buses, causing a 15-minute route to become an hour long.
- The sexual assault center is not accessible by transit as it is located in an industrial center. A route should be implemented here or nearby as this is an important location.
- A local route was recommended to be added through Chuka.

Quotes:

- "It is tough to wait 60 minutes for another bus in the evenings, the RTMP must implement a *shorter frequency. This is a safety concern as well as problematic in the wintertime*".

Transit Infrastructure/Transit Hubs:

1. Participants would like to see all transit hubs include: good lighting, heating, a panic button, wifi, a phone recharge station and plenty of seating as this would help create a safe and comfortable atmosphere; video cameras would also help deter vandalism. Some areas that must have these hubs were identified as 11th Avenue, The University of Regina, and Harbour Landing Business Park.
2. Self-service machines were proposed by participants to be located at transit hubs to load R-cards and to purchase tickets. It would be convenient to have contactless payment options available.
3. Participants identified the need for a Park and Ride, for residents in external greenfield communities and ridership coming outside of Regina.
4. It was noted that transit hubs should cater to pedestrians and provide a place they can safely wait for transit.
5. Participants requested updates to transit signage that includes all information about the buses, preferably digital.
6. The participants also raised concerns regarding the homeless population in Regina taking advantage of the heated shelters during the night and questioned how this would work.

Fares:

1. Free fares for children under 12 were largely supported.
2. Participants also supposed the extension of the fare exception to adolescents aged 18 and under.
3. Discounted fares were requested for disadvantaged groups (paratransit) and seniors over 65.
4. Free fares were also requested on major holidays.
5. Participants expressed support for fare-capping, and shorter-term passes for people who require a limited amount of service each month.
6. Several participants complained about drivers allowing passengers to ride without paying.

7. Some participants requested a one-day expiry date on tickets/transfers. Currently, the ticket has a 1-hour 30-minute expiry from issuance which was noted as insufficient as it can take up to a full hour to reach a destination. In order to return, a customer is required to purchase another ticket.
8. One participant noted that there is a duplication of services with school buses and transit (upward of \$20,000 a year coming out of the education system).
9. Though the City of Regina offers low-income passes, in order to qualify, the customer must prove their low-income status, which can be degrading and humiliating. Instead, it is recommended that the city take low price tickets and distribute them to relevant organizations.
10. There should be multiple places around the city to get transit passes and load R-cards - this would make it much more convenient and accessible for customers.
11. The ability to pay for other people's fares at the same time would be helpful and convenient (currently one card can only be used once).
12. Concerns were noted regarding student qualification for a post-secondary pass as a letter of enrollment is required, which has posed difficulties. Participants recommended making it easier for students to qualify for this pass without providing proof of enrollment.
13. Parking at the University is cheaper than a post-secondary pass (by at least 15 dollars); this does not encourage students to take transit. The post-secondary pass needs to be more affordable.
14. Some colleges/Saskatchewan Polytechnic do not have U-Pass programs at their respective post-secondary institutions.
15. Participants suggested that bus fares be free for those living in poverty instead of subsidized bus passes or subsidized monthly plans. \$40.00/month can add up for low-income families, especially when purchasing multiple passes. Consider proposing free fares for the vulnerable community living in poverty.

Downtown:

1. Some participants felt that 11th and 12th Avenues worked well as one-way streets for transit and did not want the current routing to change.
2. Participants expressed a desire to reduce parking downtown to make the downtown network more attractive. There's no reason to use the downtown network if there's still on-street parking available anywhere in the area.
3. Participants identified that transferring from local routes to main routes to go downtown will take longer/make it more difficult to plan.
4. Participants were concerned with the lack of local service within the downtown core, which would create problems for many seniors who catch buses along certain streets (Lorne/Smith/Hamilton).
5. Having multiple transfer points cause problems with missed connections and transfers

Sub Theme: Transit Hub on 11th

1. Participants had mixed reviews about the transit hub on 11th Avenue. Many believe that it should be transit access only, and other vehicles should not have access to this road, as it

can ruin the efficiency of the buses. Others believed that buses should be completely removed from 11th Avenue, as there are already congestion issues on the road.

2. Furthermore, some respondents felt that the transfer points proposed for the intersections of 11th Avenue and Broad Street/Albert Street would have an impact on traffic and would cause problems with missed connections and transfers.

Quotes:

- *"If you get rid of parking downtown, the downtown network becomes more attractive. There's no reason to use the downtown network if there's still on-street parking available anywhere in the area."*

Equity:

1. Seniors often struggle with using the transit application; additional staff hire is recommended to train these customers, which would help them plan their trips and trip times. This would help seniors feel comfortable using the application and transit.
2. Participants noted that creating incentives (discounts) for customers to switch to online or cashless creates disparities and punishes the homeless as there is a percentage of people in Regina that only has access to cash.

Assistance Improvements/Ease of Use:

1. Participants shared many instances of transit drivers dropping customers off in undesignated areas.
2. Suggestions were made to integrate transit information from Google Maps to the transit live app for tracking buses and to give bus arrival time estimates. Currently, customers have to cross-reference their trips on Google Maps.
3. Use of an efficient app to purchase fares and access transit information is needed.
4. Next bus, destination and ETA displays at hubs and high traffic stops would be very helpful.
5. It would also be helpful to improve the signage at popular bus stops to provide information about the next bus, destination and estimated time of arrival.
6. Participants commented that the community needs to be aware of changes to fares or transit in general; it is key to communicate the available options and make them known to Regina's people. There are many people with no access to the internet. The recommendation is to send out a flyer to residents to keep everyone informed.
7. Participants noted that it is difficult to manoeuvre wheelchairs to the conventional bus ramp on the conventional buses, and improvements to facilitate this should be made.
8. Several participants requested a change to the communications at bus stops and requested a revised design of bus stop signage for clarity: reduce the use of text, use more symbols, the consistent layout of route number and names, use Mixed Case, not all caps on stops and electronic signs

Quotes:

- “Would love to see some improvements to Transit Live. An app would be awesome; making it less “busy” - it almost becomes overwhelming. Would love to see improvements to the trip *planning section.*”
- “Revise design of bus stop signage for clarity: reduce the use of text, use more symbols, a consistent layout with route number and names, use Mixed Case, not ALL CAPS on stops and electronic signs.”

Transit for the Common Good:

1. Participants expressed that public roads can become more accessible and connected by promoting and implementing a better transit service that will encourage customers to use transit, especially since parking is costly and using transit is better for the environment.
2. Participants also expressed that there should be travel training options for those who need extra support to feel more comfortable on the bus including newcomers, seniors, youth, and students. This could encourage a reduction in the dependency on vehicles, and facilitate learning. This training could also be done by developing YouTube videos, in which people can learn virtually and support ESL students with translation tools.
3. Participants identified the need for training on inclusion and diversity for the transit staff. There have been complaints/instances where Indigenous peoples are mistreated and removed from buses because they didn’t pay, but others who don’t pay are allowed to stay.
4. Participants are supportive of the idea of requiring development plans to be approved in collaboration with transit.

Quotes:

- “I loved the note on requiring development plans to be approved. I would suggest this for *business locations as well.*”

Snow/Ice Clearing

1. Prioritization of snow clearing at transit hubs, high ridership bus stops and the corresponding paths. Snow clearing needs to be focused on sidewalks and prioritized over roads to make riding transit safer during the walk to and from a stop.
2. Generally, participants felt that sidewalk clearing by residents/landowners and the City should be better enforced enabling transit customers to access their bus stops trouble-free.
3. Additional training should be provided to the snow-clearing crew as they tend to pile snow at bus curbs and hubs, leaving snow ridges at pedestrian crossings. These snow ridges are a major concern to safety and create pedestrian accessibility issues. Some concerns were also raised regarding road blockages due to snow pile-ups, as this can cause some bus stops to become inaccessible.

2.5

Key Themes from Public Feedback - Paratransit

In Round 2, 50 responses from the public survey were with regard to Paratransit service. An individual workshop was also held specifically to discuss transit accessibility in Regina.

Theme	Theme Descriptor
Transit Operations	General comments regarding the form and function of Regina Transit, efficiencies, impacts of changes to transit operations, implementation of new technologies, day to day concerns
Frequency/Routing	Comments directly related to routes, the number and placement of stops, the need for extended or additional service, route efficiencies/inefficiencies and express buses.
Transit Infrastructure/Transit Hubs	Comments related to infrastructure at stops and shelters, proposed hubs, types of transit vehicles (i.e electric buses), reference to the built environment including sidewalks, signage, and lighting.
Fare	Comments related to the cost of service, pricing (inc. students), and rebates
Equity	Comments regarding the importance and ability of Regina Transit to service all populations and communities in an equitable manner, including access to amenities, facilitating transit for newcomers, language barriers, transit education, and safety.
Assistance Improvements/Ease of Use	Comments related to the provision of customer service including: interactions with staff and drivers, Transit Live, Transit App, interactions with bus drivers, things that make taking transit easier; etc..
Transit for the Common Good	Comments regarding the perceptions of transit, environmental benefits, bettering communities through transit, reducing traffic etc.
Snow/Ice	Comments directly related to the impacts of snow and ice on transit infrastructure and rider experience.

2.5.1

Key Findings from Public Feedback - Paratransit

In support of each identified theme, the Project Team highlighted the Key Findings from what we heard:

Transit Operations

1. Customers would like to see transit offering access to arts and culture venues, furthermore connecting people to these things.
2. Participants were concerned that combined transit operations (Paratransit and On-demand) will not work and increase time to travel.
3. Several participants expressed they did not want any changes to Paratransit services.
4. It was requested that transit staff receive additional training in customer service, and training in boarding disabled, or people with accessibility issues onto buses.
5. The on-demand service is to be shared by paratransit resulting in the need for many more vehicles since the overall usage will increase. Participants felt there are already very long wait times for paratransit, and customers need to book a trip well in advance. Participants were

concerned that on-demand service would take away service from paratransit customers and further extend their booking timelines.

Quotes:

- *"I have good faith in the driver to get me to my destination and home again. I don't know what I would do if I didn't have the service. Thank you."*
- *"I believe what I have now is door-to-door service. I deeply appreciate this service. I usually plan my trip on Paratransit one week in advance. I hope this continues. Thank you. I use paratransit in the winter too."*
- *"To me this is an amazing service. It is more than that for me IT IS FREEDOM - TO BE INDEPENDENT. The bus drivers are very courteous and caring. Thank you."*
- *"God bless all you who make life a little easier for us. I use Paratransit part time and try to get other means when I can. I have had nothing but great drivers. I'm grateful for Paratransit".*
- *"Transit should be more on time, more accountable and much more efficient."*
- *"This appears to offer a decrease in service rather than an increase in service. People don't like the bus because it's dirty (the seats are never cleaned) and it's inconvenient. It shouldn't take me an hour to get home from work in a city as small as Regina".*

Frequency/Routing (General)

1. Interest was expressed by participants that transit could offer more regional services.
2. Participants found that including special routes for paratransit during times of events such as concerts would increase ridership satisfaction and shifting needs.
3. Participants found destinations of importance and essential services, such as the foodbank and swim centre, were excluded from conventional transit routes and should be considered in future plans.
4. In regards to on-demand services, there was concern that the Northeast on-demand area may be underserved and not have enough stops.
5. Concerns were also brought up that drivers tend to be inconsistent with their schedules (30 minutes early/30 minutes late) leaving customers with long wait times for the next ride.

Transit Infrastructure/Transit Hubs

1. Participants commented that all stops should have adequate curb cuts. If there is no curb cut, it is not accessible and poses a safety concern.

Site-Specific Comments:

- The university was mentioned as having no curb cuts and a request was made to consider this infrastructure upgrade.

Assistance Improvements and Ease of Use

1. An improvement that was mentioned by participants is that Transit Operators should have a way to communicate with customers they are picking up, to notify them they are there.

Fares

1. One participant was not in support of transit for everyone under 18.
2. Several participants indicated that transit should be free for everyone 18 and older.

Equity

1. Participants requested more disability representatives in the city and on the transit team.
2. Significant concerns were raised regarding the eligibility for service. To be eligible for Paratransit services, having medical professionals review eligibility is an unneeded/unwanted step. This is seen as a deterrent to keep people from applying. A confirmed diagnosis can take several years, which is difficult. There would also be costs associated with a doctor reviewing eligibility and it could be a lengthy process, furthermore delaying the transit services required. Long-term disabilities should not require frequent reassessments, and these processes create extra work for the person already suffering from disabilities and financial barriers.
3. Several participants expressed they did not want any changes to Paratransit services.

Assistance Improvements and Ease of Use

1. Transit operators should have a way to communicate with the person they are picking up, to notify them they are there.

Transit for The Common Good

1. The city has many senior citizens who may require paratransit. The budget should be increased for this service to accommodate the needs of seniors and customers with disabilities.
2. Participants found that the current budget of paratransit may not accommodate and satisfy the customers, and should be increased.
3. Participants expressed gratitude for the service, noting that it allows for independence and freedom.

Snow/Ice Clearing

1. Participants suggested training for snowplows drivers to prevent snow from being piled around bus stops is needed.
2. Snow clearing on sidewalks needs to be coordinated; snow is always piled in areas that are most convenient, which is usually bus stops or along sidewalks.
3. Snow ridges are a large concern, and they hinder accessibility for all. These ridges create difficulties for disabled customers. Customers are forced to jump over the ridges to access bus stops; this is a safety concern, especially for seniors and customers with disabilities.
4. Suggestions for a universal design policy where bus stops are connected to existing pathways could alleviate snow removal issues if partnered with a snow clearing policy.

Site-Specific Comments:

- Snow clearing should be improved on Lorne Street between 11th and 12th Avenue.

Quotes

- “The problems of current paratransit availability going to the expanded service levels should not be compromised with the use of the same buses for on-demand integrated ridership. Paratransit users need to be given and kept as the *first* priority.”

2.6 Key Themes from Internal Feedback - Transit Staff

Based on a qualitative review of the survey data, the Key Themes are in Table 2.4 and key findings are expanded upon in Section 2.5.1 below.

2.6.1 Key Findings from Internal Feedback - Transit Staff

Table 2-3: Internal Feedback Key Themes

Theme	Theme Descriptor
Transit Operations	General comments regarding the form and function of Regina Transit, efficiencies, impacts of changes to transit operations, implementation of new technologies, day to day to concerns
Frequency/Demand	Comments directly related to routes, the number and placement of stops, the need for extended or additional service, route efficiencies/inefficiencies and express buses, and perceptions regarding the demand for services.
Transit Infrastructure/Transit Hubs	Comments related to infrastructure at stops and shelters, proposed hubs, types of transit vehicles (i.e. electric buses), reference to the built environment including sidewalks, signage, and lighting.
Assistance Improvements/Ease of Use	Comments related to the provision of customer service including interactions with staff and drivers, the Transit Live, Transit App, interactions with bus drivers, things that make taking transit easier

2.6.2 Key Findings for Transit Staff Survey

Based on the prevalence of the following four Themes, the Project Team have identified the following Key Findings based on the thoughts that were shared:

Assistance Improvements and Ease of Use

1. When seniors lose their license, reviewing eligibility requirements could be associated with degenerative cognitive issues that need to be considered for Paratransit services.
2. Additional transit training should be provided for seniors that are unable to qualify for paratransit.
3. Participants urged that eligibility requirements for seniors be reconsidered as there could be underlying special circumstances.

Frequency/Routing (General)

1. Route 6 is a poor-performing route and it was felt that, despite this, there is significant unmet demand in the areas it serves.

2. Suggestion for transit route to Harbour Landing; currently, there is no service, and service is not expected through On-Demand services.
3. In the South end, the service is cut off to the rehabilitation center. This is walking distance from the Albert bus stop, but many people with mobility issues and devices who come to the center for treatment can't walk to the rehab center, especially in winter conditions.

On-Demand Service

1. Suggestion to extend on-demand to the hospital.
2. Suggestion for on-demand to reach the airport instead of a transit route.
3. On-demand stops should be added for the Aurora area (East side of East Brook), this is a developing area, and the on-demand transit should expand to these areas.
4. Recommendation to add an on-demand route in Emerald Park and White City in the Transit Master Plan.

Transit Infrastructure/Transit Hubs

1. Transit staff felt that transit hubs should be well-lit and complete with emergency phones to enhance safety measures.

Transit Operations:

1. Participants had questions about how the intercity bus service could work.
2. "Giving more teeth to transit" - providing more tools to mandate the direction of transit infrastructure. Participants emphasized the need for additional tools to mandate the direction of transit infrastructure, especially in new and developing communities.
3. It was felt that more information should be provided to the Regina residents regarding changes to transit.

Round 2 Evaluation

At the onset of the Round 2 engagement, the Project Team developed a set of evaluation criteria to assess the success of project engagement activities. The Project Team expected slightly lower levels of engagement and participation in Round 2 through the public survey, Transit Operator Survey, and workshop attendance. This was assumed due to the technical detail that Round 2 responses may require. The following targets for Round 2 were identified:

1. A minimum of 350 survey responses were received for Round 2.
 - 442 surveys were received, exceeding the target of 350 identified in the updated RTMP Engagement and Communications Plan.
2. A minimum of 40 people attended the three, Round Two workshops.
 - Round 2 workshop attendance met the goal with a total of 41 workshop attendees.
3. A minimum of 300 people clicked to Be Heard Regina through social media.
 - Social media generated a total of 1,263 clicks during Round 2.
4. There were a total of 6 responses for the Regina Transit Master Plan Workshop Feedback Form that was sent out post-workshops
 - a. The majority of participants agreed that the presentation was informative and understood the objectives of the meeting.
 - b. One participant from the September 21st workshop and one participant from the September 23rd workshop indicated they did not understand how their feedback would be utilized.
 - c. Two participants from the September 21st workshop indicated that they felt as though their expectations were not met during the meeting and were unable to voice their concerns.
 - d. Feedback/Quotations
 - i. Participants felt rushed and it was noted that some participants had specific agendas which did not allow for a deeper conversation into the proposed plan.
 - ii. Participants expressed their disappointments and frustrations as the previous feedback they had provided had not been given any consideration particularly related to downtown traffic flow and the use of 11th Avenue.

4.0

Observations from Round 2

Throughout the process, the Project Team identified both things that worked, and areas for improvement, and internalized all feedback received from survey participants and attendees.

4.1

Stakeholder Workshops

The following observations were made by the Project Team after the workshop debrief:

1. The Project Team typically had between 4-6 attendees per breakout room. Where there were less than 8 participants the Project Team kept all attendees in one room for discussion. This technique worked well, and attendees in each breakout room were very engaged in the conversation.
2. It is better to cater to a group of people with similar interests. In Round 1, the Project Team designed the workshops to include stakeholders from similar backgrounds. In Round 2 the participants were given options in the invitation for specific topics they wanted to discuss and were divided into groups based on the topics they identified. This led to meaningful discussions between participants with similar interests.
3. Some participants in Round 2 were non-transit riders, however in the invitation for Round 2 the Project Team encouraged participants to pass along the invitation to others in their organization who ride transit or have a relevant interest in transit. The Project Team believes this resulted in higher levels of participation by transit customers.
4. Technical support was provided internally from Dillon and generally, things ran smoothly. However, at the end of the accessibility workshop, a competing webinar on Dillon's Zoom account ended the meeting abruptly. The Project Team has been developing solutions to ensure this does not happen again. All attendees at the workshop were e-mailed directly afterwards with the opportunity to contact a senior member of the project team to provide any additional feedback one-on-one.

4.2

Survey

The following observations were made by the Project Team regarding the public survey after reviewing the comments:

Generally, respondents were happy to have the opportunity to fill out the survey and felt their thoughts were taken into consideration.

However, there was some concern with regard to the weight given to the surveys for planning purposes. Additional concerns are provided below regarding its implementation:

- Survey design errors were noted such as the ability to skip phases without knowing which content is being skipped.
- The Back button results in an abandonment of current progress despite the "Save & Continue button".
- Design inconsistencies were noted including the presence of Neutral, Don't Know or Care, Slightly Approve / Disapprove in some questions but not in others.
- Participants identified the use of inflexible ranking orders rather than ranking scales. Ranking questions were perceived to easily skew results.
- There was concern that the survey was not representative or applicable to all residents but is the primary source for data to inform the survey.

Appendix i

Round 2 “What We Heard” Public Facing

REGINA TRANSIT MASTER PLAN

ROUND 2 Public Engagement Results

November 2021

The Regina Transit Master Plan (Plan) will identify opportunities to improve transit in the city of Regina, and to plan transit for the next 25 years. As a part of this work the project team will consider new and emerging approaches to delivering transit service.

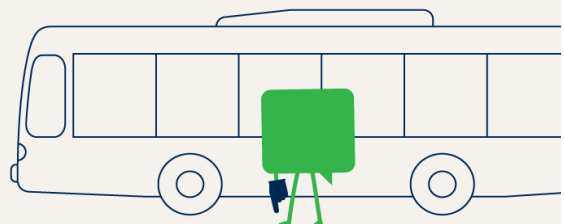
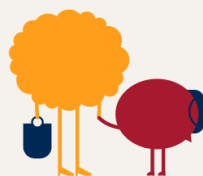
In September 2021, we presented the ideas in the draft Regina Transit Master Plan. To receive your feedback we hosted stakeholder discussions and collected public comments in a survey and through other tools on Be Heard Regina.

ENGAGEMENT OUTCOMES

Engagement outcomes were developed for this project to guide the engagement activities. They are:

1. To identify the varied needs of the public and stakeholders for the transit system;
2. To capture rider experiences;
3. To identify gaps in service;
4. To better understand the role transit plays in the City's achievement of strategic planning goals, particularly in the Downtown; and
5. To inform the development and finalization of the Regina Transit Master Plan.

Thoughts on transit?



ROUND 2 Public Engagement Results

Regina Transit Master Plan
November 2021

HOW WE ENGAGED IN ROUND 2

4 WORKSHOPS
WITH **41** ATTENDEES

BE HEARD REGINA RESULTS:

IDEAS GENERATED **72**

20 QUESTIONS ANSWERED
BY THE PROJECT TEAM

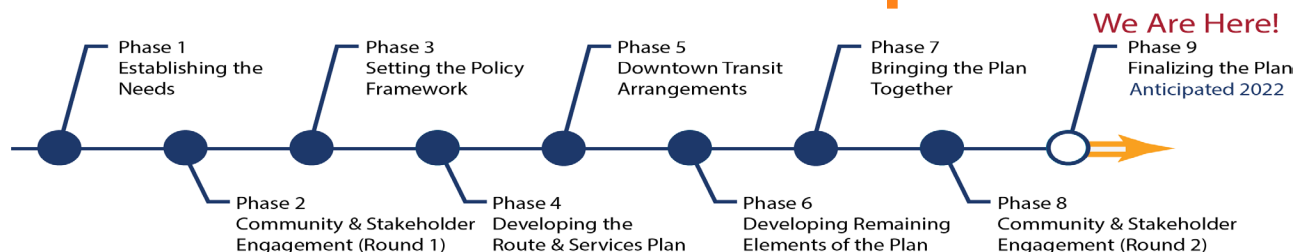
408 COMPLETED
SURVEYS

MAP TOOL
COMMENTS **11**

WITH OVER **390**
COMMENTS ABOUT
TRANSIT SERVICES AND
CUSTOMER EXPERIENCES

NEXT STEPS

The preparation of the final Regina Transit Master Plan is underway. Your feedback is being used to refine the draft Regina Transit Master Plan for consideration by City Council in early 2022.



ROUND 2

Public Engagement Results

Regina Transit Master Plan
November, 2021

WHAT WE HEARD: YOUR THOUGHTS ON TRANSIT

"Transit should be more on time, more accountable and much more efficient."

SNOW AND ICE REMOVAL

"Snow ridges are a large concern, as they hinder accessibility for all. These ridges create difficulties for disabled customers. Customers are forced to jump over the ridges to access bus stops; this is a safety concern, especially for seniors and customers with disabilities."

PARATRANSIT

"The problems of current paratransit availability going to the expanded service levels should not be compromised with the use of the same buses for on-demand integrated ridership. Paratransit users need to be given and kept as the first priority."

BUS FREQUENCY

"It is tough to wait 60 minutes for another bus in the evenings, the RTMP must implement a shorter frequency. This is a safety concern as well as problematic in the wintertime".

TRANSIT TECHNOLOGY

"Would love to see some improvements to Transit Live. An app would be awesome; making it less "busy" - it almost becomes overwhelming. Would love to see improvements to the trip planning section."

COMFORT USING TRANSIT

"Travel training for students and youth should be provided, allowing newcomers to feel comfortable with transit, reducing dependency on vehicles, and facilitating learning. This training could also be done by developing youtube videos, in which people can learn virtually and support ESL students."

FEELING SAFE USING TRANSIT

"Need well-lit and heated transit hubs to create a comfortable and safe environment."

TRANSIT STAFF

"Additional training for inclusion and diversity is needed for the transit staff."

HOW TRANSIT SERVES YOU

"I have good faith in the driver to get me to my destination and home again. I don't know what I would do if I didn't have the service. Thank you."

DOWNTOWN SERVICE

"Having buses in the downtown core keeps our community safe. Without Transit downtown will be a fearful place to be."

TRANSIT FOR YOUTH

"Have Free Transit for Youth (under 18) because it:

- Has succeeded in many major cities*
- Increases ridership*
- Encourages youth to use public transit*
- Shifts the transportation culture towards public and eco transit and away from car focused transit*
- Provides justice for lower income families and youth*
- Makes busing more accessible for families*
- Reduces the initial intimidation factor around and educate about the bus system."*

ROUND 2

Public Engagement Results

Regina Transit Master Plan
November, 2021

WHAT WE DID WITH WHAT WE HEARD:

WHAT WE HEARD	WHAT WE DID
On-Demand	
Concern that On-Demand has the potential to reduce the service and efficiency of Paratransit	The Plan specifies that On-Demand service should be provided by additional resources, over and above the Paratransit resource budget
Routes and Frequency	
Essential community services should be serviced by local transit routes	Local routes have been designed to serve essential community services
Transit Hubs	
The establishment of transit hubs with amenities: good lighting, heating, a panic button, video cameras, Wi-Fi, a phone recharge station and seating, will help create a safe and comfortable atmosphere	Further recommendations have been made regarding passenger safety and security, as well as suggested amenities at hubs
Fares	
Free fares for youth 18 and under	Further investigation and stakeholder engagement has been recommended for making high school student travel free
Paratransit	
Concern regarding the application process for Paratransit, including the use of third party medical professionals	Paratransit eligibility and the application process has been further specified, with a focus on reducing barriers to access
Downtown Service	
Concern that transfer locations on the periphery of downtown would not be close to other transfer locations	Additional detail was added to the Plan to show that downtown transfers should not require passengers to move from one transfer point to another
Ease of Access Improvements	
Real-time digital signage improvements at popular bus stops are needed that provide information about the next bus, destination, and estimated time of arrival	Digital signage is recommended at the proposed hub stops and can be expanded to other stops in the network
Regina Transit Staff	
Diversity and inclusion training for transit staff is needed	More detail has been provided in the Plan regarding future staffing recommendations
Snow/Ice Clearing	
Snow clearing on sidewalks needs to be done in a way that does not result in snow piles at bus stops or along sidewalks	The Plan proposes improvements to snow clearing at stops and on sidewalks to stops

Appendix ii

Workshop Summaries

Regina Transit Master Plan Round 2 Engagement Themes

Public Workshop 1

Assistance Improvements and Ease of Use

Participants found that service could be improved via an application feature, which notifies the bus driver that a customer is waiting at the bus stop. It was also suggested that a 'no-vehicle hub' be considered for those using paratransit, as it would reduce accessibility barriers and encourage safety.

Downtown

Participants suggest removing the stops off 11th Avenue, as it was found that 11th avenue is a congested area. There was no benefit found to adding stops here, rather there were concerns that it could increase loitering and vagrancy.

Equity

Seniors often struggle with using the transit application; additional staff hiring is recommended to train these customers, which would help them plan their trips and trip times. This would help seniors feel comfortable using the application and transit.

Fares

A large number of participants strongly believe that fares should be free for children and students up to grade 12 as this would help correct the issues of chronic absenteeism. It is also suggested that tickets have a one-day expiry date, rather than 1.5 hours.

Frequency/Routing (General)

Participants found that an increased frequency of busses would really help, as the long wait times can be problematic, especially in winter conditions. It was also suggested that during peak hours there should be increased busses to help the overcrowding during these times. It was requested that a route be included that will provide a link from specific high schools to boundary areas.

Frequency Routing (Local Routes)

Participants found that more local roads (any communities predominately student-based) should be connected to University routes to encourage ridership, potentially reducing the number of bus exchanges. Participants found the following routes are missing from the plan: Dewdney West, Victoria, the Airport, Chuka, and safe access to the sexual assault centre.

Snow/Ice Clearing

Participants want to see the snow cleared within 24 hours of snowfall, and that prioritization should be given to sidewalks over roads for an equitable experience focused on customers.

Transit for Common Good

Generally, participants would like to see the addition of extra travel training provided for youth, newcomers, and seniors as this would encourage ridership. It was also found that the transit staff could also benefit from inclusion and diversity training to promote equity and correct injustices faced by some customers.

Transit Infrastructure/Transit Hubs

Most participants shared that having a well-lit, and heated transit hub complete with a safety button and phone recharge station could enhance safety and create a comfortable environment. It was also suggested that free wifi be included at hubs, as well as self-service machines to load cards and purchase tickets.

Transit Operations

It was suggested by participants that additional vehicles be brought in for on-demand and paratransit because the demand and overall needs will increase; this will also help reduce wait times.

Regina Transit Master Plan Round 2 Engagement Themes

Public Workshop 2

Assistance Improvements and Ease of Use

Participants felt that any news or changes concerning transit should be shared with Regina residents via flyers as many people don't have internet access. It was also shared that the Transit Live app requires updates as it is missing many crucial features and information.

Fare

Participants felt that fares should be free for youth up to 18 years of age to encourage school attendance and help develop ridership habits. It was also suggested that post-secondary passes become more affordable and that proof of enrollment to qualify for the post-secondary transit pass be waived, as this creates an extra barrier.

Frequency/Routing (Local Routes)

There is a need for local routes to be connected with more high schools.

Frequency/Routing (Main Routes)

Based on upcoming development projections, it is recommended that transit services be extended to the GTH sooner in the transit plan rather than later, as there is a disconnect at this location.

On-Demand Service

There are no on-demand services in the neighbourhood of Westerra; services should be considered to this community.

Snow/Ice Clearing:

Participants felt that sidewalks must be a priority when clearing the snow and should take precedence over the roads.

Transit Infrastructure/Transit Hubs

Participants found that a well-lit transit hub with security cameras and a panic button could help deter vandalism and encourage safety.

Regina Transit Master Plan Round 2 Engagement Themes

Transit Staff Workshop

Assistance Improvements and Ease of Use

Participants urged that eligibility requirements for seniors be reconsidered as there could be underlying special circumstances (e.g. degenerative cognitive issues), and that extra training be provided to seniors that did not qualify for paratransit.

Frequency/Routing (General)

Participants found that the following areas could benefit from increased transit: Ross Northeast Industrial Area and Route 6. Participants also identified areas with no transit service, including Harbour Landing and the Rehabilitation Centre in the South End.

On-Demand Service

Participants generally identified the following areas that on-demand customers could benefit from: the hospital, airport, Aurora, and in the longer term Emerald Park and White City.

Transit Infrastructure/Transit Hubs

Transit hubs should be well-lit and complete with emergency phones to enhance safety measures.

Transit Operations:

Participants emphasized the need for additional tools to mandate the direction of transit infrastructure, especially in new and developing communities. It was also found that more information should be provided to the Regina residents regarding the new changes to transit.

Regina Transit Master Plan Themes

Accessibility Workshop

Assistance Improvements and Ease of Use

Participants found areas of importance excluded from conventional transit, such as the foodbank and swim centre. In regards to on-demand services, the Northeast area is lacking service and stops.

Equity

- The city has many senior citizens who may require paratransit. The budget should be increased for this service to accommodate the needs of seniors and customers with disabilities.
- There are concerns about people taking advantage of on-demand ridership, where a shortage of paratransit vans exists.
- There is a need to have more disability representatives in the city and on the transit team.
- Significant concerns were raised regarding eligibility of service. To be eligible for door-to-door services, having medical professionals review eligibility is an unneeded/unwanted step. This is seen as a deterrent to keep people from applying. A confirmed diagnosis can take several years, which is difficult. There would also be costs associated with a doctor reviewing eligibility and would be a lengthy process, furthermore delaying the services required. Long-term disabilities should not require frequent reassessments, and these processes create extra work on the person already suffering from disabilities and financial barriers.
- Participants found that the current budget of paratransit may not accommodate and satisfy the customers and should be increased.

Fares

- One participant was not in support of transit for everyone under 18.
- Several participants indicated that transit should be free for everyone 18 and over.

Snow/Ice Clearing

- There needs to be training on how the snow is cleared. Snow clearing schedules and the way snow is cleared need to be improved. Participants felt that snow is piled in areas that are most convenient, usually, bus stops or sidewalks. Staff clearing the snow need to be trained to avoid using stops and sidewalks near stops as it creates a barrier for transit riders.
- Snow ridges are a large concern, and they hinder accessibility for all. These ridges create difficulties for disabled customers. Customers are forced to jump over the ridges to access bus stops; this is a safety concern, especially for seniors and customers with disabilities.
- Suggestion for a universal design in which bus stops are connected to existing pathways could help alleviate connection gaps and snow removal issues.
- Snow clearing should occur on Lorne between 11th Avenue and 12th Avenue.

- Generally, participants were unhappy with the current manner in which snow clearing is dealt with and found that increased training to staff must be provided. Snow ridges are a large concern as they obstruct walkways and bus stops, hindering accessibility.

Transit Infrastructure/Transit Hubs

- The main route by the university has no curb cuts. This is not accessible and is a safety concern.
- Transit does not reach the swim centre during public swim hours - this is a popular destination that should be included.
- The Northeast areas do not have much access to on-demand services, and stops are needed in this area.
- It is proposed that all stops and corresponding drop-off locations be examined for accessibility and curb cuts.

Frequency/Routing (General)

- Interest expressed that transit should offer more regional services.
- Participants found that including special routes for paratransit during times of events such as concerts would increase ridership satisfaction and shifting needs.

Transit Operations

- Should try to set up paratransit to be aligned with school services and special routes, such as concert venues.
- Customers would like to see transit offering arts and culture, furthermore connecting people to these things.

Supplement 2

Policy Framework



REGINA TRANSIT

Transit Master Plan

Policy Framework

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1.0

Introduction

1.1

Purpose

The purpose of this document is to assess the challenges and opportunities facing public transportation in Regina, review the existing transit policy framework pertaining to Regina Transit, determine the role of the transit system, and recommend a policy framework for the Transit Master Plan.

1.2

Document Organization

To ensure the success of a transit master plan, it must be built on a sound policy framework that outlines the purpose of the transit system and provides guidance on how to plan, design, operate and maintain all of the components of the system. This document seeks to accomplish this.

The document is organized into the following sections, each representing a key component of the policy framework:

- **Needs Assessment** – This section will summarize information collected about the current and future ridership, the understanding of the planning context from City and transit plans, the analysis of performance of the transit system, the analysis of the Regina transit market, and the outcomes of stakeholder and community engagement. The information will be brought together to identify the overall needs that the new Transit Master Plan should address. This needs statement will summarize the transit challenges and opportunities facing the community and identify the strengths and weaknesses of the public transit system in Regina.
- **Role of Transit in Regina** – This section will take the expectations that the community wishes the transit system to fulfill (as identified in the needs statement), bring in the requirements outlined in the Regina Transportation Master Plan, and distil everything into a set of distinct roles that are appropriate for Regina's transit and paratransit services currently as well as in the future.
- **Vision, Mission, and Goals** – This section will review the vision statement, mission statement and set of goals as outlined in the Transit 10 Year Plan, the Paratransit 6 Year Plan, and the recent Transportation Master Plan. This will help to establish a strategic foundation for the vision, mission, and goals of the new Transit Master Plan.
- **Service Standards** – This section will review the set of service standards and guidelines established in the Transit 10 Year Plan and identify any elements that are no longer relevant along with areas where revisions to current guidelines may be necessary. These recommended changes will form a fully integrated set of service guidelines for both conventional and paratransit services.

2.0

Needs Assessment

Since the City of Regina adopted *Design Regina: The Official Community Plan in 2013*, the Regina Transit system has grown without a corresponding transit master plan. Further guidance was provided by the Regina Downtown Transportation Study in 2014 and the Transportation Master Plan in 2017, however these documents do not holistically address the future of transit in the city. Over the same period, Regina Transit's annual boardings have increased from 6,224,780 in 2013 to 7,368,050 in 2019, representing a growth of 18.4%. To maintain this growth and maximize the benefits of new service options while minimizing the impacts of shocks like COVID-19, Regina Transit needs a Transit Master Plan that will guide its development into the future.

This chapter of the document establishes the context for the Needs Assessment for Regina Transit. First, any existing policies related to Regina Transit are discussed. Next, the findings of the service review are summarized. This document concludes with a summary of the main themes from the existing policy review and service review as well as a list of recommended goals for Regina Transit.

2.1

Existing Policy Context

This section speaks to the policies in several overarching City-wide planning documents that are related to Regina Transit.

2.1.1

Design Regina Official Community Plan

The Official Community Plan (OCP) is the keystone of the municipality's long-term strategic direction and is essential to managing future growth and development. It was approved and adopted by City Council in December 2013. The OCP provides a comprehensive policy framework to guide the physical, environmental, economic, social and cultural development of the City of Regina.

A number of financial policies and citywide policies are included within the Plan. One such policy is the Transportation Policy direction which includes the following goals:

Goal 1: Sustainable Transportation Choices

Offer a range of year-round sustainable transportation choices for all, including a complete streets framework.

Goal 2: Public Transit

Elevate the role of public transit.

Goal 3: Integrated Transportation and Land-Use Planning

Integrate transportation and land-use planning in order to better facilitate walking, cycling, and transit trips.

Goal 4: Road Network Capacity*Optimize road network capacity.***Goal 5: Active Transportation***Promote active transportation for healthier communities.***2.1.2 Transportation Master Plan**

The City of Regina Transportation Master Plan (TMP) is a comprehensive and multi-modal transportation policy and planning document. It was approved and adopted by City Council in May 2017. The TMP provides detailed policy and planning direction that will shape Regina's transportation system for the next 25 years. It builds upon the five *Design Regina* Transportation Policy Goals found in the Official Community Plan.

Policies and actions developed as part of the TMP are structured around seven Transportation Guiding Principles and Directions as follows:

Direction 1: Offer a Range of Sustainable Transportation Choices for All

Regina's residents will have a choice of travel modes that complement access by private vehicle. Strategies around transit, walking, cycling, and carpooling, combined with programs that educate and maximize existing transportation infrastructure, will offer travel choices that are easy, affordable, sustainable and more enjoyable for all users.

Direction 2: Integrate Transportation and Land Use Planning

By planning land use and transportation concurrently, Regina can tailor new and existing neighbourhoods to make it easier to get around by all modes. Complete Streets, which feature a range of transportation modes, will help support vibrant, active and Complete Neighbourhoods.

Direction 3: Elevate the Role of Public Transit

Public transit will play a pivotal role in Regina's transportation future by becoming a competitive travel choice tightly integrated with our neighbourhoods. Transit will work toward becoming a more accessible system with frequent and reliable service, extended hours, and enhanced customer amenities. The identification of primary transit corridors suitable for express routes will help shape land use.

Direction 4: Promote Active Transportation for Healthier Communities

Active modes such as walking, rolling, and cycling will be integral for day-to-day travel and for recreation. Pathways and bikeways will be extended to provide a connected network of comfortable and safe active corridors between key destinations. Educational programs will

promote mutual respect among all road users and advocate the benefits of active transportation.

Direction 5: Optimize Road Network Capacity

Road network planning will focus on optimizing existing capacity to minimize the need for widening and expansion, reducing infrastructure costs while managing congestion. A hierarchy of road classes will provide citywide connectivity while minimizing neighbourhood traffic impacts. New and existing roads will be tailored to reflect community context and modern design standards.

Direction 6: Invest in an Affordable and Durable System

Investment in the transportation system will be made based on a long term outlook through a framework of life cycle costing. Existing infrastructure will be monitored, inspected regularly, and undergo timely maintenance to maximize life span. Maintenance will demonstrate leadership through adopting environmentally responsible procedures and practices.

Direction 7: Support a Prosperous Regina and Region

The transportation network will provide efficient and effective movement of goods and people to support economic growth, particularly in Regina's key employment areas. Regional and inter-governmental partnerships will help to ensure Regina is competitive in a global economy.

2.1.3 Transit 10 Year Service Plan (2021-2030)

The City of Regina Transit 10 Year Service Plan outlines the service plans for Regina Transit for the next 10 years (2021-2030). This service plan was last updated in March 2020.

Regina Transit has a set of service standards, established in 2011, that help to determine levels of bus service on a route and when to introduce bus services to new neighbourhoods. These service standards are based on route standards (i.e. bus frequency) and utilization levels (i.e. passengers per bus per hour). This provides guidance for decision making related to reallocating service and budgeting.

2.1.4 Paratransit Six Year Service Plan (2021-2026)

The City of Regina Paratransit Six Year Service Plan outlines the service plans for the next six year (2021-2026). This service plan was last updated in August 2020. The Paratransit Service exists to provide transportation services for persons experiencing disabilities who may be restricted in using the conventional transit system.

The goal of Paratransit Regina is:

To provide service in an equitable way to conventional transit so that people are treated the same on both systems.

2.1.5 Housing Comprehensive Strategy

The City of Regina's Housing Comprehensive Strategy was developed to identify current and future housing needs and issues. This strategy identifies five key issues, one of which is:

Issue: Access to services and amenities needed to create complete communities and sustainable neighbourhoods.

In response to the issue identified above, the Strategy recommends:

Strengthening Official Community Plan policies related to encouraging a mix of land uses, walkable neighbourhoods, and access to public transportation.

2.1.6 Regina's Winter City Strategy 2021 (Draft)

The City of Regina's Winter City Strategy outlines the vision for making Regina a 'Winter City'. This strategy was adopted to assist in the planning of the City's transportation systems, buildings, and recreation projects in order to create a vibrant and active city in all four seasons.

According to the Strategy, Regina's Winter City Vision will be achieved via three key themes; one of which is 'experiencing and exploring winter city.' It notes the following goal related to transportation:

Goal: Make it easier to move around the city.

The Winter City Strategy aims to accomplish this goal via a number of actions, two of which are related to public transit:

1. *Explore more heated transit shelters*
2. *Explore increased transit service on weekends*

2.1.7 Making Regina a Renewable City

In 2018, Regina City Council voted unanimously for Regina to join the growing number of municipalities around the world and commit to becoming a 100 per cent renewable city by 2050.

A *Municipal Operations and Energy Emissions Inventory* was published in 2019 to highlight the City's current energy use and guide measures towards achieving the 2050 goal. This document identifies transit as one of the largest energy consuming elements of the City, comprising 48% of the City's fleet energy use (15% of overall City energy use).

The Transit Master Plan is noted in the Inventory as "exploring alternative fuel sources and new technologies to improve the overall efficiency and sustainability of the system." Additionally, the Transit Fleet Maintenance Facility is noted as enabling the expanded transit services, and "is being designed and

constructed to contemporary energy, environmental and sustainability standards to improve the working environment and reduce greenhouse gas emissions.” Finally, the on-demand transit pilot project was noted in the same document.

The City is now developing an *Energy and Sustainability Framework* that will further define Regina’s journey to being 100 per cent renewable by 2050.

2.2 Performance of Existing Transit System

A Peer Review was completed to compare Regina Transit’s current characteristics, service, and operations to similar transit systems across the country (see **Peer Review Report**). The comparable system information will provide input into Regina Transit’s roles, vision, mission and goals that follow in this document. This information will feed into the preparation of various elements of the Transit Master Plan in future work and be included in the final Transit Master Plan document. The Peer Review was completed with the transit systems in the following municipalities: Saskatoon, Windsor, Victoria, Guelph and Winnipeg.

Compared to its peers, Regina Transit’s Conventional Service has the following attributes:

- Operates a radial transit network similar to the other systems its size;
- Has more expensive cash fares in all categories;
- Has less expensive monthly *Senior* passes;
- Does not extend free fare to older minors, as Victoria and Winnipeg do;
- Is part of a UPass agreement with local post-secondary institutions like the other systems;
- Has more annual *Adult* fare category trips than *Concession* fare category trips, unlike most of the peer group;
- Has lower revenue hours (service) per capita;
- Has higher passengers per service hour, using calculated ridership figure; and
- Has lower operating costs per passenger, using calculated ridership figure.

2.3 Stakeholder and Community Engagement

An initial round of public, stakeholder and staff engagement has been undertaken to guide the Transit Master Plan process (see **Engagement Report**). Due to the ongoing COVID-19 pandemic engagement activities were held virtually to minimize risks associated with in-person engagement. The engagement process was hosted on Be Heard Regina and included the following elements:

- Stakeholder pre-engagement interviews;
- Public survey;
- Transit employee survey;
- Five stakeholder workshops; and
- Virtual Q&A and ideas board.

The feedback received through Round 1 of community engagement can be subdivided into a number of major themes of the community's perception of and hopes for Regina Transit. The ideas and themes that most directly suggest the possible roles of Regina Transit as viewed by the community are:

- Assistance Improvements
- Transit infrastructure
- Equity
- Fare
- Frequency/Routing
- Snow/Ice
- Transit Operations
- Transit for the Common Good
- Downtown
- Transit Hub on 11th Avenue

2.3.1 Conventional Transit

Key Themes:

- **Frequency and Routing** – The most prominent theme highlighted in the comments related to conventional transit was frequency and routing. Stakeholders stated that bus services should run more often and that hours should be extended to provide longer service hours on weekdays and weekends. Additionally, riders mentioned that transfers took too long and required them to travel into downtown.
- **Assistance Improvements / Ease of Use** – Assistance improvement was also identified as an area for growth; specifically highlighting improvement to customer service and transit technology. Riders want the current transit app to be able to calculate routes, live bus maps, arrival times, route planning, and the ability to load transit cards.
- **Equity** – These improvements included lowering the bus for riders with wheelchairs and allowing individuals with mobility issues to exit from the front or back of the bus.
- **Fares** – Better fare payment is needed to make the transit system more efficient. This includes additional payment options such as online payment, top-up cards on buses, longer hours for downtown offices to purchase tickets, and partnerships with local businesses to make it easier for people to purchase tickets. Additionally, there was support for reduced or free transit passes for university students, low-income individuals, city employees, and during the holidays.
- **Transit Infrastructure** – Transit infrastructure can also be improved upon by increasing frequency and reducing bus sizes. A well-designed transit infrastructure can improve the rider experience. These include heated bus shelters, electric buses, bus priority signals, the introduction of BRT and LRT to existing transit services, and operating an on-demand service.

2.3.2 Paratransit

Key Themes:

- **Assistance Improvements** – Paratransit riders identified assistance improvements as an important theme for the service. This included requests for technology/software that can update the booking system faster and the ability to book trips two weeks in advance. The riders also suggested additional methods of payment for the service, improving the eligibility application, and process for the service by making it less difficult and more accessible.
- **Transit Infrastructure** – Stakeholders commented that the current transit infrastructure does not support the paratransit rider efficiently. The lack of sidewalks negatively impacts riders when traveling to and from stops. Since 11th street is usually busy, it can affect transfer times making them slower.
- **Equity** – Equity was another theme identified by paratransit riders. The respondents emphasized the importance of providing paratransit services because it is the only mode of transport available for them and if not available, it can severely limit employment opportunities.
- **Fares** – Riders highlighted the need for more affordable fares for paratransit riders and improvement to the system to make it easier to purchase tickets.
- **Frequency and Routing** – Frequency and routing need to be improved for paratransit riders as described by the survey. Some of these challenges identified included long wait times, reliability, and frequency, which are considered to be unpredictable by riders.
- **Snow/Ice** – Snow and ice was also identified by paratransit respondents. The respondents raised concerns over the availability of paratransit in the winter months making their travel uneasy.

2.3.3 Summary of Engagement Findings

Some of the key findings from the stakeholder analysis were frequency, travel time, coverage, and reliability. These were noted as the most important of transit elements. These elements are also identified as critical issues that need to be addressed as they are currently lacking by Regina Transit. About 51% of conventional transit survey respondents answered that they want frequent services rather than having services closer to their home. In contrast, 70% of respondents for the paratransit survey indicated that they wanted higher availability and accessibility for their services. More than 30% of the respondents indicated they wanted more funding to be spent on more frequent and available services with additional trips. In terms of fare and pricing, a large portion of respondents (61%) believe that the fares were reasonable. The majority of the respondents also indicated that the transfer terminal downtown works well and is used at least some of the time by riders. Comparatively, non-riders disagreed with this and responded that the terminal does not work well in downtown.

2.4

Summary of Findings and Needs Statement

In reviewing the existing policy framework in **Section 2.1** and the findings in Section 2.2 and Section 2.3, several common themes emerged as desired directions for transit in Regina. These themes, which should be incorporated into all stages of the policy framework, are summarized in the list below:

- Efficiency
- Convenience
- Access to Economic Opportunity
- Equity
- Affordability
- Accessibility
- Cost Effectiveness
- Sustainability
- Integrated Mobility

In summary, developing further on these themes, Regina Transit needs to:

- Transform its route network to increase connectivity and reduce overall average trip lengths;
- Ensure that its service is equitable and accessible to all residents
- Ensure the best possible customer service – at Regina Transit facilities, on Regina Transit vehicles, when communicating with customer service representatives, and online on the Regina Transit website – is always being offered to its users;
- Emphasize its role as an attractive sustainable alternative method of travel; and
- Seek ways to modernize its service and form partnerships to offer integrated mobility service options.

3.0

The Role of Transit in Regina

The organization's role should look beyond the past planning framework and recognize that the roles of transit systems throughout the world are changing. Many transit systems today are becoming broad mobility coordinators for their community through leadership in building partnerships with new mobility providers and approaches.

Acknowledging all of this as well as the summary of needs and findings in the previous section, the following role and action statements are proposed for Regina Transit:

The primary purpose of Regina Transit is to provide mobility services to the residents and businesses in the community.

To achieve this role, Regina Transit will do the following:

- Provide local transit service to 90% of residents within the existing City of Regina service area;
- Provide services that are accessible to all people, regardless of their background, economic situation, or ability level;
- Implement partnerships with other mobility providers and identify any approaches that enhance mobility for residents; and
- Implement programs that encourage greater use of sustainable mobility approaches.

4.0

Vision, Mission, and Goals

4.1

Vision Statement

The vision statement for an organization should be a clear and concise statement describing *the desired future for the organization in serving its community*. The vision statement speaks about broad themes relevant to the organization. Every action taken by the organization should reflect the vision and all the organization's goals and objectives should be well aligned with the vision statement.

The overarching vision statement for the City of Regina taken from the City website is as follows:

Our vision is to be Canada's most vibrant, inclusive, attractive, sustainable community, where people live in harmony and thrive in opportunity.

This vision highlights the ultimate goal for the City of Regina – a community that is vibrant, inclusive, attractive, and sustainable. Regina's transit system will certainly play a key role in accomplishing these goals, however, the vision does not provide a clear connection to Regina Transit.

Regina's Transit and Fleet Department adheres to the following mandate:

We provide transportation and equipment that is safe, reliable and efficient to serve the community.

This mandate includes some key themes that were identified in the policy review and community engagement. However, it is predominantly focused on the service itself, without much of an emphasis placed on the community that it will serve.

There are two possible approaches for a vision statement for Regina Transit: the aspirational and the specific. **Table 1** compares the two approaches.

Table 1: Comparison of Vision Statement Approaches

	ASPIRATIONAL	SPECIFIC
DEFINITION	An aspirational short slogan-like vision statement	A descriptive short and clear vision statement
PROS	<ul style="list-style-type: none"> Simple and catchy Concise Emotionally inspiring 	<ul style="list-style-type: none"> Detailed Precise Easy to understand
CONS	<ul style="list-style-type: none"> Length limits context Potential for misinterpretation Non-traditional, can come off as a marketing slogan 	<ul style="list-style-type: none"> Can be overly specific Not always emotionally inspiring
EXAMPLE	"Brampton Transit: Connecting you to everyday"	"Strathcona County Transit will provide opportunities for all residents and businesses"

	ASPIRATIONAL	SPECIFIC
		in the community through the provision of sustainable mobility services.”

Three suggested vision statements for Regina Transit are shown in **Table 2**. The rationale for each vision statement suggestion is also presented.

Table 2: Three Suggested Vision Statement Options for Regina Transit

	ASPIRATIONAL		SPECIFIC
POSSIBLE VISION	Regina Transit – For all life’s journeys	Regina Transit – Convenient connectivity for all	Regina Transit will be an attractive, integrated and sustainable mobility option for all members of the Regina community.
RATIONALE	This statement is simple, memorable, and focuses on Regina Transit as a mobility option for all types of trips. The phrase “for all life’s journeys” suggest a mobility service that is readily available to all and connects you to your destination.	The statement is simple, memorable, and emphasizes that Regina Transit is a mobility service that connects all of Regina. The phrase “convenient connectivity for all” speaks to themes of connectedness and inclusiveness and points to the vision that Regina Transit is a convenient travel option for everyone.	This statement is more precise and focuses on Regina Transit as being an inclusive and accessible mobility service option for everyone. The terms “attractive”, “integrated” and “sustainable” suggests that the future vision is for Regina Transit to be a comparable travel option for all residents that is well integrated with other modes of travel and remains sustainable as it continues to grow and evolve.

Discussions with Regina Transit staff have led to a recommended Vision Statement that is more aspirational. Staff suggested that a simple statement should be adopted; one that is easy to remember and sticks with you. Therefore, the Vision Statement is recommended as follows:

Regina Transit – Connecting people and communities

4.2 Mission Statement

The mission statement of an organization builds on the broad vision statement by succinctly describing how the organization achieves the vision.

The following is the suggested mission statement for Regina Transit, based on the existing policy context, feedback from community, and the updated role and vision statements.

Regina Transit is committed to providing **safe, reliable, accessible** and **sustainable** services.

The bolded words in the suggested mission statement imply four specific values of Regina Transit, which are described in more detail below.

- **Safe** – This speaks to a service that emphasizes the *safety* of its passengers, employees, and any other roadway user or traveler driving, cycling, or walking near or in conflict with the transit vehicles.
- **Reliable** – A *reliable* service is consistently on time, dependable in transporting passengers between their origin and desired location, and available as an option whenever its passengers need to travel somewhere.
- **Accessible** – *Accessible* to people of all physical and mental ability levels and accessible to people of all age, gender, ethnic, cultural, and economic backgrounds.
- **Sustainable** – An environmentally *sustainable* service that aims to have a lesser impact on the environment through reduced emissions due to transit use.

4.3

Goals / Strategic Priorities

Having established the roles, vision, and mission for Regina Transit to guide future actions, the next step is to establish a set of goals and corresponding objectives that will guide the individual activities of the organization. While the goals are specific paths taken to achieve the vision and mission, they are still relatively broad. On the other hand, objectives are more detailed measurable targets whose achievement will progress the goals.

Goals and objectives are more manageable and better aligned when they belong to a clearly defined set of strategic priorities – or themes – that the organization will focus on and prioritize.

Based on the existing policy framework, comments from community engagement, results of analysis, existing contexts, the recommended roles, and the updated vision and mission statements, the following three strategic priorities are recommended for Regina Transit:

1. Customer Experience
2. Equity
3. Sustainability

Table 3 presented the suggested goals and objectives for these three priorities. Note that the potential objectives must be measurable to ensure that progress can be adequately monitored. However, in the table below, the objectives will need to be refined as they are not yet appropriately detailed or measurable.

Table 3: Proposed Goals and Objectives Aligning with Recommended Strategic Priorities

Strategic Priority	Goals	Potential Objectives
Customer Experience	Enhance rider amenities	- Addition of amenities such as wifi, clocks, coffee shops, video screens, etc. Good waiting areas (TIC)
	Remove fare and pass purchasing barriers	- Implement modern fare payment system in formats desired by customers
	Improve service frequency	- Add additional buses to decrease headways
	Engage partners to support service growth	- Ensure developments are supportive of transit service
	Define minimum access to transit service (catchment definition)	- Update minimum access standards to ensure 90% of the community is within walking distance to bus stops
	Deliver Transit service in innovative ways	- Incorporate on-demand service or flex routing where feasible - Park and rides for customers from out of town
	Operate a system built on connections across the City	- Ensure bus stops are accessible (path access/curb cut)
	Develop guidelines and design standards to define which street types will be used by transit	- Designate/ear-mark streets for transit
	Increase transit's focus on strategic planning and develop minimum design standards and new development phasing thresholds to provide integration and encourage use	- Focus on implementing transit in new developments
Equity	Strive to improve general perceptions of transit	- Improve perception of transit by highlighting benefits (decreased congestion, decreased GHG emissions)
	Encourage transit use by newcomers	- Eliminate language barriers
	Ensure all communication meets accessibility best practices	- Eliminate communication barriers - Ensure all communications and documents meet accessibility standards

Strategic Priority	Goals	Potential Objectives
	Integrate and provide equity between conventional and paratransit services	- Ensure conventional and paratransit services are equitable by providing same hours of services, fares, wait times, etc.
	Ensure a consistent and equitable fare structure	- Develop fare structure that is affordable for all and provide discounts for certain groups if needed.
	Be accessible	- Adopt design principles for vehicles, bus stops and other transit amenities that facilitate usage by the greatest number of people including persons with disabilities, older adults, newcomers, parents with children, etc.
Sustainability	Focus on community social responsibility and community connection	- Organize community fundraisers, food drives, etc.
	Integrate sustainability into transit facilities	- Solar bus shelters, exchanges, using green technology
	Achieve 100% renewable operations, including fleet and facilities, by 2050	- Fleet renewal with alternative fuels that is 100% renewable
	Connecting other active modes of transportation	- Bike racks, connected to pedestrian paths and sidewalks.

5.0

Service Standards

To ensure alignment and progress in the right direction, a transit agency should have a robust set of planning, design, and operations service guidelines that link to their goals and objectives. Regina Transit has a set of service standards that assist in determining levels of bus service on a route, and when to introduce bus service to new neighbourhoods. These service standards were approved by City Council in 2011 and help guide decision making for reallocating service and budgeting.

Table 4 summarizes the existing service standards for conventional transit and paratransit and contains some proposed changes and recommendations to the guidelines.

A final set of recommended service standards, including the recommendations in **Table 4**, can be found in **Section B** of the Plan document.

Table 4: Existing Regina Transit Service Standards

Theme	Indicator	Existing Conventional Service Guideline	Existing Paratransit Service Guideline	Comments & Recommendations
General	Transit Service Area	<p>90% of all residences, places of work, secondary and post-secondary schools, shopping centres, hospitals and public facilities in the urban area are within a walking distance of</p> <ul style="list-style-type: none"> 400 metres or less to a bus stop during the daytime from 6am to 6pm (Monday-Saturdays) 800 metres or less to a bus stop during the evening after 6 pm (Monday-Saturday) and 8am to 7am (Sundays/holidays) 	Does not exist	<ul style="list-style-type: none"> Formally define the “urban service area” and the “rural service area” (if applicable) as the standards document consistently refers to the “urban service area.” Formally define the service area for Paratransit service (e.g. “Service is available to all eligible passengers who reside within the boundaries of the City of Regina.”) Recommend potential 800m or less walking catchment to a Main route as acceptable, even if other service types are not within 400m
	Service Types	<p>Base Routes Base routes will serve the main travel corridors, residential and commercial areas in the city. They will provide a high level of mobility to 80% of residents in the urban transit area. These routes are the core routes in the transit system. They should have straight-line route structures with service operation in two-directions in the main travel corridors of the city which currently are Albert, Broad, Elphinstone, 4th/McCarthy, Dewdney/Victoria. The routes will be focused on the downtown and on the main activity centres in the outlying areas (University/SIAS, Sherwood Mall, Northgate Mall, Victoria Square Mall, Southland Mall, Quance Street Commercial, Rochdale Commercial).</p> <p>Local Routes Local routes will circulate the various communities in the service area and will connect the communities to their major activity centres and to the base network where transfers can be made on a timed-transfer basis. Local routes will also provide a feeder or cross-town function in the transit system supplementing the base route network to bring most residences within 400 meters of a transit service. Local routes will provide mobility for 10-15% of the residents in the urban transit service area, for a total of 90% to 95%, when the base and local routes are taken into account.</p> <p>Local routes operate on collector roads in neighbourhoods on a circuitous basis, if necessary, and on arterial roads between base routes.</p> <p>Community Fixed Routes Community routes are the hierarchy of routes that can be considered for serving the various activities within small communities. They would include services that shuttle passengers to/from the many commercial and institutional establishments in the downtown and services that shuttle residents in a small community outside the service area to/from a neighbouring transit hub.</p> <p>Community fixed routes operate on collector roads in neighbourhoods usually on a circuitous basis to get a high level of coverage. They are focused on a transit hub where people can get direct transit access to commercial, industrial and institutional establishments.</p>	<p>Paratransit Bus Services Regina Paratransit is a shared ride transportation service for persons experiencing a disability who are restricted in using fixed route transit some of the time. The service is a scheduled door-to-door service for those who are registered.</p>	<ul style="list-style-type: none"> Update route types to match recommendations of the Transit Master Plan. These include Main Routes, Local Routes, University Routes, School Services, On Demand services, Paratransit services, and future Bus Rapid Transit services. <i>Main routes</i> will travel along main corridors and link to key destinations, not necessarily only the downtown centre. They are the high frequency core of the network and the basis for a future BRT network. <i>Local routes</i> will travel primarily along local roads or collectors and connect to local destinations and neighbourhoods. They fill in the gaps between the Main routes. <i>University Routes</i> will connect commuters to/from the University. <i>High School Services</i> that operate directly to or from high schools at school start and end times. These can either be dedicated or modified Local services. <i>On Demand service</i> will service low-density and/or emerging development areas and it is recommended to integrate with Paratransit for some journeys. <i>Paratransit</i> will offer mobility options for eligible transit riders, and it is recommended to integrate with On-demand be shared with on-demand passengers. <i>Bus Rapid Transit (BRT)</i> should be integrated into the network as Regina grows, and operate on Main routes and at select locations on the Local network. BRT can either operate on dedicated travel lanes to bypass traffic, or in mixed traffic scenarios with less-intensive traffic management tools like traffic signal priority. Avoid vague terms and clarify statements like “High level of mobility” in service type descriptions.

Theme	Indicator	Existing Conventional Service Guideline					Existing Paratransit Service Guideline	Comments & Recommendations
		<p><u>Community Demand Routes</u></p> <p>Where the population and demand do not justify a fixed route service, a demand responsive service could be considered. The service would be focused on a community hub and be either a transcab service provided by a local taxi operator, or a dial-a-bus service provided by Regina Transit. In both cases, a passenger living in the community would contact the local operator and a taxi or small bus would be dispatched to pick-up and drop-off the passenger on a shared-ride basis in the community.</p> <p><u>Express/BRT Routes</u></p> <p>The base and local routes are supplemented by routes that provide express and limited stop service for commuters to/from the city's main employment centres and for students going to/from the University. These operate on the main arterial roads and/or the freeway/ring road to relieve the base routes in the high demand corridors.</p>						
	Service Warrants	<p><u>Base</u></p> <ul style="list-style-type: none"> Must connect activity hubs Routes become base routes if they can complement the grid network Must reach 20 passengers/RS H within a 1-year trial and to grow afterwards or they are downgraded to local routes or restructured 	<p><u>Local</u></p> <ul style="list-style-type: none"> Must have a min. of 2,000 residents of 750 employees per km of route within a 400m walking distance Must reach 15 passengers/RS H within a 1-year trial and to grow afterwards or they are downgraded to community routes or restructured. 	<p><u>Community Fixed</u></p> <ul style="list-style-type: none"> Must have a min. of 1,000 residents of 300 employees per km of route within a 400m walking distance Must reach 10 passengers/RS H within a 1-year trial and to grow afterwards or they are downgraded to demand-responsive routes or restructured. 	<p><u>Community Demand</u></p> <ul style="list-style-type: none"> Must reach 5 passengers / RSH within a 1-year trial and to grow afterwards or they are decommissioned 	<p><u>Express/BRT</u></p> <ul style="list-style-type: none"> Warranted in several major corridors where there are relatively high demands 	n/a	<ul style="list-style-type: none"> Develop a formal service warrant (e.g. "900 combined passengers/peak hour on a corridor" or "combined corridor frequency of every 5 minutes," etc.) for future BRT service The new service area should be greater than 600m from existing Main routes and/or greater than 400m from existing Local routes and must be adjacent to areas served by transit. If the area is located in a low-density and/or emerging development area, <i>alternative service delivery</i> (e.g. on-demand) is recommended to develop a ridership base and may replace Paratransit for some journeys. <i>Passenger Revenues and Costs</i> – when forecasting passenger ridership, revenues and operating costs, the demand and location of the development, socio-economic characteristics of the population, physical (geographic and road) constraints, accessibility, the pace and timing of development and transit dependency shall be taken into account. Forecast ridership and revenues must be sufficient such that the service will achieve a Revenue/Cost ratio of 25% within 12 months and 35% within 18 months
Design	Bus Stops	<ul style="list-style-type: none"> Every bus stop requires: <ul style="list-style-type: none"> An entry ramp (min. 25m of clear area) A parking space (min. 13m for a 40' bus with an attached bike rack or 18m for an articulated bus) An exit ramp (min 6m) Space requirements for different bus stops: <ul style="list-style-type: none"> Mid-block stops (min. 40m) Far-side stops (min. 25m) Near-side stops (min. 31m) 					n/a (door-to-door service)	<ul style="list-style-type: none"> Minimum bus stop spacing along any route should be 150m. There is no preference on bus stop location (i.e. near-side, far-side, and midblock) as it depends on the unique characteristics of the location. Walking distance is at odds with the service area standard, which implies no more than an 800m walk. Recommend to clarify. 800m is preferred as 2km is a very long walk for most people in any situation, even for

Theme	Indicator	Existing Conventional Service Guideline	Existing Paratransit Service Guideline	Comments & Recommendations
		<ul style="list-style-type: none"> Install a far-side stop whenever possible Stop should be spaced: <ul style="list-style-type: none"> Every 200-400m for Neighbourhood Bus Stops Every 400m for Primary (Arterial Streets) Bus Stops Every 800m for Express Bus Stops Stops should be located within 400 metres of 90 percent of the residents of Regina and within 2 kilometres of Express Transit service. Various exceptions exist; among these are: <ul style="list-style-type: none"> A bus stop should not be closer than 45 metres from the main door of a school. Where routes cross, stops should be located to facilitate transfers if possible. Stops should be located adjacent to transit generators (shopping centres, etc.) If possible, stops should be adjacent to parks, as it produces a smaller impact on the residential community and parks are a traffic generator in their own right. Where more than one bus could be expected to stop at one time, stops may have to be longer. Stops should be located to induce waiting passengers to stand on concrete instead of grass (i.e. a driveway). Bus stop signs should be located on a property line for minimum impact on lawns. <p>Bus stop signs should be located on light standards to reduce the number of signs, poles, etc. in front of houses.</p>		<p>more frequent service.</p> <ul style="list-style-type: none"> Include a hierarchy of stations/stops/transfer hubs and a definition of the different types. Develop bus stop design guidelines to articulate bus stop requirements and guide practitioners
Operation	Eligibility	n/a	<p>To qualify for Paratransit, someone must be restricted in one or more of the following:</p> <ul style="list-style-type: none"> Ability to walk or wheel to a bus stop Ability to identify landmarks, follow directions or navigate fixed route transit Is easily confused or disoriented Risk of falling Unable to board fixed route transit independently Tires easily <p>There are five types of registrations. People registering for Paratransit must meet the following eligibility criteria:</p> <ul style="list-style-type: none"> Permanent - A permanent registration is granted if a person required the continuous use of Paratransit and is a Regina resident. If Paratransit is not used in an 18 month period, the permanent registration will be deactivated and you will need to re-register. Temporary - A temporary registration is granted if the person is temporarily disabled (e.g. broken leg or hip replacement surgery) and unable to use fixed route transit for a limited time period. 	<ul style="list-style-type: none"> Update the eligibility and registration process to include a third party assessment by qualified medically trained staff Conduct reassessments at a time interval suitable for each registrant's situation at the time of the previous assessment <p>See Supplement 4 (Paratransit and Demand Responsive Recommendations).</p>

Theme	Indicator	Existing Conventional Service Guideline							Existing Paratransit Service Guideline	Comments & Recommendations		
	Hours of Service	Weekday	Peak			6-9 am, 3-6pm				<div>Temporary registrations can be extended if required.</div> <ul style="list-style-type: none">Winter - Winter registrations are for people who only require Paratransit in the winter and are issued from November 1 until March 31 of each year.Visitor - Paratransit is available for people visiting Regina. You must provide a city address as a pick-up location. Visitor registration does not expire and is valid every time you visit Regina.Conditional - A conditional registration allows people to travel on Paratransit on certain times of the day and under certain conditions. (e.g. after dark)	<div><ul style="list-style-type: none">Monday to Friday: 6 a.m. to 11:15 p.m.Saturday: 7 to 12 a.m.Sunday/Holidays: 8 a.m. to 7 p.m.</div>	<div><ul style="list-style-type: none">Extend hours of service and ensure all route types have the same hours for conventional serviceExtend conventional service to more than just Base routes on Sundays/HolidaysMatch Paratransit service hours to conventional service hours, including customer service call centre hoursReview service plan annually to adjust based on City and ridership growth.</div> <div>All transit services, including Paratransit, should have the following minimum hours of service:</div> <div>Monday – Friday 5:30am – 1:30am</div> <div>Saturdays 6:00am – 1:00am</div> <div>Sundays/Holidays 6:00am – 12:00am</div>
			Mid-Day			9am-3pm						
			Evening <i>(Base and Local routes ONLY)</i>			6-10pm						
			Late Evening <i>(Base and Local routes ONLY)</i>			10pm-midnight						
		Saturday	Daytime <i>(Base, Local, and Community routes ONLY)</i>			6am-10pm						
			Late Evening <i>(Base and Local routes ONLY)</i>			10pm-midnight						
		Sundays/Holidays <i>(Base routes ONLY)</i>			8am-7pm							
		Headway (Frequency of Service)			Base	Local	Community Fixed	Community Demand	Express			
	Weekday		Peak	15 min	30 min	30 min	30 min	30 min				
			Mid-Day	30 min	30 min	60 min	60 min	60 min				
			Evening	30 min	30 min	n/a	n/a	n/a				
			Late Evening	60 min	60 min	n/a	n/a	n/a				
	Saturday		Daytime	30 min	30 min	60 min	60 min	n/a				
			Late Evening	60 min	60 min	n/a	n/a	n/a				
	Sundays/ Holidays		60 min	n/a	n/a	n/a	n/a					

Theme	Indicator	Existing Conventional Service Guideline						Existing Paratransit Service Guideline	Comments & Recommendations
									Off-Peak Period Weekdays Main – 15 minutes Local – 30 minutes University – 20 minutes Early Mornings/Late Evenings Main – 30 minutes Local – 45 minutes University – 45 minutes Weekends and Holidays Main – 15 minutes Local – 30 minutes University – 30 minutes
	Trip Booking Window	n/a						<ul style="list-style-type: none">If a customer doesn't have a fixed appointment time (e.g. shopper), offer alternate times in the runs. If a customer does have a fixed appointment time, work start time, or program/event start time only offer a time to get them there that is within 90 minutes of the start of the appointment time.There is a 20 minute pick-up time frame (example: if your trip is for 9 a.m., Paratransit will arrive between 8:50.a.m. and 9:10 a.m.)A one-way ride may take up to 75 minutes to complete, depending on who else may be on the Paratransit bus at that time and where everyone is going.	See Supplement 4 (Paratransit and Demand Responsive Recommendations) .
	Transfers & Transfer Points	<u>Base</u> <ul style="list-style-type: none">Scheduled to meet at transfer points on a timed-transfer basisBase routes will not wait for connecting buses at transfer points if there are delays	<u>Local</u> <ul style="list-style-type: none">Schedules to meet other buses at designated transfer points on a timed-transfer basisThe timed transfer will be scheduled to achieve a transfer within a maximum of three minutes	<u>Community Fixed</u> <ul style="list-style-type: none">Scheduled to meet other buses at designated transfer points on a timed-transfer basisThe timed transfer will be scheduled to achieve a transfer within a maximum of three minutes	<u>Community Demand</u> <ul style="list-style-type: none">Transcabs or dial-a-bus will be scheduled to meet other buses at designated transfer points on a timed-transfer basis.The timed transfer will be scheduled to achieve a transfer within	<u>Express/BRT</u> <ul style="list-style-type: none">When express route buses supplement the base and local route buses in the main corridors, the will be scheduled so that there is spacing between express and base route	n/a	<ul style="list-style-type: none">Avoid the use of jargon and clarify terms like “double heading” in public-facing documentsDevelop a clear service hierarchy for transfers and resource allocationBuses at designated transfer points should wait no longer than 3 minutes for arriving buses.The designation of timed transfers should be limited to non-standard operations, such as school services.	

Theme	Indicator	Existing Conventional Service Guideline					Existing Paratransit Service Guideline	Comments & Recommendations
			waiting time between buses, 95% of the time	waiting time between buses, 95% of the time	a maximum of three minutes waiting time between buses, 95% of the time	buses of 15 minutes or better during peak periods at key transfer points. <ul style="list-style-type: none">• Double heading will not be permitted at the limited stop transfer points.		
	Accessibility	Does not exist					<ul style="list-style-type: none">• All dedicated Paratransit vehicles are 100% accessible• No accessible taxi bookings between 7:00 – 9:00 and 14:00 – 17:00 on weekdays from June to September unless there is an urgent same-day need.	<ul style="list-style-type: none">• Create a formal guideline for conventional service clarifying that Regina Transit aims to provide service with an accessible fleet 100% of the time
	Trip Denial/ Missed Trips	n/a					<p>Goals:</p> <ul style="list-style-type: none">• Accommodate 99% of trips by booked by 12pm the day prior to trip request (1% or less denial rate)• Have no RFD denials (Denied by Dispatch – advance trip that cannot be accommodated) <p>Denial Types:</p> <ul style="list-style-type: none">• Trips that are requested after 12pm for the next day and same day trip requests will be accommodated if possible but will not be considered a denial if they cannot be accommodated (RFS).• Trips that cannot be accommodated before 12pm the day prior to the trip request will be placed on a taxi run. If they cannot be accommodated, they will be counted as a denial (RFD).• (RFP) - Denied by Passenger - this is when we offer an acceptable trip booking time 90 minutes or less prior to their appointment start/end time, work start/end time etc. but the customer still refuses the trip.• A couple of times during the year we may have a “blizzard or snow day” where we do not book any same day trips for that day. In the event	See Supplement 4 (Paratransit and Demand Responsive Recommendations) .

Theme	Indicator	Existing Conventional Service Guideline							Existing Paratransit Service Guideline	Comments & Recommendations
									<p>that we modify our service to not accept bookings, the customer will be told that we are not accepting bookings due to the weather. These trip requests will be recorded as RFW denials.</p> <p>Additionally,</p> <ul style="list-style-type: none">Multiple requests for the same trip that cannot be accommodated will only be counted as one denial. A one way trip shall be counted as one denial and a two way trip as two denials.Subscription trip requests that cannot be accommodated will not be counted as a denial because they will be required to book these trips on an ongoing basis where the denials will be recorded on a per trip basis.	
	Max Vehicle Occupancy (% of Seating Capacity)			Base	Local	Community Fixed	Community Demand	Express/B RT	Occupancy is limited by number of seats and/or wheelchair positions on the bus.	<ul style="list-style-type: none">Clarify the sustained period of time (i.e. one week, one month, six months, etc.) the capacity must be exceeded for to warrant reduced headways-The maximum number of passengers per bus should not exceed 150% of the seating capacity of large buses and 125% of small buses.Maximum occupancy at low-demand times should be adjusted to 100%, with frequency dictated by the Headway policy.
		Weekday	Peak	150%	125%	100%	100%	100%		
			Mid-Day	100%	100%	100%	100%	100%		
			Evening	100%	100%	n/a	n/a	n/a		
			Late Evening	100%	100%	n/a	n/a	n/a		
		Saturday	Daytime	100%	100%	100%	100%	n/a		
			Late Evening	50%	100%	n/a	n/a	n/a		
	Sundays/ Holidays		50%	n/a		n/a	n/a			
	Service Reliability	<ul style="list-style-type: none">Guaranteed clock-face headways							Not specified	<p>Develop a formal service reliability performance metric for all service types:</p> <p>For conventional service:</p> <ul style="list-style-type: none">No bus should leave early from any time point.Buses should not leave more than 4 minutes late from the time point, 95% of the time.Remove clock-face guarantee <p>For Paratransit:</p> <ul style="list-style-type: none">Arrive based on a pick-up window of 15 minutes before to 15 minutes after scheduled pick up time, 90% of the time

Theme	Indicator	Existing Conventional Service Guideline							Existing Paratransit Service Guideline	Comments & Recommendations
	Service Utilization (Target Min. Passengers/ RSH)			Base	Local	Community Fixed	Community Demand	Express		<ul style="list-style-type: none">Updates are to align with the final recommendations of the Transit Master Plan
		Weekday	Peak	40	25	15	10	30		
			Mid-Day	25	20	10	5	20		
			Evening	15	15	n/a	n/a	n/a		
			Late Evening	15	10	n/a	n/a	n/a		
			Average Weekday	30	20	12	7	25		
		Saturday	Daytime	15	15	10	5	n/a		
			Late Evening	15	10	n/a	n/a	n/a		
		Sundays/ Holidays		15	n/a	n/a	n/a	n/a		

Supplement 3

Peer Review Report



DILLON
CONSULTING

REGINA TRANSIT

Transit Master Plan

Peer Systems Review

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1.0 Introduction

1.1 Purpose

The purpose of this document is to compare Regina Transit's current characteristics, service, and operations to similar transit systems across the country. The comparable system information in this document will be used to provide input into the update of Regina Transit's roles, vision, mission and goals. They will also feed into the preparation of various elements of the Transit Master Plan in future work and be included in the final Transit Master Plan document.

1.2 Report Structure

This report is divided into the following sections:

1. **Introduction** – overview of report purpose and structure of document;
2. **Identification of Comparison Communities** – list of peer review group communities and rationale for their inclusion;
3. **System Comparisons** – comparison of general statistics and information, including fares, number of employees, size of fleet, and ridership;
4. **Performance Comparison** – comparison of systems' performance, with a focus on finances, service, and productivity;
5. **Summary of Conventional Service Findings** – discussion of comparison results and conclusions drawn;
6. **Paratransit Comparisons** – comparison of general statistics and information, including fares, ridership, booking, and cancellations;
7. **Paratransit Service Eligibility** – comparison of eligibility criteria for registration as a paratransit rider;
8. **Summary of Paratransit Service Findings** – discussion of comparison results and conclusions drawn.

2.0 Identification of Comparison Communities

Every community is unique, with its own set of geography, topography, demographics, and culture. These differences affect how transit service is provided in a specific community.

In the context of this peer review, these differences can limit the comparison as they can create uncertainty about whether or not a best practice or approach in one community will actually work in another. The purpose of this task was not to identify identical transit systems that Regina could mimic entirely. Instead, the purpose is to identify appropriate communities to compare with Regina, obtain performance and other information in a number of areas from those communities, and assess whether or not these approaches may be relevant for Regina.

To identify an appropriate Peer Group for comparison, the 2019 Canadian Urban Transit Association (CUTA) Fact Book was reviewed for several transit systems. It groups Regina with twelve other communities in the 150,000 to 400,000 population range. These communities are quite different and diverse. Each of these communities was considered and it was determined that not all of the systems listed in the CUTA grouping were appropriate for comparison.

Through discussions with the Steering Committee, it was determined that it was important to have additional Prairie examples. Saskatoon is the only other Prairie city in Regina's population range, so Winnipeg was identified as a larger but still suitable comparison community. Combined with the appropriate communities from the CUTA population group, the following five communities were identified for comparison with Regina:

- **Saskatoon, Saskatchewan** - Served by Saskatoon Transit, Saskatoon has a population about 34,000 people greater than Regina's but it experiences substantially higher transit ridership than Regina. Similarities between the two cities include university student transit demand and suburban industrial transit needs. It should be noted that while Saskatoon is very similar to Regina, they are not identical. Saskatoon has a larger private sector base and a larger, more research-intensive university while Regina has a larger government and Crown corporation employment base and is home to the CFL's Saskatchewan Roughriders. There are significant insights to be learned from the comparison with Saskatoon.
- **Windsor, Ontario** - Windsor has many similarities to Regina in terms of population, strong transit demand from the student population, and suburban industrial needs. Windsor Transit has ridership one-third higher than Regina's and recently completed their own Transit Master Plan in 2020. Windsor is a good community to provide a solid baseline comparison for Regina.
- **Victoria, British Columbia** – Victoria is a Western Canadian city but with much milder winters than Regina. Its coastal island location results in a different city layout. Victoria is also a provincial capital with the University of Victoria being similar in size to the University of Regina.

Like most British Columbia cities, Victoria is served by BC Transit. Its population is two-thirds larger than Regina's with four times the transit ridership. Victoria is a good comparison city for what a city of Regina's size can aspire to in terms of transit ridership.

- **Guelph, Ontario** – Guelph is a university-focused city in Southwestern Ontario. Guelph Transit, which provides service to the city, has similar transit ridership to Regina, but only two-thirds of the population. This suggests that there may be useful lessons to learn from this community.
- **Winnipeg, Manitoba** – Winnipeg is a Prairie city with similar climate to Regina. Both cities are provincial capitals with significant government and Crown corporation employment as well as suburban universities. The primary difference is that Winnipeg is three times larger in population than Regina and Winnipeg Transit has eight times the ridership of Regina Transit. This is a significant gap and means that direct comparisons should be made with caution. However, Winnipeg does provide a good model for Regina to learn from as the city continues to grow.

3.0 System Comparisons

The following section summarizes general characteristics for each of the transit systems from the chosen peer review group. Note that all statistics are for 2019, the latest set of yearly data reported to CUTA for the CUTA 2019 Transit Fact Book.

3.1 General Statistics

Table 1 presents the system highlights for Regina Transit and its peer group systems.

Table 1: General System Information by Transit System

	Regina	Saskatoon	Windsor	Victoria	Guelph	Winnipeg
Municipal Population	238,132	272,500	227,555	402,271	151,984	763,900
Service Area Population	238,132	272,500	227,555	331,745	151,984	708,600
Service Area Size (km²)	182.4	276.0	146.9	261.3	87.0	256.3
Service Provided by	Municipal Department	Municipal Department	Municipal Transit System	BC Transit	Municipal Department	Municipal Department
Ridership (revenue passengers)	6,142,858 (reported) 11,028,870 (calculated) ¹	13,196,854	8,430,749	27,162,903	6,660,451	48,770,208
Total Operating Revenues	\$11,566,423	\$14,018,268	\$15,720,502	\$43,304,812	\$13,346,019	\$90,020,882
Total Direct Operating Expenses	\$31,799,064	\$40,333,488	\$32,321,870	\$107,452,819	\$28,937,252	\$163,891,123
Peak Period Buses	91	102	95	237	58	525

¹ See 3.1.1 Regina's Reported Ridership

As seen in the table, Winnipeg and Victoria have the largest service area populations and experience both a significantly larger annual ridership and ridership per capita than the other systems.

Unsurprisingly, Winnipeg Transit has both the largest operating expenses and operating revenues out of the peer group, with Victoria second largest for both. The transit systems in Saskatoon, Windsor, and Guelph all operate on a smaller scale with a rough correlation between service area population, ridership, operating revenues, and operating expenses.

3.1.1 Regina's Reported Ridership

Since 2012, Regina Transit's ridership statistics are counted directly by the electronic farebox system and are much more accurate than the previous methodology. The old methodology calculated ridership based on revenue and an assumption of how many rides each person with a transit pass was taking. Regina's ridership in 2011 was 7.7 million under the old methodology and 4.1 million for the same year under the new methodology, a reduction of 46.7%. While Regina's new ridership methodology resulted in a significant revision, other systems that have implemented electronic fareboxes have continued to use an estimation methodology and have not reported any significant change in ridership. This means that other systems' ridership may be inflated due to assumptions made in their ridership estimation methodologies, making direct comparisons difficult.

An example of this ridership calculation discrepancy is evident in Regina's fare revenue compared to Saskatoon's. While Saskatoon's reported ridership is 114% higher than Regina's, its fare revenue (primarily transit fares) is only 21% higher. If Regina's prior ridership estimation were used today the reported number would be approximately 11,028,870, or 16% less than Saskatoon's.

As a result of this discrepancy between the reported ridership of Regina and the other systems, where applicable, this report will include figures and analysis based on both the "reported" and "calculated" ridership.

3.2 Transit Network Structure

This section provides a general overview of the transit network structure of each of the peer group systems.

3.2.1 Regina

Regina Transit provides service in a radial transit system, with the majority of routes passing through or terminating in downtown Regina. Regina Transit provides service through 42 fixed routes and does not provide inter-regional service.

3.2.2 Saskatoon

Saskatoon Transit utilizes a radial transit system network. The vast majority of the 38 fixed routes offered by Saskatoon Transit terminate or travel through central Saskatoon. The system also does not offer any inter-regional services. The community is currently considering significant changes to its transit network in order to integrate with proposed Bus Rapid Transit services.

3.2.3 Windsor

Windsor has a radial transit system, with the majority of the routes either passing through downtown Windsor or connecting the downtown to other parts of the City. Transit Windsor offers service via 13 different routes. Transit Windsor also provides inter-regional service. The Tunnel bus service connects

downtown Detroit to downtown Windsor via the Windsor-Detroit Tunnel. Two bus routes also provide service to the Town of LaSalle, an adjacent suburban community southeast of Windsor.

3.2.4 Victoria

Victoria is more spread out and geographically constrained than the other systems due to its coastal location. Many routes converge downtown, but fewer than the other systems. Victoria has eight designated transit exchange locations outside of downtown where multiple routes converge and riders can transfer between routes. There are four regional routes that provide express service between downtown, the University of Victoria, and communities across Greater Victoria.

3.2.5 Guelph

Like most other peer group systems, Guelph also has a radial transit system, with the majority of the routes either passing through downtown Guelph or connecting the downtown to other parts of the City. Guelph Transit has 22 fixed bus routes and does not provide inter-regional service.

3.2.6 Winnipeg

Winnipeg Transit operates 87 routes with a radial network for the core routes. In addition, there are many neighbourhood feeder routes and suburban crosstown routes that travel between suburban destinations without going downtown. In April 2020, Winnipeg opened the Southwest Transitway, an 11-kilometre dedicated roadway that connects downtown with the University of Manitoba. The transit network in this area of city was redesigned to provide frequent 'BLUE' service on the Transitway with feeder routes connecting to BLUE at Transitway stations.

3.3 Employee Statistics

Table 2 summarizes the employment statistics of each system in the peer group.

Table 2: Employee Statistics by Transit System

	Regina		Saskatoon		Windsor		Victoria		Guelph		Winnipeg	
	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time
Operators	188		238		203		558		169		1,327	4
Other Transportation Operations	11		23		14	1	83	10	17		94	41
Vehicle Mechanics	21		21		20		49		14		80	
Other Vehicle Maintenance and Servicing	22		44		27		79	12	13		251	37
Plant and Other Maintenance	0		5	1	5		18		2		66	

	Regina		Saskatoon		Windsor		Victoria		Guelph		Winnipeg	
General and Administration	13	4	24	6	19	8	87	2	6		102	40
TOTAL	255	4	355	7	288	9	876	25	221	0	1,920	122

As shown in **Table 2**, the larger cities in the group (Victoria and Winnipeg) tend to have significantly more staff in their transit systems than the smaller cities. Regina Transit has low levels of staff in a number of categories compared to the similarly-sized peer systems (Saskatoon and Windsor). Notably less staff are employed in the Other Vehicle Maintenance and Servicing, Plant and Other Maintenance, and General and Administration categories. In general, overall employee statistics are roughly proportional to system size.

None of the cities in the group employ part-time operators except a tiny amount in Winnipeg. Overall, most employees are full-time, with part-time employees mostly in administration roles. The percentage of part-time employees ranges from none in Guelph to 6% in Winnipeg.

3.4 Fare Structure

Table 3 compares the fare structures of the peer group systems. Note that for consistency within this report, the fares reported below are those that have been reported for the 2019 CUTA Fact Book, except for Victoria. Therefore, the fares below may not reflect the actual fares in effect as of 2021.

Table 3: 2019 Fare Structures by Transit System

	Regina	Saskatoon	Windsor	Victoria ¹	Guelph	Winnipeg
<i>Adult</i>						
Category Description	18-64 years old	18-64 years old and Post-Secondary students	18-59 years old	19-64 years old	18-64 years old	17-64 years old
Adult Cash Fare	\$3.25	\$3.00	\$3.00	\$2.50	\$3.00	\$2.95
Adult Monthly Pass	\$88.00	\$83.00	\$95.70	\$85.00	\$80.00	\$100.10
<i>Child</i>						
Category Description	Under 5 years old	Kindergarten to Grade 8 (under 6 years old are free)	Under 5 years old	Under 6 years old; Under 13 years old with a pass-carrying rider	Under 5 years old	Under 6 years old ³
Child Cash Fare	\$0	\$2.25	\$0	\$0	\$0	\$0
Child Monthly Pass	\$0	\$50.00	\$0	-	\$0	\$0

	Regina	Saskatoon	Windsor	Victoria ¹	Guelph	Winnipeg
<i>Student</i>						
Category Description	Under 16 or attending High School	Grades 9 to 12 with valid Student ID	With valid Student ID, including Post-Secondary	6-18 years old	5-18 years old	6-16 years old ³ ; 17-21 years old with valid Student ID
Student Cash Fare	\$2.75	\$2.75	\$3.00	\$2.50	\$3.00	\$2.45
Student Monthly Pass	\$64.00	\$59.00	\$66.00	\$45.00	\$68.00	\$70.10
<i>Senior</i>						
Category Description	65+ years old	65+ years old	60+ years old	65+ years old	65+ years old	65+ years old
Senior Cash Fare	\$3.25	\$3.00	\$3.00	\$2.50	\$3.00	\$2.45
Senior Monthly Pass	\$30.00	\$29.00	\$48.40	\$45.00	\$68.00	\$50.05
<i>UPass</i>						
UPass System Implemented?	Yes	Yes	Yes	Yes	Yes	Yes
<i>Charter</i>						
Hourly 40' bus charter rate	\$150.00 ⁴	Not offered	\$115.00	Not offered	\$140.00	\$138.00

¹ Victoria Regional Transit System does not report its fares to CUTA. The fares listed in the table are the January 2021 fares stated on the system website.

² Victoria cash fare does not include transfers, which count as a separate second fare.

³ As of January 1, 2021, Winnipeg Transit allows children under 12 years old to ride free with a fare-paying rider.

⁴ Regina charges higher rates of \$180.00 or \$240.00 for peak, weekend, holiday and after hours charters.

Generally, as seen in **Table 3**, the peer group systems have roughly the same adult cash fare. Regina has the highest fare at \$3.25. Victoria has the lowest fare at \$2.50 but this does not include transfers, which count as a separate second fare. Regina, Saskatoon, and Winnipeg offer discounted cash fares for students, with only Winnipeg offering discounted cash fares for seniors. Windsor and Winnipeg have the most expensive monthly adult pass out of the six systems, with Regina falling in the middle of the pack. Regina and Saskatoon offer significantly cheaper senior monthly passes than the other systems.

None of the transit systems charge for children below the age of 5, with Saskatoon, Victoria, and Winnipeg extending the free fare to children under 6. Victoria and Winnipeg also allow children under 13 and 12, respectively, to ride free with a fare-paying rider.

Each of the above systems offers discounted passes for low-income residents and discounted transit passes to employees of participating employers. For veterans, Guelph and Windsor offer free passes.

Windsor is the only system to offer inter-regional travel with a fare of \$5.00 for service to Detroit, Michigan. Guelph has a \$0.60 co-fare for GO Transit riders.

Reflecting more competitive rates offered by private operators, it is common for municipal transit systems to not offer their vehicles for charter. While Saskatoon and Victoria do not offer charter rates, comparisons are possible between the other systems. In this regard, Regina's rate is above average. It should be noted that, in general across Canada, charters require a minimum booking duration of two hours and charters may be offered during off-peak periods only.

3.5 Fleet

Table 4 summarizes the peak and total numbers of buses for each transit system in the peer group. Note that these totals include conventional buses of varying size. Typical bus sizes that can be included in these totals are 30 foot, 40 foot, 60 foot articulated and double deck.

Table 4: Total and Peak Buses by Transit System

	Regina	Saskatoon	Windsor	Victoria	Guelph	Winnipeg
Total Buses	121	140	114	303	102	640
Peak Buses	91	102	95	237	58	525

Typically, as seen in the above table, the number of total and peak buses is directly correlated to population and service area size. As such, Winnipeg has the most buses on the road at any given time while Guelph has the fewest number of buses. Regina falls in line with the other cities on these metrics.

3.6 Operating Metrics

Table 5 compares the peer group systems by operating metrics: revenue vehicle kilometres and hours, and paid employee hours.

Table 5: Operating Metrics by Transit System

	Regina	Saskatoon	Windsor	Victoria	Guelph	Winnipeg
<i>Vehicle Kilometres</i>						
Revenue Vehicle Kilometres	5,340,033	6,897,950	5,213,203	17,034,700	4,670,483	27,310,040
Total Vehicle Kilometres	5,570,246	7,267,083	5,720,430	17,034,700	5,034,097	30,795,935
<i>Vehicle Hours</i>						
Revenue Vehicle Hours	279,271	363,050	283,556	847,864	203,334	1,442,386
Auxiliary Revenue Vehicle Hours	4,862	947	9,204	0	2,340	-
Total Vehicle Hours	302,058	382,478	309,504	847,864	244,348	1,579,377

	Regina	Saskatoon	Windsor	Victoria	Guelph	Winnipeg
<i>Paid Hours</i>						
Operators Paid Hours	430,780 ¹	563,930	458,260	1,159,730	464,097	2,046,188
Vehicle Mechanics Paid Hours	45,760 ¹	60,545	71,237	101,920	35,806	125,857
Total Employee Paid Hours	584,407 ¹	1,248,602	700,060	1,847,456	590,093	2,994,195

¹ The most recent paid hours reported to CUTA for Regina are for 2017. All other systems are 2019 figures.

As with most parameters, vehicle kilometres and vehicle hours are roughly proportional to system size. Employee paid hours vary more widely, with Saskatoon reporting significantly more hours than the other systems for the vehicle kilometres and vehicle hours provided.

Regina reports the fewest operator and total employee paid hours of any system. This is particularly notable since Regina operates almost the same amount of vehicle kilometres and vehicle hours as Windsor and significantly more vehicle kilometres and vehicle hours than Guelph, yet does so with fewer paid hours.

3.7 Passenger Data

Table 6 compares the passenger service by transit system peer group systems and CUTA fare categories.

Table 6: Passenger Data by Transit System

	Regina	Saskatoon	Windsor	Victoria ¹	Guelph	Winnipeg
Adult Passenger Trips	3,138,545	6,042,467	2,671,070	-	2,527,397	29,736,520
<i>Concession Fare Trips</i>						
Child Passenger Trips	763,978	290,848	77,339	-	549,196	6,024,610
Student Passenger Trips	1,885,012	16,922,612	4,945,586	-	3,083,298	9,415,759
Senior Passenger Trips	355,323	433,570	736,754	-	269,196	3,593,319
Total Concession Fare Trips	3,004,313	71,543,872²	5,759,679	-	4,133,056	19,033,688
<i>Regular vs. Auxiliary Service</i>						
Regular Service Ridership	6,142,858 (reported) 11,028,870 (calculated)	13,196,854	8,430,749	27,162,903	6,660,451	48,770,208
Auxiliary Service Passenger Trips	115,210	-	141	-	-	-

¹ Victoria does not provide a breakdown of passenger data to CUTA.

² Saskatoon includes only secondary students with valid high school IDs in the Student Passenger Trips category. Therefore, they report postsecondary students with UPasses as "Other" Concession fare trips which are included in the Total Concession Fare Trips category.

As seen in **Table 6**, Windsor and Guelph have more annual student passenger trips than regular adult fare trips. This results in each of these cities having a larger number of annual concession fare trips than regular adult fare trips. Saskatoon also experiences more concession fare than regular fare trips annually. However, Saskatoon does not consider the “Students” category to apply to both secondary and post-secondary students in the Passenger Data section like the other peer group systems do. Instead, Saskatoon reports UPass users as “Other” concession fares and does not break down the “Other” category.

Regina’s passengers are roughly balanced between regular adult fare trips and concession fare trips. This is unusual among the peer group except for Winnipeg. Regina has higher adult fare trips than Windsor and Guelph, reflecting their higher overall ridership (using the calculated ridership figure). The number of student trips in Regina has increased significantly since the introduction of the UPass, with the 2019 figure of 1,885,012 student trips representing a 40% increase over 2018.

3.8 Operating Expenses

Table 7 summarizes the annual operating expenses of each system in the peer group.

Table 7: Operating Expenses by Transit System

	Regina	Saskatoon	Windsor	Victoria	Guelph	Winnipeg
Transportation Operations Expenses	\$17,486,305	\$22,654,576	\$18,617,479	\$59,079,951	\$19,136,596	\$88,101,037
Fuel/Energy Expenses for Vehicles	\$3,261,352	\$4,397,839	\$3,175,581	\$9,990,576	\$2,484,615	\$18,524,187
Vehicle Maintenance Expenses	\$6,024,552	\$8,235,885	\$6,344,049	\$22,165,979	\$5,202,194	\$36,112,635
General, Administration & Plant Maintenance Expenses	\$5,026,855	\$5,045,188	\$4,184,761	\$16,216,312	\$2,113,847	\$21,153,264
Total Direct Operating Expenses¹	\$31,799,064	\$40,333,488	\$32,321,870	\$107,452,819	\$28,937,252	\$163,891,123
Debt Service Payment	-	\$85,577	-	-	-	\$5,053,807
Total Operating Expenses²	\$31,799,064	\$42,948,565	\$36,427,278	\$133,723,396	\$28,937,252	\$197,803,972

¹ Sum of all direct operating expenses, including operation, fuel/energy, maintenances, and general/administration expenses

² Sum of direct and auxiliary operating expenses (the latter of which is not reported in this table but includes Inter-city Charters, Cross-boundary Service to Adjacent Municipalities, Rental / Lease Charges, Debt Service Payments, etc.)

In general, the total expenses are correlated to system size and annual ridership. The breakdown of expense type is roughly equally proportional to the total expenses for most of the systems. Of the peer group systems, only Saskatoon and Winnipeg made debt service payments in 2019.

Regina’s expenses are almost as much as Windsor’s and more than Guelph’s which, considering their higher ridership (using the calculated ridership figure), indicates a lower cost per rider. Regina is on par with most peer systems in terms of General, Administration & Plant Maintenance expenses (excluding the much larger systems in Victoria and Winnipeg).

3.9 Operating Revenues and Other Funding Contributions

Table 8 compares the annual operating expenses and funding contributions among the peer systems.

Table 8: Operating Revenues and Other Funding Contributions by Transit System

	Regina	Saskatoon	Windsor	Victoria	Guelph	Winnipeg
<i>Revenues</i>						
Regular Service Passenger Revenues	\$10,126,963	\$13,013,771	\$15,276,475	\$42,625,520	\$12,900,192	\$86,452,245
Total Operating Revenues ¹	\$11,566,423	\$14,018,268	\$15,720,502	\$43,304,812	\$13,346,019	\$90,020,882
Total Revenues²	\$11,566,423	\$14,018,268	\$15,720,502	\$43,304,812	\$13,371,022	\$91,318,733
<i>Costs</i>						
Net Operating Cost ³	\$20,232,641	\$28,930,297	\$20,706,776	\$90,418,583	\$15,566,230	\$106,485,239
<i>Funding Contributions</i>						
Federal Operating Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Provincial Operating Contribution	\$0	\$785,044	\$3,382,946	\$32,831,008	\$0	\$38,915,011
Municipal Operating Contribution	\$28,378,792	\$28,146,653	\$13,780,666	\$31,838,159	\$15,555,739	\$67,570,228
Other Operating Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Federal Debt Contribution	\$0	\$0	\$0	\$0	\$0	\$0
Provincial Debt Contribution	\$0	\$0	\$0	\$8,162,564	\$0	\$0
Municipal Debt Contribution	\$0	\$0	\$0	\$17,586,849	\$0	\$0
TOTAL Contributions	\$28,378,792	\$28,931,697	\$17,163,612	\$90,418,580	\$15,555,739	\$106,485,239

¹ Sum of passenger and other operating revenues (the latter of which includes School Contracts, Local Charters, Advertising, Parking Lot Revenues, etc.)

² Sum of operating and non-operating revenues (the latter of which includes Passenger Revenues from Cross-boundary Services to Adjacent Municipalities, Other Revenues from Cross-boundary Services to Adjacent Municipalities, Inter-city Charters, Non-Transit Revenue, etc.)

³ Difference between Total Operating Expenses and Total Revenues

As expected, Victoria and Winnipeg's annual revenue and net operating costs are much higher than the others systems in the group. The other systems have roughly the same annual total revenues (despite differences in size and ridership), with Regina having the lowest revenues. Regina's costs are 30% higher than Guelph's and almost as much as Windsor's.

Regina receives the highest municipal operating contributions per capita. Victoria receives the highest total contributions per capita. None of the peer review systems receive federal funding.

4.0 Performance Comparison

The following section focuses on comparing the financial performance, service, and productivity of the systems in the peer group.

4.1 Financial Performance

Table 9 compares the financial performance of the transit systems in the peer group.

Table 9: Financial Performance Indicators by Transit System

	Regina	Saskatoon	Windsor	Victoria	Guelph	Winnipeg
<i>Financial</i>						
Cost Recovery – Total Operating Revenue/Total Direct Operating Expenses (R/C Ratio)	36%	35%	49%	40%	46%	55%
Municipal Operating Contribution/Capita	\$119.17	\$103.29	\$60.56	\$95.97	\$102.35	\$95.36
Net Direct Operating Cost/Regular Service Passenger	\$3.29 (reported) \$1.83 (calculated)	\$1.99	\$1.97	\$2.36	\$2.34	\$1.51
<i>Average Fare</i>						
Regular Service Passenger Revenue/Regular Service Passengers	\$1.65 (reported) \$0.92 (calculated)	\$0.99	\$1.81	\$1.57	\$1.94	\$1.77
<i>Cost Effectiveness</i>						
Total Direct Operating Expenses/Regular Service Passengers	\$5.18 (reported) \$2.88 (calculated)	\$3.06	\$3.83	\$3.96	\$4.34	\$3.36
<i>Cost Efficiency</i>						
Total Direct and Auxiliary Operating Expenses/Total Vehicle Hours	\$105.27	\$105.45	\$104.43	\$126.73	\$118.43	\$103.77

The financial performance comparison of the peer group shows that Winnipeg has the best cost recovery despite its average fare being in the middle of the peer group. Winnipeg has the lowest net direct operating cost per passenger and is also the most cost-efficient system. This financial performance is due in part to it being the largest system in the peer group. Among the remaining systems, Windsor performs best on all three of these measures.

When using the reported ridership number, Regina has the highest municipal operating contribution per capita. This is almost twice as much as Windsor, which has the lowest municipal contribution. Regina has

both the highest net direct operating cost per passenger and is the least cost-effective system, by a significant margin over the other peer group systems. This apparent poor financial performance per capita is a result of Regina having the lowest reported ridership per capita out of the peer systems.

However, it is important to recognize that the differences between Regina's ridership calculation and other systems (see **3.1.1 Regina's Reported Ridership**) has negatively impacted these figures. Using the calculated ridership number, Regina generally performs above average compared to its peers. Operating costs are lower than all other systems, except Winnipeg, indicating that Regina operates more efficiently and is able to cater to a high number of passengers with significantly constrained investment. It should also be noted that, using the calculated ridership figure, Regina's revenue per passenger is lower than all peer systems.

In addition to the financial performance information reported in the CUTA Fact Book and summarized in **Table 9**, an additional performance analysis can be undertaken on the breakdown of cost elements. This is provided in **Table 10**.

Table 10: Performance Analysis per Revenue Vehicle Hour Provided by Each Transit System

	Regina	Saskatoon	Windsor	Victoria	Guelph	Winnipeg
Transportation Operations Expenses/Revenue Vehicle Hour	\$62.61	\$62.40	\$65.66	\$69.68	\$94.11	\$61.08
Fuel/Energy Expenses for Vehicles/Revenue Vehicle Hour	\$11.68	\$12.11	\$11.20	\$11.78	\$12.22	\$12.84
Vehicle Maintenance Expenses/Revenue Vehicle Hour	\$21.57	\$22.69	\$22.37	\$26.14	\$25.58	\$25.04
Plant Maintenance Expenses/Revenue Vehicle Hour	\$1.40	\$3.19	\$5.62	\$3.92	\$5.47	\$5.81
General/Administration Expenses/Revenue Vehicle Hour	\$16.60	\$10.71	\$9.13	\$15.21	\$4.92	\$8.86
Total Direct Operating Expenses/Revenue Vehicle Hour	\$113.86	\$111.10	\$113.99	\$126.73	\$142.31	\$113.63

Based on the comparison shown in **Table 10**, Regina has total operating expenses per revenue vehicle hour right in line with Windsor and Winnipeg, with only Saskatoon coming in slightly lower. Regina has the lowest expenses for vehicle maintenance and plant maintenance among the peer group systems, but this is balanced out by having the highest expenses for general/administration. It is notable that Regina Transit is attributed a proportion of overall municipal administration expenses, increasing its costs relative to systems that report only the expenses directly incurred by the transit agency. Despite this, Regina's overall operating expenses are on par with most peer systems.

4.2 Service Performance

Table 11 compares the service utilized by passengers and provided by the transit systems in the peer group.

Table 11: Service Indicators by Transit System

	Regina	Saskatoon	Windsor	Victoria	Guelph	Winnipeg
<i>Service Utilization</i>						
Regular Service Passengers/Capita	25.8 (reported) 46.3 (calculated)	48.4	37.0	81.9	43.8	68.8
Regular Service Passengers/Revenue Vehicle Hour	22.0 (reported) 39.5 (calculated)	36.3	29.7	32.0	32.8	33.8
<i>Amount of Service</i>						
Regular Vehicle Hours/Capita	1.2	1.3	1.2	2.6	1.3	2.0
<i>Average Speed</i>						
Revenue Vehicle Kilometres/Revenue Vehicle Hours	19.12	19.00	18.39	20.09	22.97	18.93

The comparison in **Table 11** shows that Victoria and Winnipeg have the most regular service passengers per capita and provide the most regular vehicle hours per capita. However, Saskatoon services the most regular service passengers per revenue vehicle hour.

Using the reported ridership figure, Regina's service utilization is the lowest of the peer group, although the amount of service provided is in line with Saskatoon, Windsor, and Guelph. Regina's average operating speed is in the middle of the pack.

It is important to recognize that the differences between Regina's reported ridership and other systems (see **3.1.1 Regina's Reported Ridership**) has negatively impacted these figures. Using the calculated ridership figure results in Regina reporting the highest number of passengers per service hour. Again, this indicates that the system is performing very efficiently in carrying greater passenger numbers despite constrained operational resources. Further, using the calculated ridership produces a passengers per capita figure that is roughly average compared to peers. Notably, Victoria and Winnipeg see significantly more passengers per capita, in line with their significantly higher service hours per capita.

4.3 Productivity Performance

Table 12 compares the labour productivity of the transit systems in the peer group and the top wage rates paid to their employees.

Table 12: Service Indicators by Transit System

	Regina	Saskatoon	Windsor	Victoria	Guelph	Winnipeg
<i>Labour Productivity</i>						
Revenue and Auxiliary Revenue Vehicle Hours/Operator Paid Hours	0.64 ¹	0.65	0.64	0.73	0.44	0.70
<i>Top Wage Rates</i>						
Operators	\$27.73	\$27.84	\$30.01	\$30.36	\$30.31	\$28.29
Mechanics	\$39.12	\$36.30	\$34.44	\$37.35	\$35.57	\$35.25

¹ Regina's labour productivity was last reported to CUTA in 2017; all other systems are 2019 figures.

Victoria and Winnipeg experience the highest levels of labour productivity. Guelph experiences by far the lowest level of labour productivity in the peer group. Regina's labour productivity is right in line with that in Saskatoon and Windsor.

Windsor, Victoria, and Guelph offer the highest top wage rates to operators while Regina offers the highest top wage rates to mechanics. However, for both of those employee types, the top wage rates are not drastically different among the peer group systems.

5.0 Summary of Conventional Service Findings

This section summarizes the conclusions of the previous sections as they apply to Regina Transit conventional service specifically.

Overall, compared to its peers, Regina Transit is generally on par with the peer systems. The key differences relate to fares and level of service. A summary of Regina's performance against key peer attributes is below.

Below Peer Average:

- Does not extend free fare to older minors, as Victoria and Winnipeg do;
- More expensive cash fares in all categories;
- Vehicle hours (service) per capita;
- Employee numbers;
- Passenger revenue per passenger.

Similar to Peer Average:

- Predominantly radial network design;
- Number of peak and total buses;
- Adult and Student monthly passes;
- Labour productivity and wage rates;
- Average fare collected per rider;
- Part of a UPass agreement with local post-secondary institutions like the other systems;
- Direct operating expenses per provided revenue vehicle hour;
- Passengers per capita, using calculated ridership figure.

Above Peer Average:

- More annual *Adult* fare category trips than *Concession* fare category trips;
- Less expensive monthly *Senior* passes;
- Passengers per service hour, using calculated ridership figure;
- Lower operating cost per passenger, using calculated ridership figure.

6.0 Paratransit Comparisons

The following section summarizes general characteristics for each of the transit systems from the chosen peer review group. Note that all statistics are for 2019, the latest set of yearly data reported to CUTA for the CUTA 2019 Specialized Transit Fact Book.

6.1 General Statistics

Table 13 presents the system highlights for Regina Paratransit Service and its peer group paratransit systems in terms of population served, operators, hours of service, booking notice, and vehicles.

Table 13: General System Information by Paratransit System

	Regina	Saskatoon	Windsor ¹	Victoria	Guelph ¹	Winnipeg
<i>Population</i>						
Population Served	221,407	272,500	233,687	359,769	131,794	749,500
<i>Operators</i>						
Dedicated Service	Transit System; Private Contractor	Transit System	Private Non-Profit Organization	Private Contractor	Transit System	7 Private Contractors
Non-Dedicated Service	Taxi	Taxi	-	Taxi	Taxi	Contract to provide overflow trips
<i>Hours of Service</i>						
Weekdays (M-Th)	06:00 – 23:15	06:00 – 23:30	06:30 – 00:30	07:00 – 22:00	05:45 – 00:15	06:30 – 00:30
Fridays	06:00 – 23:15	06:00 – 23:30	06:30 – 00:30	07:00 – 00:00	05:45 – 00:15	06:30 – 00:30
Saturdays	07:00 – 00:00	08:00 – 23:30	08:00 – 00:30	08:00 – 00:00	05:45 – 00:15	07:00 – 00:30
Sundays	08:00 – 19:00	08:00 – 23:30	08:00 – 22:00	08:00 – 22:00	09:15 – 18:45	08:00 – 22:00
Holidays	08:00 – 19:00 ²	08:00 – 23:30	08:00 – 22:00	08:00 – 22:00	09:15 – 18:45	08:00 – 22:00 ³
<i>Booking Notice</i>						
Advance Booking	7 days	7 days	28 days	14 days	7 days	7 days
Minimum Notice	none	1 hour	2 hours	2 hours	3 hours	24 hours
<i>Vehicles</i>						
Vehicles	33 small buses	30 small buses	13 small buses	56 small buses	2 vans/ 10 small buses	35 cars/ 20 minivans/ 15 small buses
Average wheelchair capacity	6	6	5	3	3/5	0/1/2

	Regina	Saskatoon	Windsor ¹	Victoria	Guelph ¹	Winnipeg
Average ambulatory capacity	13	12	6	18	4/4	2/2/3

¹ The Accessibility for Ontarians with Disabilities Act requires that most aspects of paratransit systems, such as service hours and fares, in Ontario are consistent with their conventional transit counterparts.

² Regina Paratransit operates until 3:00am on New Year's Eve and 8:00am-10:00pm on Christmas Day.

³ New Year's Eve service extends to 01:30.

Regina Paratransit Service is roughly similar to the other peer group systems on the **Table 13** metrics. On weekdays, Regina begins service earlier than every city except Guelph and ends service earlier than every city except Victoria. Regina also provides shorter Sunday and holiday service than every city except Guelph. Regina's maximum advance booking period of 7 days is in line with most of the peer systems, with Victoria and Windsor allowing bookings 14 and 28 days in advance respectively. Regina provides the most flexibility to riders, as the only paratransit system with no minimum notice requirement.

6.2 Fare Structure

Table 14 compares the fare structures of the peer group paratransit systems. Not all fare categories apply to each system. Note that for consistency within this report, the fares reported below are those that have been reported for the CUTA 2019 Specialized Transit Fact Book. Therefore, the fares below may not reflect the actual fares in effect as of February 2021.

Table 14: 2019 Fare Structures by Paratransit System

	Regina	Saskatoon	Windsor	Victoria	Guelph	Winnipeg
<i>Adult</i>						
Category Description	18-64 years old	18-64 years old	One fare category	19-64 years old	18-64 years old	18-64 years old
Adult Cash Fare	\$3.25	\$3.00	\$3.00	\$2.50	\$3.00	\$2.95
Adult Monthly Pass	\$88.00	\$83.00	\$95.00	\$85.00	\$80.00	\$100.10
<i>Child</i>						
Category Description	Under 5 years old	Kindergarten to Grade 8 (under 6 years old are free)	One fare category	Under 6 years old with an adult	Under 6 years old	Under 6 years old with an adult
Child Cash Fare	\$0	\$2.25	\$3.00	\$0	\$0	\$0
Child Monthly Pass	-	\$50.00	\$95.00	-	-	-

	Regina	Saskatoon	Windsor	Victoria	Guelph	Winnipeg
<i>Student</i>						
Category Description	Under 16 or attending High School	Grades 9 to 12 with valid Student ID	One fare category	Enrolled in UPass program	-	-
Student Cash Fare	\$2.75	\$2.75	\$3.00	\$2.50	-	-
Student Monthly Pass	\$64.00	\$59.00	\$95.00	UPass rate dependant on institution	-	-
<i>Senior</i>						
Category Description	65+ years old	65+ years old	One fare category	65+ years old	65+ years old	65+ years old
Senior Cash Fare	\$3.25	\$3.00	\$3.00	\$2.50	\$3.00	\$2.50
Senior Monthly Pass	\$30.00	\$29.00	\$95.00	\$45.00	\$68.00	\$50.05
<i>Charter</i>						
Hourly Cost per Bus	\$75.46	Not offered	\$65.00	Not offered	-	\$108.00 ¹

¹ Discounted 40' bus rate for Seniors groups.

For Regina, as for most paratransit systems, the fare structure is identical to the fare structure for conventional transit service. Within the peer group, the primary differences from conventional transit are that Guelph and Winnipeg do not offer a Student rate for paratransit, and Windsor has a single fare category for paratransit, with no Child, Student, or Senior rates.

The Senior fare category is particularly important when looking at paratransit, as seniors typically represent a significant proportion of paratransit riders. Regina has the highest cash fare for seniors, but Regina and Saskatoon have the lowest monthly pass rates of the peer group by a significant margin.

6.3 Passenger Data

Table 15 compares the passenger service by paratransit system, broken down by active registrants, dedicated service ridership, and non-dedicated service ridership.

Table 15: Passenger Data by Paratransit System

	Regina	Saskatoon	Windsor	Victoria	Guelph	Winnipeg
<i>Active Registrants</i>						
Ambulatory	1,136	1,733	2,118	2,342	1,084	4,408
Non-Ambulatory	696	954	1,972	980	455	1,527
Total	1,832	2,687	4,090	3,322	1,539	5,935

	Regina	Saskatoon	Windsor	Victoria	Guelph	Winnipeg
Registrants per 100,000 people	827	986	1,750	923	1,168	792
<i>Dedicated Service Ridership</i>						
Ambulatory	121,028	87,390	31,990	193,727	36,110	243,710
Non-Ambulatory	70,929	48,098	20,404	74,023	15,342	129,883
Total	191,957	135,488	52,394	267,750	51,452	373,593
Attendants & Companions	11,774	8,573	3,728	28,347	2,767	55,095 ¹
<i>Non-Dedicated Service Ridership</i>						
Ambulatory	1,608	2,642	-	60,147	24	17,730
Non-Ambulatory	1,184	1,454	-	8,254	5	-
Total	2,792	4,096	-	68,401	29	17,730
Attendants & Companions	-	378	-	8,025	-	1,393 ¹

¹ Winnipeg did not report this data for 2019, 2018 data shown instead.

As seen in the table, all the peer group systems have similar numbers of registrants per capita, except Windsor, which has more than double the registrants of Regina and Winnipeg. Despite being on the low end of registrants per capita, Regina has much higher ridership than Saskatoon, Windsor, and Guelph. Only Victoria has higher ridership per capita than Regina.

One of the reasons that Regina has high paratransit ridership numbers is that it is the primary transportation service provider for many programs such as Adult Day Programs and Adult Learning and Employment programs. Unlike in other centres, Regina also provides some school transportation service. For example, in Saskatoon, there are different transportation service providers other than the City of Saskatoon that provides these services.

6.4 Trip Booking and Cancellation

Table 16 presents detail on the booking and cancellation of trips for Regina Paratransit Service and its peer group paratransit systems.

Table 16: Trip Booking and Cancellation by Paratransit System

	Regina	Saskatoon	Windsor	Victoria	Guelph ¹	Winnipeg
<i>Eligible Passenger Trips by Booking Type</i>						
Subscription/ Pre-Booked	126,587	49,413	23,420	161,284	22,060 ¹	50,568
Reservation	55,769	131,320	27,437	119,236	31,920 ¹	340,755
On-Demand/ Day-of	12,393	10,066	1,537	63,656	1,440 ¹	-

	Regina	Saskatoon	Windsor	Victoria	Guelph ¹	Winnipeg
Total Trips Requested	254,877	190,799	72,084	396,353	48,720 ¹	505,845
Trip Denial Rate	1.67%	6.4%	0.0%	2.1%	-	1.0%
<i>Trips Cancelled</i>						
Cancelled in Advance	45,508	23,824	14,406	87,909	4,569 ¹	105,341
Cancelled Late	8,638	12,008	4,536	7,664	944 ¹	-
No-Shows	5,982	1,660	713	2,693	739 ¹	10,356
Cancelled at Door	-	1,029	-	3,842	146 ¹	-
<i>Trips Cancelled by Percentage</i>						
Cancelled in Advance	17.9%	12.5%	20.0%	22.2%	9.4%	20.8%
Cancelled Late	3.4%	6.3%	6.3%	1.9%	1.9%	-
No-Shows	2.3%	0.9%	1.0%	0.7%	1.5%	2.0%
Cancelled at Door	-	0.5%	-	1.0%	0.3%	-

¹ Guelph did not report this data for 2019, 2018 data shown instead.

Regina reported the highest percentage of subscription/pre-booked trips of any peer group system, with a relatively small amount of individually reserved (“reservation”) trips. Saskatoon and Winnipeg are in the opposite situation, with the majority of their trips being individually reserved. Guelph reported the lowest percentage of trip cancellations, possibly because it has fewer trips booked per capita to begin with. Regina is in line with the other peer group systems on this metric.

Regina’s trip denial rate is roughly on par with the peer system average, although these rates vary significantly. It is important to note that, like conventional transit ridership reporting, trip cancellation rates can be calculated differently by different systems and this may impact reported trip denial rates.

6.5 Indicators

Table 17 compares key system indicators between Regina Paratransit and the peer systems.

Table 17: Key System Indicators by Paratransit System

	Regina	Saskatoon	Windsor	Victoria	Guelph	Winnipeg ¹
<i>Amount of Service</i>						
Revenue Vehicle Hours per Capita	0.31	0.2	0.1	0.34	0.16	-
Revenue Vehicle Hours per Registrant	37.72	20.2	5.48	37.2	13.48	-
Revenue Vehicle Hours per Trip	0.33	0.37	0.4	0.33	0.38	-
Revenue Vehicle Hours / Total Vehicle Hours	93%	92%	100%	100%	100%	-

	Regina	Saskatoon	Windsor	Victoria	Guelph	Winnipeg ¹
<i>Ridership Metrics (Dedicated Service)</i>						
Rides per Revenue Vehicle Hour	2.95	2.65	2.5	2.4	2.61	-
% Ambulatory Rides	59.40%	60.70%	57.00%	65.40%	66.60%	56.90%
% Non-Ambulatory Rides	34.80%	33.40%	36.40%	25.00%	28.30%	30.30%
% Attendant and Companion Rides	5.80%	6.00%	6.60%	9.60%	5.10%	12.90%
<i>Ridership Metrics (Non- Dedicated Service)</i>						
% Ambulatory Rides	57.60%	59.10%	-	78.70%	82.80%	92.70%
% Non-Ambulatory Rides	42.40%	32.50%	-	10.80%	17.20%	0.00%
% Attendant and Companion Rides	0.00%	8.40%	-	10.50%	0.00%	7.30%
<i>Ridership Metrics (Total Service)</i>						
Rides per Capita	0.93	0.55	0.24	1.04	0.41	0.6
% Ambulatory Rides	59.40%	60.60%	57.00%	68.10%	66.60%	58.40%
% Non-Ambulatory Rides	34.90%	33.40%	36.40%	22.10%	28.30%	29.00%
% Attendant and Companion Rides	5.70%	6.00%	6.60%	9.80%	5.10%	12.60%
<i>Financial Indicators</i>						
Revenue / Cost Ratio	13.20%	4.30%	15.60%	5.90%	1.30%	5.20%
Net Operating Cost / Capita	\$23.65	\$21.19	\$6.09	\$32.32	\$14.73	\$16.90
Net Operating Cost / Hour	\$70.35	\$98.13	\$63.49	\$94.07	\$93.58	-
<i>Registration Indicators</i>						
Trips / Registrant	112.7	55.3	13.7	112.1	35.2	75.5
Registrants / Capita	0.80%	1.00%	1.80%	0.90%	1.20%	0.80%
Registrants / Hour (Dedicated Service)	0.03	0.05	0.18	0.03	0.07	-

¹ Winnipeg does not report revenue vehicle hours, so the related indicators cannot be calculated.

As shown in **Table 17**, Regina and Victoria provide the highest amount of service both per capita and per registrant. Windsor and Guelph provide much less service than the Western Canadian systems. Regina and Saskatoon are the only paratransit systems to operate vehicle hours that are not classified as Revenue Vehicle Hours.

In terms of ridership metrics, the peer group systems are fairly similar in their breakdown of ambulatory, non-ambulatory, and attendant and companion ride categories. Victoria has the most rides per capita and the highest percentage of ambulatory riders. Windsor is lowest on both metrics. Winnipeg has the highest percentage of attendant and companion riders, over twice as many as Regina. Regina provides the most rides per revenue vehicle hour.

For financial indicators, Regina performs very well, with the second highest revenue / cost ratio and the second lowest net operating cost / hour, behind only Windsor on both metrics. Regina has a high revenue/cost ratio rate is primarily due to contracts and charter rates, which performed at cost recovery. Regina has the second highest net operating cost per capita behind Victoria, but this is largely due to the fact that these two cities provide much more service than the other peer group systems. Regina and Victoria provide the most trips per registrant, over eight times as many as Windsor does.

6.6 Productivity Performance

Table 18 compares the top wage rates of the transit systems in the peer group that are paid to their employees.

Table 18: Service Indicators by Transit System

	Regina	Saskatoon	Windsor	Victoria	Guelph	Winnipeg
<i>Top Wage Rates</i>						
Operators	\$24.01	\$27.84	\$22.50	\$30.36	\$30.31	\$28.29
Mechanics	\$38.84	\$38.30	\$34.44	\$37.35	\$35.57	\$35.25

Victoria, Guelph, and Winnipeg offer the highest top wage rates to operators while Regina offers the highest top wage rates to mechanics. However, for both of these employee types, the top wage rates are not drastically different among the peer group systems.

6.7 Paratransit Service Eligibility

Table 19 and **Table 20** below explore the eligibility criteria, assessment factors, application and booking processes for the peer paratransit systems. While each system may have their own eligibility, assessment, application and booking processes, it is notable that Ontario systems are required to follow criteria outlined in the Accessibility for Ontarians with Disabilities Act.

Table 19: Eligibility Criteria, Application and Booking of Paratransit System

Regina	Saskatoon	Windsor	Victoria	Guelph	Winnipeg
<i>Eligibility Criteria</i>					
Restricted in: <ul style="list-style-type: none"> • Walk to a bus stop • Wheel to a bus stop • Identify landmarks • Following directions • Navigate fixed route 	Restricted in: <ul style="list-style-type: none"> • Difficult or unable to use an accessible public transport • Based on guiding principles: 	Restricted in: <ul style="list-style-type: none"> • Difficult or unable to use an accessible public transport • Children up to 14 years old must be 	Restricted in: <ul style="list-style-type: none"> • Difficult or unable to use an accessible public transport • Unable to walk/roll three city blocks 	Meet at least 1: <ul style="list-style-type: none"> • Unable to walk 175 metres (at all times, winter only, temporarily) • Has 20/20 vision or less in both eyes • Legally blind or partial vision 	Meet at least 1: <ul style="list-style-type: none"> • Unable to walk 175 metres (at all times, winter only, temporarily) • Has 20/20 vision or less in both eyes

Regina	Saskatoon	Windsor	Victoria	Guelph	Winnipeg
<ul style="list-style-type: none"> • Easily confused or disorientated • Unable to board fixed route transit independently • Tires easily 	<ul style="list-style-type: none"> ○ Eligibility is not based on a particular disability and persons are approved on a case-by-case basis; ○ Eligibility is not based on income; ○ Eligibility is not based on the unavailability of accessible conventional transit in the area in which the person resides. 	<p>accompanied by an adult</p>	<ul style="list-style-type: none"> • More specific on the form 	<ul style="list-style-type: none"> • Unable to walk due to weather conditions • Visitors to Guelph can register for max 4 months • Note from physician • A letter from their current specialized transit system • A copy of their approved application from current transit service 	<ul style="list-style-type: none"> • Legally blind and cannot be corrected by contacts • Alzheimer's disease • Related dementia • For Dialysis treatment (to and from)
How to Apply					
<p>Application by mail, email or fax</p> <ul style="list-style-type: none"> • 5 types of registrations (permanent, temporary, winter, visitor, conditional)¹ • Signed by qualified health care worker • In person assessment with Eligibility Committee for applicants with questions about their eligibility 	<p>Request application by phone, complete application online, or can be sent by mail, email or faxed.</p> <ul style="list-style-type: none"> • Signed by qualified health care worker 	<p>Online application</p> <ul style="list-style-type: none"> • 5 types of registrations (permanent, temporary, winter, visitor, conditional) • Signed by qualified health care worker 	<p>Online, or application can be sent by mail, email or fax</p> <ul style="list-style-type: none"> • Signed by qualified health care worker 	<p>Submit through mail, email, or fax, or complete online</p> <ul style="list-style-type: none"> • Signed by qualified health care worker 	<p>Call to request application, pick up from the office, or submit by mail, fax, or office drop-off</p> <ul style="list-style-type: none"> • Have to attend individualized assessment • Signed by qualified health care worker
How to book					
<p>Online via email, or call paratransit service</p>	<p>Online or by phone</p>	<p>Phone call</p> <ul style="list-style-type: none"> • Same day booking or cancellation 	<p>Phone, online or through the app (IOS or Android)</p>	<p>Online or by phone</p> <ul style="list-style-type: none"> • Option for subscription trips available 	<ul style="list-style-type: none"> • Requests can be made up to 7 days in advance and

Regina	Saskatoon	Windsor	Victoria	Guelph	Winnipeg
<ul style="list-style-type: none"> • One trip per call when lines are busy 	<ul style="list-style-type: none"> • Booked seven days in advance • Four one way trips can be booked in one day • Prefer trips to be cancelled 24 advance or whenever possible 	<ul style="list-style-type: none"> require 2 hour notice • Bookings can be made 3 weeks in advance 	<ul style="list-style-type: none"> • Bookings and cancellations can be made on demand or in advance • Can book up to 7 days to 3 hours in advance 	(same location & time) <ul style="list-style-type: none"> • Can be booked 14 days in advance • Four one way trips can be booked in one day • Trips must be cancelled at least 2 hours prior 	<ul style="list-style-type: none"> until 11am on the day prior to travel

¹As of 2020, Regina only has four registrant types: conditional, unconditional, temporary and visitor

Table 20: Assessment Factors in Paratransit Application Form

	Regina	Saskatoon	Windsor	Victoria	Guelph ¹	Winnipeg
Description of mobility aid <ul style="list-style-type: none"> • Cane • Leg brace • Wheelchair • Service Animal • Respirator • Ventilator • Crutches • Prosthesis • Walker • Scooter • Broda Chair 	✓	✓	✓	✓	✓	✓
Limitation is English					✓	
Communication Impairment				✓	✓	
Description of how rider is travelling at the moment <ul style="list-style-type: none"> • Taxi • Family/friends • Own car • Regular public transit bus • Volunteer or staff • Other? 	✓	✓		✓	✓	

	Regina	Saskatoon	Windsor	Victoria	Guelph ¹	Winnipeg
Does the rider require assistant to/from regular transit						
<ul style="list-style-type: none"> • Receive travel training • Path is free of ice/snow • Travel less than an average city block 	✓	✓	✓	✓	✓	✓
Reason for applying	✓					
Description of why rider is unable to use regular transit	✓		✓	✓	✓	
Conditions permanent or temporary	✓	✓	✓	✓	✓	
How many blocks can the rider walk						
<ul style="list-style-type: none"> • Is the distance affected by weather or time of day 	✓	✓	✓			✓
Can the rider recognize landmarks	✓	✓		✓		
Can the rider go up or down steps without help						
<ul style="list-style-type: none"> • How many steps in a row 	✓	✓	✓			
Pick up location and accessibility (can the vehicle access pick up location)				✓		✓
Stand for 15 minutes				✓		
Walk/roll 3 city blocks				✓		
Handle fare, bus pass and transfers		✓				
Can be left alone at home/destination	✓		✓			
Registered with another paratransit	✓					
Alzheimer's/Dementia						✓
Vision impairment or legally blind						✓
Sit or rise without assistance		✓				

7.0 Summary of Paratransit Service Findings

This section summarizes the conclusions of the previous sections as they apply to the Regina Paratransit Service specifically.

Overall, compared to its peers, the Regina Paratransit Service compares favourably to the peer systems. A summary of Regina's performance against key peer attributes is below.

Below Peer Average:

- Fewer booking options than some peers;
- Earlier end of service;
- More expensive cash fares in all categories; and
- Sunday and Holiday hours.

Similar to Peer Average:

- Overall length of service provided;
- Number and type of vehicles in service;
- Number of active registrants;
- Breakdown of ambulatory, non-ambulatory, and attendant and companion ride categories; and
- Percentage of trips cancelled.

Above Peer Average:

- Earlier start of service;
- Provides most flexibility to riders - only system with no minimum notice for booking;
- Less expensive monthly *Senior* passes;
- Highest percentage of subscription/pre-booked trips;
- Provides more service hours per capita and per registrant;
- Provides the most rides per revenue vehicle hour;
- Higher revenue / cost ratio;
- Lower net operating cost per hour; and
- Comprehensive eligibility criteria and nuanced registrant categories.

Supplement 4

Paratransit and Demand Responsive Recommendations



REGINA TRANSIT

Transit Master Plan

Paratransit and On Demand Recommendations

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1.0 Introduction

1.1 Purpose

The purpose of this document is to outline the recommendations for Regina Transit Paratransit as part of the **25-Year Regina Transit Master Plan**.

1.2 Report Structure

This report is divided into the following sections:

1. **Introduction** – overview of report purpose and structure of the document.
2. **Recommendations** – description and rationale for all Paratransit transit service recommendations to be implemented as part of the Regina Transit Master Plan within the following categories:
 - a. Eligibility and Registration
 - b. Service Delivery Model
 - c. Service Hours and Technology
 - d. Communications
 - e. Policy and Procedures
3. **Financial Plan** – a description of the financial impact of implementing the proposed changes.

1.3 Background

Regina Paratransit provides specialized transit service to individuals who have barriers to accessing the conventional fixed-route service for some or all trips. Potential registrants apply for the service and if approved, receive unconditional, conditional, or temporary eligibility depending on their assessment. Paratransit trips are demand-responsive, requiring individuals to book trips in advance. Bookings can be made up to seven days in advance and can be requested up until the trip is required. Same-day bookings are accommodated when possible. Regina Transit owns the Paratransit vehicles and is responsible for booking and customer service while operations and maintenance are contracted to a third-party contractor called First Transit.

As of 2019, Paratransit had 2,470 total registrants, 59 per cent of which were ambulatory. The service provided a total of 194,749 passenger trips within the year, excluding attendants who ride without charge.

A peer review was conducted with the following specialized transit service providers: Saskatoon, Windsor, Victoria, Guelph, and Winnipeg. The peer review report is documented in **Supplement 3** of the **Regina Transit Master Plan**. In comparison to the peer systems, Regina's Paratransit provides similar hours of service on weekdays, number and type of vehicles, and breakdown of registrant types. Regina's

performance is above the peer average in service hours per capita and per registrant, rides per revenue vehicle hour, revenue/cost ratio, and net operating cost per hour. Regina also had one of the lowest rates of registrants per capita of the group. Areas in which Regina performed below the peer average include number and types of booking options, end of service time, Sunday and Holiday service hours, and cash fare price. While other cities have systems that are designed for each of their unique needs, the analysis illustrates several areas that could be improved and addressed within the Regina Transit Master Plan.

A foundational pillar of the recommendations for Paratransit and accessible conventional service in the **Regina Transit Master Plan** is feedback from the community, including current registrants and stakeholders who work with passengers who use the service. Based on Round 1 of Engagement (more information available in **Supplement 1**) the following themes were identified as the highest priority for Paratransit passengers:

Table 1: Key Themes from Public Engagement

Key Themes	Description	Response
Assistance Improvements	<ul style="list-style-type: none"> Current booking system is challenging and not-user friendly 	<ul style="list-style-type: none"> Addressed in Section 2.4.2
Transit Infrastructure	<ul style="list-style-type: none"> Lack of sidewalks connecting to stops Congestion on 11th Ave Desire for benches at stops 	<ul style="list-style-type: none"> Addressed in Regina Transit Master Plan Sections 4.1.6, 4.3.2, and 4.3.3
Equity	<ul style="list-style-type: none"> More emphasis on variety of accessibility needs (i.e. visual impairment) 	<ul style="list-style-type: none"> Addressed in Section 2.2.1 and 2.6.2
Frequency/ Routing	<ul style="list-style-type: none"> Long waits for trip bookings Lack of flexibility Desired earlier start times on holidays and weekends and later end times on Sunday 	<ul style="list-style-type: none"> Addressed in Section 2.4.1 and 2.4.2
Snow/Ice	<ul style="list-style-type: none"> Snow piles near stops reduce maneuverability 	<ul style="list-style-type: none"> Addressed in Regina Transit Master Plan Section 4.4.1

2.0

Paratransit Recommendations

The recommendations related to Regina Paratransit fall into six categories:

1. Branding
2. Eligibility and Registration
3. Service Delivery Model
4. Service Hours and Technology
5. Communications
6. Policies and Procedures

Each recommendation includes a description, relevant context, and justification through analysis of Regina Transit's existing operations or best practices from peer transit agencies.

2.1

Branding

2.1.1

Recommendation 1: Rename "Paratransit"

Regina Transit is shifting towards a brand wherein all services are housed under the overall Regina Transit umbrella. The Paratransit sub-brand singles out the specialized transit service and may carry negative connotations of the prefix "para".

It is recommended that the Paratransit sub-brand be retired and replaced with a different identifier for the service. This identifier should not be a standalone brand, and should emphasize the type of service provided as opposed to the type of passenger who uses it. The change should also reflect the amalgamation of Paratransit and On Demand services (**Recommendation 5**) and the variety of trips available for registered Paratransit passengers. For example, a registered Paratransit passenger could book a trip using the same scheduling software as On Demand service, receive a pick-up at their door, and share a vehicle with an On Demand passenger who was picked up at a designated On Demand stop. Alternatively, a Paratransit trip could see a passenger picked up by a demand-responsive vehicle at their door and transferred to a conventional fixed route service which drops them off at the door of their destination. In this way, a wide variety of trips can exist within the demand-responsive umbrella without singling out passengers who require accessible service.

Regina Transit should undertake the process of selecting a new identifier within the first year of the approval of the Transit Master Plan.

2.2 Eligibility and Registration

2.2.1 Recommendation 2: Change Eligibility Process to Include Third-Party Assessments and Individualized Reassessment Schedules

The current process for Regina Paratransit involves a passenger submitting an application form that has been filled out by the passenger as well as a health care professional. It outlines the passenger's barrier(s) to mobility and the health care professional's assessment of whether the applicant can access conventional transit. Where an individual's eligibility is not clear, an in-person assessment is performed by a committee of three individuals, including a volunteer Occupational Therapist, paratransit passenger and the Manager of Paratransit and Revenue Services.

Many transit agencies use external third parties to evaluate paratransit applications and make an eligibility determination. Depending on the needs of the system, this process can be contracted to a qualified company or an individual. Best practice indicates that assessment decisions should be made by health care professionals who can effectively evaluate an individual's capacity to use transit based on their abilities. Contracting this service to an external assessor provides an additional level of objectivity to the evaluation process and avoids the appearance of a conflict of interest.

Recommendation 2a: Hire Third-Party Review Agency

It is recommended that Regina Paratransit contract out its assessment process to a third-party review agency with compensation based on the number of applications reviewed. The reviewer must be a health care provider, such as an Occupational Therapist, Nurse or Physical Therapist, and include in-person assessments as warranted.

Regina Paratransit would continue to be responsible for reviewing applications for completeness and approve applicants without further assessment in cases where the applicant would be unconditionally eligible for Paratransit service based on key characteristics (e.g. applicants who reside in a long-term care facility or require assistance when travelling that would prevent them from using an accessible conventional vehicle for any part of their trip). These criteria should be clearly identified by Regina Transit and provided to staff conducting the initial review.

All other applications would be forwarded to the third-party review agency, where the assessor would determine whether an in-person assessment is required. In-person assessments are typically completed to determine whether an applicant would receive unconditional or conditional eligibility if they are able to use an accessible conventional bus for some of their trips. To reduce inconvenience for applicants, in-person assessments should only take place where there is insufficient information to make a decision based on the application form alone.

The assessment should also determine whether the applicant can travel alone, must travel with an attendant or be met by an attendant at their destination, or is able to use taxi services. This

recommendation would add an initial cost to the City of Regina, but would also reduce operating costs. The third-party review process is expected to reduce the number of applications with 'unconditional eligibility' status approved, and increase the number of applications with 'conditional eligibility' status. Conditional eligibility would be granted to individuals that can use conventional transit for some or part of their trips, and is anticipated to see a reduction in trips on Paratransit services. This will free up resources to accommodate more trips and provide more mobility options for customers, including an increased use of the accessible fixed-route service for certain passengers based on ability. Assumptions on costs and savings are noted in **Section** Error! Reference source not found..

Recommendation 2b: Update Paratransit Service Application Form

To facilitate the updated assessment process, minor changes to the existing application form are recommended. Specifically, Part B of the form would be filled out by all applicants rather than just a select few.

Recommendation 2c: Provide Online Paratransit Service Application Form

Regina Transit currently provides several options for applicants to submit their completed application forms. These include:

- in-person;
- mail;
- fax; and
- email.

Providing multiple submission options improves the customer experience of the application process by allowing applicants to choose the method that is most convenient for them, including options that do not require a physical submission. To further facilitate user-friendly application choices, a form that can be directly filled out and submitted online should be developed and available on the Regina Transit website. This form should be available in addition to the existing submission options listed above.

Recommendation 2d: Change Reassessment Process

Reassessments currently occur every five years for all passengers regardless of the type of eligibility. The purpose is to assess whether a registrant's abilities have changed or the accessibility of the conventional transit service or physical environment has changed, resulting in a potential change in type of eligibility, ability to use taxi service, or need for an attendant. Using a single reassessment period for all passengers is not recommended as it can result in registrants who are not receiving the right level of service based on their needs.

It is recommended that:

1. The frequency of reassessment be evaluated by the external third-party assessor at the time of the initial assessment. This time should not exceed five years. This would allow for a more

- personalized and efficient reassessment process, wherein passengers whose barriers to mobility are less likely to change would be reassessed less often. Alternatively, those whose barriers to mobility are less limiting and may change (or can be met with improvements to accessibility) can be reassessed more frequently. The assessor will make this decision at the time of the initial review of the application based on each passenger's specific conditions and needs, as well as an understanding of the accessibility improvements to transit and the physical environment. The reassessment process should entail a complete reapplication for some individuals and a simple update process for others.
2. Consistent criteria is developed to make decisions regarding the reassessment period for each registered Paratransit passenger. While the details of this criteria should be developed by the assessor in conjunction with Regina Transit, the following factors should be considered:
 - whether the assessor determines that the applicant's condition will change over time; and
 - whether the assessor determines that the applicant could use conventional transit where routes and stops are made more accessible.
 3. A formal policy should be established that would trigger the need for an unplanned reassessment. For example, if a family member, operator or customer service agent notices a registrant's deteriorating condition that may change their eligibility. The policy should provide clear guidance for all parties involved, including the preferred processes for family members or staff to communicate the observations and who would determine the need for a reassessment.
 4. Where an update and not a full reapplication is required, the reassessment should be conducted by Regina Transit over the phone, where the information on the application form is reviewed by the registrant and staff member for changes. If there is any further information required or changes in required service level are identified, the passenger is referred to the third-party assessor, which may include an in-person component if required. If no significant changes are identified, the reassessment call provides an opportunity to update personal information and check in with passengers.

2.2.2 Recommendation 3: Expand Travel Training Program

Travel Training can provide the necessary education and support for Paratransit passengers to safely and comfortably use Main and Local transit services. Using these services offers passengers more options and flexibility than can be provided by the Paratransit system alone. As well, Travel Training can support non-specialized passengers who otherwise would be less likely to access transit independently, thus increasing transit ridership overall. This includes supporting seniors, newcomers and students who may benefit from training on how to use transit.

Currently there is a successful Travel Training program in place that supports Paratransit passengers to independently use conventional transit. The expansion of this program would allow those individuals

who are able to use Main or Local services for a portion of their trip. This would provide passengers with more trip options, particularly on short notice. This would also reduce the time required per trip, resulting in more Paratransit service being made available to passengers who need it most.

Recommendation 3a: Expand Travel Training to Other Passengers

It is recommended that the Travel Training program be expanded to provide the service to both persons who are eligible for Paratransit trips and those who are not. Additional funds should be budgeted to support this expansion.

Recommendation 3b: Tie Travel Training to Application Process

It is recommended that Travel Training be offered to all customers who may benefit from it as part of the registration and reassessment process regardless of eligibility assessment. The assessor working with the third-party review agency should also have the ability to make Travel Training a requirement of eligibility, should the reviewer determine that the applicant could be able to use an accessible conventional service for all trips, certain trips, part of a trip or during certain times with the support of Travel Training. For example, a passenger who is unable to access a bus stop but who could take Paratransit service to the bus stop and then transfer to a conventional bus for the remainder of their trip would fit this criterion. This is referred to as an integrated trip.

While the purpose of Travel Training is to present passengers that are able with options, it is also recommended that the results of the Travel Training program be tied to eligibility (e.g. a passenger that successfully completes Travel Training for an integrated trip may not be given a full Paratransit trip if they are able to make an integrated trip).

The third-party assessor would determine whether a person has successfully benefited from Travel Training, or whether a person can only use conventional transit (even after Travel Training) during certain circumstances. The person's file on the applicable scheduling platform would need to be coded to afford the call takers as much information as is needed to allow them to use their discretion when booking trips for a passenger. This would allow customer booking agents to identify trips that include the use of an accessible conventional transit service for all or part of their trip when booking with the passenger.

It is recommended that the entity responsible for third-party assessments must be fully separate from the Travel Training provider to ensure the avoidance of a conflict of interest. The current partnership with Creative Options Regina (COR) has been highly successful and should be maintained and expanded to support a larger number of participants. To reach a more diverse population, such as new Canadians and seniors, additional partnerships should be developed with other community organizations, such as the Regina Open Door Society. A similar model to the contract with COR can be used, wherein Regina Transit provides a flat annual fee to the selected organization(s), which will be responsible for providing all training services.

It is recommended that the duties associated with managing the Travel Training program should fall under the responsibility of the Manager, Paratransit and Revenue Services and an additional middle manager staff person, as described in **Recommendation 24 (Section 2.7.1)**. Further information about staffing recommendations can be found in **Supplement 6 (Organizational Review)** of the **Regina Transit Master Plan**.

2.2.3 Recommendation 4: Enhance the Appeal Process

Currently, applicants may appeal their eligibility decision to the Accessibility Advisory Committee (AAC). The Committee reviews the decision and has the power to confirm or amend it. It is recommended that this process be maintained as it functions effectively and provides an arms-length process to address appeals. As per **Recommendation 23 (Section 2.6.5)**, the reinstatement of a minimum of two registered Paratransit customers on the AAC is recommended to ensure decisions regarding appeals are heard by a representative body.

Appeals should be heard on matters that relate to:

- **Eligibility** – denial of service, based on review of applicant’s information;
- **Assessment** – denial of service, or restricting of service (i.e., conditional) based on in person assessment/interview; and
- **Travel Training** – dispute relating to the trainer’s findings.

It is essential for the committee to recognize the importance of the new third-party assessment process, and the value added by having health care practitioners conducting assessments. An error in fact or process, or additional new information for example, would be grounds for reconsideration.

2.3 Service Delivery Model

2.3.1 Recommendation 5: Combine On Demand and Paratransit Services as One Demand-Responsive Operation

It is recommended that Regina Transit work towards developing a shared demand-responsive operation that would cover both Paratransit and On Demand service. This would allow for the sharing of resources (drivers and vehicles) to operate both services, increasing efficiency. The integration of these services is increasingly common among transit systems.

This would require the implementation of new software that could accommodate both services as described in **Recommendation 11 (Section 2.4.2)**. Operationally, this system would facilitate a single “demand-responsive” pool of drivers and vehicles operating both Paratransit and On Demand transit. Trip booking would also occur using the same mobile application and customer call centre, allowing customers to identify whether they are a registered Paratransit customer.

For all demand-responsive passengers, the software should be set up to allow customers to select their required drop-off time when booking a trip instead of the current practice of focusing on their preferred pick-up time. This provides the customer with greater certainty of getting to work/school or appointments on-time, as well as meeting connections between demand-responsive and fixed-route services. Drop offs that are not time sensitive (i.e. shopping) can continue to use the pick-up time as the focus for bookings, either through an option provided in the On Demand software or through Call Centre staff.

2.3.1 Recommendation 6: Maintain Contracted Operating Model

No concerns were identified regarding the operating model of Paratransit. Operations of the service and maintenance of vehicles is contracted to a private contractor, while the City of Regina continues to be responsible for setting direction, policies and procedures, reviewing applications forms, booking and scheduling trips and addressing customer inquiries. This is a typical arrangement with other paratransit systems and there was nothing of concern that would indicate the need to change from a contracted arrangement to an in-house operation. The following areas were reviewed when coming to this conclusion:

Industry Practice

Contracting out services to private sector operators is a typical practice in the transit industry. Of the five peer systems reviewed, three are contracted to either a private operator (Winnipeg and Victoria) or a non-profit organization (Windsor).

Operating Costs

One of the benefits of contracted operations can be lower operating costs. This is typically achieved through the process of competition for the contract. This includes both variable costs (i.e. driver costs, vehicle maintenance, etc.) and fixed plant costs (i.e. maintenance and operations of the garage). With more flexibility in how the service is operated, private contractors can typically reduce the amount of unproductive time and thus operate more efficiently. Generally, many private transit operators have use of existing storage and maintenance facilities for other operators (e.g. school bus), which can reduce overall costs.

Table 2 provides a cost comparison of five paratransit peer systems. This illustrates that Regina's per-hour cost is the second lowest among its peers.

Table 2: Peer System Operating Model and Hourly Cost

	Regina	Saskatoon	Windsor	Victoria	Guelph	Winnipeg
Service Type	Contracted	Internal	Non-Profit	Contracted	Internal	Contracted
Hourly Cost	\$68.97	\$73.70	\$62.27	\$83.88	\$92.52	N/A

Existing Paratransit operating costs in Regina are also lower than conventional services. **Table 3** below presents the hourly operating costs of Paratransit services and conventional transit services in Regina, excluding administration costs (which represent City staff for both) and fuel (due to the larger vehicle size on conventional transit). As noted below, operating costs for the contracted Paratransit service are 52% less expensive than conventional services. Bringing this service in-house would likely increase operating costs.

Table 3: Comparison of Operating Costs for Paratransit and Conventional Services

	Operations (cost)	Service Hours	Cost per Hour
Paratransit	\$3,887,346	74,439	\$52.22
Conventional	\$23,903,057	302,058	\$79.13

*Note: does not include fuel or administrative costs

**Source: 2019 CUTA Transit Fact Book (specialized and conventional)

Flexibility

There is typically more flexibility in a contracted model to make changes to services to respond to demand. This is particularly important for paratransit services, where there are no fixed routes or schedules and demand can fluctuate daily. This would allow Regina staff to be more responsive to the changing needs of customers and respond accordingly.

Administration

Bringing the service in house would require a higher degree of oversight, which would further increase administrative costs to the City. This includes an increased role for management, human resources, payroll and IT. The municipality would also be responsible for retaining drivers, maintenance staff and a facility to store and maintain vehicles.

Based on the analysis conducted, the existing contracted operating model is appropriate for Regina Paratransit and should be maintained. It is important to note that this is based largely on a continued cost-effective contractual arrangement with a service provider on a go forward basis.

2.3.2

Recommendation 7: Shorten Maximum Booking Window

In the short-term, Paratransit should maintain the existing seven-day maximum booking window. As the system moves toward one larger demand-responsive operation, it is recommended that the booking window be reduced to three days. The closer a passenger books their trip to the date of travel, the higher the likelihood that they will complete their trip, reducing No Shows and Late Cancellations. Reducing No Shows and Late Cancellations provides cost savings for the agency and increases the availability of rides for other passengers. The shorter booking window should only occur when trip and vehicle supply effectively meet demand, ensuring that customers are able to book trips when they are

needed and that sufficient resources are available to provide these trips. This will be facilitated by improvements in software as discussed in **Recommendation 11 (Section 2.4.2)**, which will increase assurance of trip availability for passengers on a shorter notice.

2.3.3

Recommendation 8: Take Steps towards Implementing an Integrated Service Delivery Model

Integrated trip delivery models involve the transfer of registered Paratransit passengers from a Paratransit vehicle to fixed route transit within the abilities of the passenger. Integrated trips are optimal for longer distance trips that use a high-frequency, direct route with accessible stops. This allows passengers to take advantage of accessible features of conventional service along with potential time savings of travelling along a direct route rather than a longer potential trip time due to diversions to pick up and drop off other passengers in a shared Paratransit transit vehicle. Utilizing Paratransit vehicles for only a portion of a trip will result in higher levels of availability of the service for other passengers, including for those who are unable to take integrated trips.

It is recommended that Regina Transit adopt an integrated service delivery model, and that steps should be taken to allow these trips to occur for individuals that are able to take an accessible conventional transit service for part of their trip. While all passengers should have the ability to request an integrated trip for any trip they would like to take, it is recommended that customer call centre staff suggest integrated trips to registrants that have successfully undertaken the Travel Training program (**Recommendation 3**).

To implement the integrated Trip Model, the following steps are recommended:

Recommendation 8a: Update Travel Training Program to Include Integrated Trips

The Travel Training program should be updated to include hands-on training for an integrated trip. At the time of booking, the Paratransit Clerk could schedule a Travel Trainer to meet a customer at a transfer point and show them how to board the vehicle, pay for their fare and secure themselves in a seat (if required). The Travel Trainer would stay with the customer for the duration of the trip if deemed necessary and be available for the return trip if necessary. At this point, the Travel Trainer would determine whether the customer could make additional integrated trips on their own, requires additional training, or should not be recommended for integrated trips. This information would be updated on the passenger's file and visible to the customer service agent. As described in **Recommendation 3b**, this Travel Training should be provided through the existing partnership with Creative Options Regina, or a new agency found through a competitive bid process, of Regina Transit's choosing. This agency should not be the same as the agency tasked with completing the applicant assessments.

Recommendation 8b: Identify Optimal Integrated Routes and Stops

Trips that are recommended for integration should provide the same travel time to the customer as those that are provided by Paratransit, or be able to meet a same-day travel request where a complete

Paratransit trip is not available. This would suggest focusing on long-distance trips where the conventional portion of the route is frequent, direct and has semi-express or transit priority features.

Stops also need to be accessible to allow vehicles to layover and passengers to transfer between vehicles without barriers. **Table 4** provides recommendations for integrated trips.

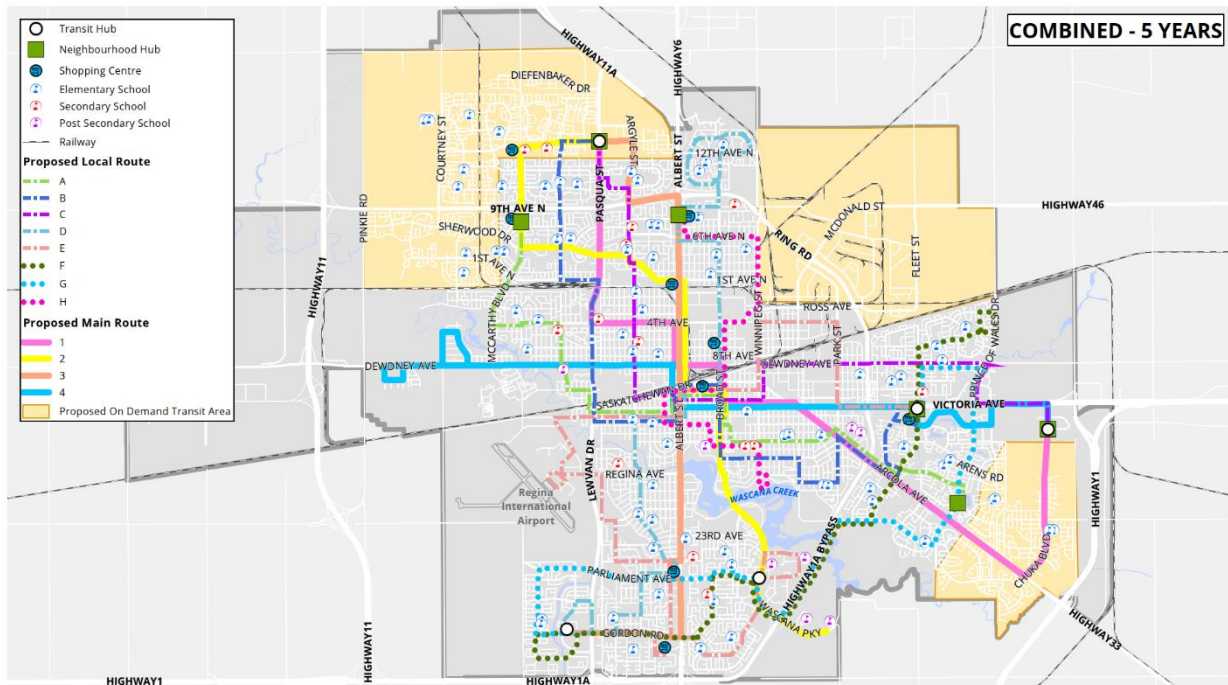
Table 4: Characteristic of Integrated Trip Routes and Transfer Points

Priority	Integrated Route	Integrated Transfer Point
Required	<ul style="list-style-type: none"> • 30-minute peak headways or less • Located on a long-distance arterial (minimum 8 kilometres in length) • Vehicles that operate on corridors are fully accessible with two or more spaces for mobility aids • The majority of stops on the route are accessible 	<ul style="list-style-type: none"> • Stop is accessible based on Regina's accessibility guideline • Paved hard surface path for passengers transferring between the Paratransit and conventional transit bus • Sufficient space for Paratransit vehicle to layover without impeding the conventional transit vehicle • Integrated stop should be in place for both directions of the trip (within close proximity to each other) • Presence of adequate lighting, bench, shelter • Hubs and stops that are prioritized for snow clearing as per Recommendation 3.11 of the Regina Transit Master Plan
Preferred	<ul style="list-style-type: none"> • 15-minute peak headways or less • "Semi-Express" designation • All stops on the route are accessible 	<ul style="list-style-type: none"> • Located at a transit terminal with multiple connections to accessible transit routes • Customer amenities such as a washroom, heated shelters, indoor waiting area

Based on the proposed five-year transit network, Transit and Neighbourhood Hubs would be best suited as transfer points for integrated trips. These stops and the immediate surrounding area must be fully accessible, allowing passengers to successfully transfer or depart the Hub to access their final destination. Transfer points require space available for a Paratransit vehicle to layover while waiting for a conventional vehicle to arrive. These hubs could accommodate both On Demand and Paratransit transfer trips, sharing layover space.

Specific routes should be identified as appropriate for integrated trips. Each of the Main Routes identified should be reviewed against the criteria noted in **Table 4** to assess their applicability for an integrated trip.

Figure 1: Recommended Main Transit Network



Recommendation 8c: Identify Optimal Trips to be Integrated

Integrated trips are to be offered for all passengers who are conditionally eligible, regardless of whether the travel time is shorter or longer than a Paratransit trip. In cases where the total trip time for an integrated trip would be longer than the full Paratransit trip, an integrated trip may still provide greater flexibility.

To provide the highest level of service, the conventional network must be fully built and operate at frequencies that are conducive to convenient transfers (i.e. 15 minutes or less). Until this network is in place, integrated trips should be optional for passengers. Passengers should be informed of the option to take integrated trips and encouraged to utilize Travel Training if necessary. Regina Transit may wish to consider implementing mandatory integrated trips within a passenger's ability when the Main Route network is in place, or when Main Routes have been converted to Bus Rapid Transit (BRT).

Recommendation 8d: Incident Management

To support all users utilizing the conventional system where possible, it is important to continue to provide wheelchair accessible on-street supervisory vehicles. If a passenger in a wheelchair requires support while taking an integrated trip – in the case of a bus mechanical breakdown for example - a

supervisor could respond to the situation and provide a ride to the passenger's final destination. As ridership continues to grow, additional accessible supervisor vehicles should be added to the network. Within the 2046 time horizon, it is anticipated that one to two additional supervisors (as supervisor vehicles) should be added to accommodate ridership growth.

Policies and processes for incident management should also be developed, including how to respond when fixed route vehicles are at capacity and pass by passengers at a stop, when Paratransit transit vehicles are late for a connection, when severe weather conditions exist, and when a Paratransit customer needs assistance due to a mobility aid issue.

2.3.4 Recommendation 9: Increase the Number of Non-Dedicated Contract Trips

When there are no spaces available on a dedicated bus, some trips are scheduled on contracted non-dedicated taxis. In 2019, this equated to approximately 1.43% of trips delivered using non-dedicated taxis.

Trips delivered by non-dedicated taxis are based on the metre rate (distance-based fee) and can fluctuate. The number of trips that are provided are proportional to the budget allocation.

In 2020, during the COVID-19 pandemic, the average cost per trip on non-dedicated taxis was \$23.94. There is no hard rule to determine when non-dedicated taxi trips are more effective. Instead, the use of non-dedicated trips should be based on the following guidelines:

1. Use for overflow trips that cannot be accommodated on the standard dedicated vehicles and to avoid trip denials.
2. Use during low-demand periods such as early mornings and evenings when dedicated buses experience a high rate of downtime.
3. Use for short-distance trips where the cost per trip is lower than on dedicated vehicles.

A common practice among transit agencies is to set the maximum number of taxi trips as a percentage of trips rather than a single number. This allows for a standard that aligns with the overall number of service hours offered, which are intended to increase following the implementation of the Regina Transit Master Plan.

Table 5 illustrates the number of dedicated and non-dedicated contract trips provided in Regina and its peer systems in 2019. For the systems that provide non-dedicated service, Regina provides a lower percentage of non-dedicated contract trips than several of its peers.

Table 5: Peer System Passenger Trip Comparison (2019 data)

	Regina	Saskatoon	Windsor	Victoria	Guelph	Winnipeg
Total dedicated trips	191,957	135,488	52,394	267,750	51,452	373,593

Total non-dedicated contract trips	2,792	4,096	-	68,401	29	17,730
Total passenger trips	194,749	139,584	52,394	336,151	51,481	391,323
Non-dedicated contract trips (% of all trips)	1.43%	2.93%	-	20.35%	0.06%	4.53%

The level of non-dedicated service each municipality provides depends on several factors, including availability and service quality provided by the taxi provider and the cost per trip negotiated with the taxi provider. Discussions with Regina Transit suggest that improvements are needed regarding the quality of service and level of driver training provided by the existing taxi provider.

In order to reduce trip denials (including same day trips) and increase efficiencies, it is recommended that Regina Paratransit target 2-4% of trips using non-dedicated vehicles and monitor performance against customer service and efficiency indicators.

Prior to increasing this target, it is recommended that a more rigorous training requirements for non-dedicated contract service is established, including additional accessibility and customer service training and re-training requirements with a performance monitoring program in place. This can be completed by the new middle manager position identified in Recommendation 24 of this report.

The policy for the maximum number of taxi trips should be flexible to allow for the highest number of cost savings and reduction in trip denials, allowing scheduling staff to book trips in a manner that maximizes vehicle occupancy on dedicated vehicles.

It is also recommended that Regina Transit identify a different method for setting a maximum number of trips made on non-dedicated taxis. This should be based on a proportion of total dedicated trips to reflect fluctuations and future growth in ridership year over year. The target should be monitored and re-evaluated at regular intervals to ensure the selected target remains suitable over time. This will be particularly important after the integration of Paratransit and On Demand services as the usage of fleet may change in the aftermath of this reorganization.

2.4 Service Hours and Technology

2.4.1 Recommendation 10: Expand Paratransit Service Hours to have Parity with Conventional Service

Increasing service hours to match what is offered on Main and Local services and removing the policy of hourly trip pick-up times will provide more flexibility for registered Paratransit passengers.

Currently, Paratransit services are available within a shorter time span than conventional transit services. It is recommended that Paratransit service hours be expanded to mirror that of conventional

service. This will ensure that Paratransit passengers can access transit at the same time as conventional transit passengers.

This change is aligned with human rights standards, accessibility legislation and best practices across transit agencies, as equitable access for all transit passengers is a foundational principle of Paratransit transit service. To support this extension of service hours, the operating hours for trip booking must also be expanded. Passengers of all Paratransit services should be able to book trips at all hours that the service is in operation. The increased operating hours of booking should be implemented in alignment with the integration of On Demand service with Paratransit.

2.4.2

Recommendation 11: Select Scheduling Software based on Identified Needs, Remove Manual Zonal Scheduling System

Regina Paratransit currently utilizes Trapeze software for scheduling specialized transit trips. There are some operational challenges related to the software.

One issue is the longstanding practice of scheduling trips on a Zonal system, wherein trips originating at the outer edges of the service area are scheduled on the hour and trips originating in the centre of the city are scheduled on the half hour. This process was an effective method to optimize trips when scheduling was done manually, but setting these parameters within the existing scheduling software program (Trapeze) or finding trips that do not align with the Zonal system negatively impacts the ability for the software to optimize trips and increase travel options for passengers.

Round 1 of engagement with Paratransit passengers revealed that the existing booking system is difficult for some passengers to use and could be more user friendly. Upgrading the Trapeze software would allow for higher quality self-serve bookings through app and web-based tools, improving access to the service and reducing call volume and wait times for the Call Centre.

It is recommended that Regina Transit identify, procure and implement a software solution that would allow for demand-responsive as well as integrated trips.

It is recommended that the software have the following features:

- integration of On Demand and Paratransit service;
- independent customer booking through an application/web-based tool;
- vehicle scheduling and dispatching based on live data and vehicle availability; and
- the ability for customer service staff to monitor and adjust trip bookings where necessary.

To utilize this software most efficiently, the practice of scheduling trips on a Zonal system should be replaced with providing passengers with trip options at more flexible intervals.

2.4.3

Recommendation 12: Assess Level of Call Centre Staffing

To provide a high level of service, it is essential that sufficient Call Centre staff are available to answer passenger calls in a timely manner. Concerns were raised about the availability of staff during peak times and on statutory holidays which may be exacerbated by a higher volume of inquiries related to On Demand service.

It is anticipated that most trip bookings for On Demand will be completed through the dedicated mobile application and should not significantly increase call volumes. However, it is recommended that the number of calls and capacity of staff be monitored on an ongoing basis to quickly identify if additional resources are required to maintain a high standard of service. Customer experience is impacted by the average time a customer is on hold. Between 2016 and 2019 the average hold time ranged from 2 to 2.5 minutes, with a reduction to approximately 1 minute in 2020 with reduced demand due to COVID-19. This data is averaged monthly. According to the U.S. Federal Transit Administration's *Telephone Hold Time in Paratransit* (2010) topic guide, average wait times should be calculated hourly or half-hourly to ensure less common cases of significant hold times are not smoothed out by averaging high quantities of data. The best practice identified in this report is:

- “95 percent of the hourly periods should have an average hold time of no more than one minute, and 99 percent of the hourly periods should have an average hold time of no more than two minutes” (p. 7).

The average length of a call will impact the ability to achieve this target within the budgetary constraints of the municipality. For some passengers who may be isolated, these calls form an important social need which can reflect in the call length. Other registrants with a cognitive disability or a speech impairment may require more time on a call. This will contribute to the time on hold, depending on the number of calls received.

The extension of Paratransit hours to achieve parity with conventional transit (**Recommendation 10**) will also see extended service in the early mornings and late evenings seven days a week. This will also require starting Call Centre staff earlier and ending later each day. It is recommended that Regina Transit increase casual Call Centre staff in conjunction with extending Paratransit service hours and redistribute staff hours accordingly to best cover off the extended hours and periods where there are high call volumes and long waiting times.

It is also recommended that Regina Paratransit assess existing call durations, identify the number of calls that may be accommodated through online booking, and use this information to assess the performance of the Call Centre and identify a hold-time target for Regina that is between 1 to 2 minutes. If this target cannot be achieved once the new scheduling software program is in place (**Recommendation 11**) additional Call Centre staff should be hired.

2.4.4

Recommendation 13: Maintain Trip Denial Rate at or Below Industry Best Practice Rate

Regina Paratransit's 2019 trip denial rate is 1.67%¹. The peer systems reviewed reported the following trip denial rates:

- Winnipeg: 1.0%;
- Edmonton: 0.06%;
- Calgary: 0.8%; and
- Saskatoon: 6.4%.

As per Regina Paratransit's Standard Operating Procedures, an accommodation rate of 99% and trip denial rate of 1% is the stated goal. This is an acceptable trip denial rate and it is recommended that the stated goal of 1% trip denials should be maintained.

The existing trip denial rate does not include trips that are offered within the 90-minute policy window but are denied by the passenger, or trip requests that are denied after 12:00 p.m. the day prior to the trip (same day denial). This definition is consistent with the Canadian Urban Transit Association (CUTA)'s definition of trip denials, which is "the inability for an agency to provide a trip within the agency's pick-up window when a request is made within the agency's booking window."

For clarity, it is recommended that Regina Paratransit change the designation of "Denied Same Day" trips to more accurately reflect the Canadian Urban Transit Association (CUTA) definition of trip denials. This category of trips could be categorized as "Denied Outside Booking Window" to reflect denials that occur the day prior to the requested trip but nonetheless are not within the booking window and as such should not be counted as trip denials as per CUTA's definition.

It is also recommended that the 90-minute policy window used to define trips denied by passengers within an acceptable booking window (Denied by Passenger) be revised to 60-minutes or less prior to a requested drop-off time (e.g. medical appointment/work start time) or after a requested pick-up time (e.g. work end time).

The 60-minute policy window is more consistent with maximum wait times on conventional transit services (e.g. where a conventional transit headway is 60 minutes or requires a transfer, the passenger may need to schedule their trip to arrive up to 60 minutes early to be on-time for an appointment). Having a similar policy for Paratransit customers increases parity between the two services. If the maximum headways were to improve on conventional transit, this policy window should also be revisited.

¹ Note: 2020 and 2021 trip denials were lower than 2019 due to the reduced demand for service from the COVID-19 pandemic

Same-Day Trips

Regina Paratransit currently accepts booking requests up until the requested departure time, subject to trip availability. While same-day trips that are not accommodated are not defined as trip denials as described above, there is value in providing same-day service to ensure registered passengers have access to mobility in a spontaneous way that is equitable to conventional transit service. This may also become part of any standard set by the Saskatchewan Human Rights Code, in a similar way that *The Accessibility for Ontarians With Disabilities Act, 2005* (AODA) defines same-day trips for paratransit systems in Ontario.

In 2019, 16,887 same-day trip requests were made, of which 12,393 were accommodated and 4,494 were denied. This represents 26.6% of same-day trips requests denied, or a same-day trip denial rate of 2.2% of all trips requested. Reducing the trip denial rate for same-day trips is a target for a number of paratransit service providers, but is not routinely measured. With the introduction of the On Demand scheduling software (**Recommendation 5**) and other improvements, it is recommended that Regina Paratransit remove the distinction between trip denials and same-day trip denials and move towards a system-wide target of 1% trip denials. This should occur within 10-years of implementing the recommendations noted in this plan and will increase the ability for persons with disabilities to make spontaneous trips.

2.4.5

Recommendation 14: Reduce No-Shows and Late Cancellation Policy

Late cancellations and no-shows can lead to a number of negative impacts on the service. When a trip is cancelled after it has already been scheduled or the passenger is not present:

1. Any cost savings associated with grouping multiple trips together are lost.
2. Schedules for the rest of the day can be impacted.
3. Travel time for passengers on a vehicle is unnecessarily increased.
4. Passengers that may have been denied a trip or not been given their preferred trip time may have been accommodated if the trip was cancelled on time.
5. Operators may become concerned about the well-being of the passenger, which may require follow-up (e.g. the safety of a passenger known to have dementia).

As highlighted in **Table 6**, Regina has a moderate number of late cancellations in comparison with its peers and the highest no-show rate. It is recommended that steps be taken to reduce these occurrences for the reasons identified above.

Table 6: Peer Review of No-Shows and Late Cancellations

	Regina	Saskatoon	Windsor	Victoria	Guelph ¹	Winnipeg
Cancelled Late	3.4%	6.3%	6.3%	1.9%	1.9%	-
No-Shows	2.3%	0.9%	1.0%	0.7%	1.5%	2.0%
Cancelled at Door	-	0.5%	-	1.0%	0.3%	-

The process currently in place to address frequent cancellations, late cancellations and no-shows is for Call Centre staff to inform a supervisor who follows up with the customer directly. There are two challenges with this process:

1. The Policy and Procedure Guide identifies repeated no-shows as grounds for suspension of service but it is unclear what the threshold is for this step to be taken.
2. Following up on no-shows and late cancellations takes valuable staff time, particularly for the collection of penalties (missed fares).

To address the challenges with the current process, no-shows and late cancellations need to have a stronger policy established. The policy needs to establish how many no-shows and late cancellations are deemed unacceptable, and during what period (i.e. 30 days). Exemptions for no-shows with cause need to be factored in (could be illness, cognitive, etc.).

The level of effort to address no-shows and late cancellations also needs to align with the frequency of occurrence. This should balance the need to educate and remind passengers of the policy for infrequent occurrences, and change behaviour for more passengers with frequent no-shows and late cancellations. The administrative support to enforce this policy should be provided by an additional staff member as described in **Recommendation 24 (Section 2.7.1)**. Where possible, automation should be used to identify and enforce penalties against those who regularly no-show and/or cancel late.

Once the parameters are established, the elements of that policy should include:

1. **Education:** To encourage timely cancellation of unneeded trips, additional messaging related to the no-show and late cancellation passenger expectations can be included in the newsletter provided to customers (**Section 2.5.1**).
2. **Warnings:** Inform passenger of occurrence and remind them of the policy. This should occur on the first and second occurrence per month and could be provided through no-show slips or door hangers. The no-show slip or door hanger should include the specifics of the pick-up such as date and time. This could also mean sending an automated email or text message (via the integrated booking app) and/or having the customer service agent inform the passenger the next time they book the trip that the previous trip was a late cancellation or no-show and remind them of the policy. For more frequent occurrences, the dispatcher, call centre staff, or supervisor can phone, email or inform the passenger in person.
3. **Penalty:** This can be set as the regular fare plus an administration fee. A policy would need to be developed outlining the consequences of nonpayment. This should begin on the third no-show or late cancellation occurrence over a one-month period to minimize the staff effort to collect fares.
4. **Suspension:** A reasonable short suspension of service if the above measures have not been successful in correcting the behaviour (suspension of service should be seen as a last resort, and comes with its own set of issues, such as the need of the passenger and their upcoming trip purpose for medical or lifesaving therapies).

It is important that punitive measures are used as a secondary measure and only when:

- the educational efforts have failed to gain the needed cooperation/behaviour change from the passenger; and
- there is a sufficient pattern and practice of no-shows and/or late cancellations that is deemed unacceptable by Regina Transit.

An appeals process for those who feel they have been unjustly suspended from the service for excessive no-shows and late cancellations will also need to be developed and then implemented by Regina Transit.

The introduction of a more automated, demand-responsive system should provide passengers with trip times that better align with their travel needs which may result in a lower no-show or late cancellation rate. As well, for those passengers who choose to use the associated app or web-based tools for booking, the cancellation process will be simplified which may encourage earlier cancellation of trips that are no longer needed.

2.4.6 Recommendation 15: Reduce Maximum Travel Times

Paratransit trips are scheduled to optimize ridesharing where possible to provide operational and financial efficiency. Increasing the number of passengers and potential stops that the vehicle must make can increase the overall in-vehicle travel time for passengers, which impacts the customer experience. This can be a challenge, particularly for Paratransit passengers with serious health conditions. A balance must be struck between optimizing the number of passengers per hour and providing reasonable trip durations.

The current policy in place allows for trip durations of up to 75 minutes. The Canadian Urban Transit Association published a Specialized Transit Services Industry Practices report which identifies a best practice of a 60-minute maximum trip duration for medium-sized operations, which would include Regina Transit.

Most destinations within Regina can be accessed within a 30-minute driving time. Most conventional transit trips that require one or fewer transfers are also less than 60 minutes long.

To align with industry best practices and provide a high level of customer service for passengers, it is recommended that Regina Paratransit implement a 60-minute maximum trip duration, targeting at least 99% of trips delivered within this maximum. This provides some flexibility to the call centre staff to book slightly longer trips where it makes sense (e.g. a slightly longer trip would mean a trip could be accommodated), while still ensuring the policy of travel times under 60 minutes is maintained.

While information was not available on average trip distances and durations on Paratransit services, discussions with staff indicated that the majority of trips are already under 60 minutes, and this change in policy would not see a significant increase in resources to deliver.

2.4.7 Recommendation 16: Explore Mixed Vehicle Fleet

The current demand-responsive fleet is made up of 35 vehicles, all of which are small lift-equipped buses. There may be benefits to exploring a different mix of vehicle types including lower capacity vans and minivans. These vans may or may not be equipped with vehicle lifts. If integrating with On Demand, it may be of value to have a higher number of low-floor vehicles.

To select the appropriate vehicle fleet, it is recommended that Regina Transit use Trapeze or another software to run simulations with existing and increased trip demand where certain low-floor buses are replaced with accessible vans. It should be assessed whether this change results in increased productivity without a corresponding increase in trip denials. Based on the results of the simulation, a new fleet mix may be implemented.

2.5 Communications

2.5.1 Recommendation 17: Implement Communications Strategy

Regular communication with Paratransit passengers with important information and service updates is an important component of an effective overall specialized transit service. There should also be opportunities for Paratransit passengers to raise concerns and ask questions. At the same time, sending communications too often or hosting too many events may result in a loss of interest and reduced engagement. A peer review of communication activities of other paratransit services was conducted and is illustrated in **Table 7**.

Regina Transit currently provides a newsletter which is mailed or emailed to registered Paratransit passengers.

Table 7: Peer Review of Communication Activities

	Newsletter	Events	Other
Regina Transit	Frequency: 2 times a year Distribution: Mailed or emailed to registered passengers	None	Intermittent in-person activities, meetings, surveys or events
Saskatoon Transit	Frequency: Every 4 months or 2-3 times per year Distribution: Physical or email newsletter	None	Updates on transit website, meet with organizations on a regular basis such as the Saskatoon Council on Aging
York Region Transit	Frequency: 2 times a year Distribution: Mailed to registered passengers, available online	Transportation Public Engagement Forum (not accessible transit-specific)	NA
TransLink	Frequency: 4 times a year Distribution: In vehicles and at high demand trip locations	Pre-COVID: 4 in-person Open Houses per year at varying geographical locations	Phone check-in with all clients during COVID-19
Halifax Transit	None	None	Response to inquiries via 311
Calgary Transit	Frequency: 4 times a year, special editions when necessary Distribution: Distributed online, customers can request physical copy	None	NA

Based on a review of other specialized transit services, the following policy regarding specialized transit communications is recommended:

1. Newsletters:

Regina Transit should publish newsletters two to four times per year. This provides the opportunity to provide seasonal updates regarding the service. Newsletters should be sent

via mail and/or by email to ensure convenient access to communicated information for all registered passengers.

2. Public Events:

An annual town hall should be hosted where passengers, regardless of Paratransit registration status, can learn about organizational priorities and strategies directly related to accessibility in transit and provide feedback on this work as well as the accessible service as a whole. These events may be hosted in person and/or virtually.

3. Customer Surveys:

Customers surveys should be completed every two-years, or as an add-on to public events, focused on passengers that cannot attend in-person or virtually. The customer survey can span any number of relevant issues that Regina Transit would benefit from obtaining information on. This could include communicating changes in policy and service, assessing customer experience and/or gathering information on key performance indicators. The survey should utilize different formats to assist as many people as possible to complete the surveys (i.e. electronic, paper, flyers, newsletters, etc.).

While the newsletters currently sent by Regina Transit provide valuable information, they should be expanded to include:

- Reporting on Paratransit performance metrics;
- Reminders about new and existing policies such as the no-show and late cancellation policy;
- Profiles on Paratransit operators and passengers;
- Travel Training success stories; and
- Newly accessible stops and features.

The number of newsletters to be sent per year should be determined based on the amount of content that is available to ensure an appropriate length of each newsletter.

While Saskatchewan does not currently have accessibility legislation in place, the government has stated it intends to develop such legislation. Legislation in Ontario (*The Accessibility for Ontarians with Disabilities Act, 2005*) and Manitoba (*The Accessibility for Manitobans Act*) mandate a minimum of one annual public meeting in which passengers and residents can provide feedback on accessibility plans as well as transit agencies' policies and practices regarding accessible services. It is likely that a similar requirement will be imposed if Saskatchewan introduces its own accessibility legislation. This requirement aligns with best practices related to communicating with the community and ensuring that all voices are heard in matters of accessible transit service.

2.5.2 Recommendation 18: Communications with Organizations

Regina Transit provides services to customers that may use the services or programs of approximately 20 non-profit organizations in the City. It is important that senior management at Regina Transit maintain regular communication with these organizations to identify any changes to customer needs, growth in demand or other issues. The frequency of communications needs to be balanced with other demands on senior staff time.

It is recommended that at least once annually, the above noted organizations have an opportunity to connect with senior management of Regina Paratransit services. This should start with an email, with the potential for phone, virtual or in-person follow-up should further discussion be requested. The purpose would be to provide updates on the services provided, and to solicit feedback on what issues/problems may exist for the consumers of the services. Where possible, groups with common or similar interests/mandates could be brought together for a joint in-person or virtual session.

2.6 Policy and Procedures

2.6.1 Recommendation 19: Develop a Policy to Address Issues Raised by Recommendations

Implementing the recommendations in this report will lead to new forms of service delivery which existing policies do not address. There are circumstances that may arise when implementing an integrated service delivery model that require policy documentation, such as the conditions for integrated trips.

All relevant Policies and Procedures and Standard Operating Procedures documents should be updated to reflect changes in policy and operations arising from the Transit Master Plan and changes in Paratransit service.

2.6.2 Recommendation 20: Create a Comprehensive Accessibility Plan

Saskatchewan is developing accessibility legislation that will provide minimum requirements related to accessibility in the province. During its first round of public engagement, the provincial government identified public transportation as a key theme for participants. Similar legislation already exists in other provinces, including Ontario and Manitoba, that address:

- the creation, implementation, maintenance, and documentation of multi-year accessibility plans;
- technical requirements for accessible features on vehicles (lifting devices, grab rails, etc.);
- providing fare and service equity between conventional and specialized transit services; and
- allowing passengers to book on the day of travel whenever possible, or up to three hours before closing on the previous day of travel.

While Regina Transit already complies with many of these requirements, it does not have a single comprehensive document that outlines all the policies, strategies, and actions undertaken that relate to promoting accessibility.

It is recommended that a comprehensive Accessibility Plan be developed that aggregates all documentation related to promoting accessibility, clearly outlining the work that has already been done and will be achieved in the future. The Accessibility Plan should emphasize the way in which all types of barriers to mobility are addressed. Such a document would ensure that Regina Transit is ready to meet any legislative requirements that may be introduced in the future. It would also be a useful resource for staff, local elected officials, and the public to understand how Regina Transit considers accessibility in the planning and operations of their service.

2.6.3

Recommendation 21: Update Policy to Mandate that Vehicle Driver Stands on Lift with Non-Ambulatory Passengers while in Operation

The current policy relating to passengers utilizing lifts to enter a Paratransit vehicle is that the driver stands on the lift in active operation with ambulatory passengers, but not with non-ambulatory passengers. This presents risks as issues may arise when the lift is in motion and the driver's ability to assist can be limited if they are not on the lift with the passenger.

It is recommended that Paratransit operators ride on the lift with the passenger in all circumstances, except when the combined weight of the passenger, mobility device, and operator are in excess of the lift's weight allowance or when the size of the mobility device makes it impractical or unsafe to do so.

2.6.4

Recommendation 22: Update Policy Related to Service Animals on Paratransit Vehicle Lifts

The current policy related to the boarding of service animals transported outside of a carrier for passengers utilizing the vehicle lift is that the service animal is loaded first through the front door, after which the wheelchair passenger boards separately on the lift. This practice may violate the Saskatchewan Human Rights Code which prohibits practices that interfere with the provision of services by a service animal. Separating passengers from their service animals for even a short time may be seen as interfering with the service animal's ability to provide their service.

This policy should be amended to allow service animals to board transit vehicles with their handlers unless it is unsafe to do so. If there are concerns with changing this policy, it is recommended that Regina Transit consult the Saskatchewan Human Rights Code for advice and guidance, and the Regina City Solicitor for legal advice on this issue to ensure no human rights violations are taking place and the safety of passengers and their service animals is maintained.

2.6.5 **Recommendation 23: Reintroduce Requirement for Minimum of two Paratransit Passengers on the Accessibility Advisory Committee (AAC)**

The City of Regina removed the requirement to have a minimum of two Paratransit passengers on the AAC in 2021. To effectively represent the needs of individuals who utilize accessible service on transit, the Committee must include individuals who are registered for and understand the Paratransit service. This is particularly beneficial when the AAC evaluates eligibility appeals. The ability for the Committee to make fair and impartial decisions in these cases would be significantly improved by the inclusion of members who utilize and understand the service in practice.

The recent decision regarding the composition of the AAC should be reversed and the requirement for a minimum of two Paratransit transit passengers on the Committee should be reinstated.

2.7 **Operations and Staffing**

2.7.1 **Recommendation 24: Hire An Additional Staff Resource to Support Paratransit Functions**

Several the recommendations in this report require additional staff resources to successfully implement. As such, it is recommended that along with the increased staffing levels needed to support Paratransit and On Demand services, an additional middle manager position should be created to support reassessments (**Recommendation 2**), Travel Training (**Recommendation 3**), review of existing taxi contract (**Recommendation 9**), follow-up on No Shows and Late Cancellations (**Recommendation 14**), education and communications (**Recommendation 17**) and the development and management of an Accessibility Plan (**Recommendation 20**). Further information about staffing recommendations can be found in **Supplement 6 (Organizational Review)**.

2.7.2 **Recommendation 25: Conduct a Change Management Plan**

Given the extent of a number of the recommendations noted above, it is recommended that a change management plan be developed to ensure an effective change management strategy is prepared and implemented to support the successful implementation of these recommendations. This is estimated to cost \$60,000 for the strategy and an additional \$20,000 the following year for implementation.

3.0

On Demand

As detailed in **Recommendation 5 (Section 2.3.1)**, it would be beneficial to integrate Paratransit and On Demand services by providing a single demand-responsive system. As a single system, the vehicles, drivers, and the operational policies and procedures of the Paratransit system would also apply to the On Demand services. This section explains the proposed On Demand service in Regina and its recommended operation.

3.1

Background

On Demand transit is a shared-ride, demand-responsive public transit service. The service model does not follow a fixed-route or schedule. Instead, customers pre-book trips and vehicles are routed dynamically to the passenger's pick-up and drop-off point.

Modern On Demand services utilize mobile app or web-based technology, which allows customers to plan, book, track and pay for their ride in real-time.

The software application generates a real-time dynamic route that is optimized to balance customer convenience (e.g. travel time) and efficiency (e.g. ridesharing).



3.2

When is On Demand Service Appropriate?

On Demand transit service is often introduced in new, low density communities or in communities where fixed-route transit service would not be effective. In established communities like Regina, On Demand transit can provide an additional layer of service to places where a fixed-route service is not effective. Service in these areas typically provides connections within that service area or connects customers to the nearest terminal or transit hub where they can connect to conventional transit service.

It is important to note that the introduction of On Demand transit services is not a one-size fits all solution and is not applicable in all contexts. There are many situations where fixed-route service will provide the most convenient level of service for customers and be more cost-effective. For example, fixed-route service in dense areas still carries high numbers of customers far more efficiently than On Demand models, and this type of service should not be considered along the busy Main Route corridors.

There are three reasons to introduce On Demand transit:

1. To improve the effectiveness and customer-experience of a fixed-route service that does not meet minimum ridership thresholds.
2. To introduce service in an area or during a period that does not warrant fixed-route transit service due to low demand.
3. To provide a second layer of transit service on top of fixed-route services to increase ridership.

3.3 Service Delivery Models for On Demand Transit

On Demand transit service can be structured in different ways depending on the goals of the municipality and the market in which the service operates in. Some typical service delivery models include:

1. **Origin-to-Hub (First-Mile/Last-Mile).** On Demand transit provides mobility to customers in lower demand areas to and from the nearest fixed-route transit stop. In this way, this service model provides first-mile/last-mile connectivity to the rest of the transit network, with the majority of a passenger's overall journey undertaken on fixed-route transit. Where possible, the connecting stop is typically a major hub/terminal, transfer point or stop that allows customers to complete their trips from a safe and accessible transfer point, connecting to multiple routes. The model is typically implemented in low density areas where fixed-route transit is uneconomical, is not offered, or to supplement an existing low-frequency fixed-route service.
2. **Origin-to-Destination.** On Demand transit vehicles provide a one-seat ride to connect any origin with any destination in the service area. This means that transfers are not required to a fixed-route service. This model is typically implemented in larger low-density geographic areas where there is no fixed-route service or in smaller geographic areas where it does not make sense to force a transfer. This model can be combined with an Origin-to-Hub model, where Origin-to-Destination is used for internal trips within an On Demand zone and Origin-to-Hub is used to connect customers outside of the On Demand zone.
3. **Flex-Route.** This is a simple form of On Demand transit which is typically implemented in low-demand areas and allows the transit agency to provide additional coverage using a limited resource. Flex routes operate on a fixed-route and fixed-schedule for certain portions of the route. However, at the passenger's request the driver can 'flex' off the route to pre-designated areas to pick up or drop off a passenger. The benefit of flex routes is that it can provide coverage to a larger area that may have limited demand without the need to invest in additional service. Extra travel time would need to be included in the route schedule to allow the driver to flex off the route based on a passenger request.

A high-level assessment of Regina Transit confirmed that a city-wide Origin-to-Destination model in Regina would not be effective. On Demand transit services operate effectively when ridership is below 10-12 boardings per revenue vehicle hour. System-wide ridership for Regina Transit was 22 boardings

per revenue vehicle hour in 2019, which is expected to increase with the service improvements recommended in the Regina Transit Master Plan. This level of service productivity is more suited to a fixed-route system and converting it to a pure On Demand service would result in an increase in vehicles and associated revenue vehicle hours, and a likely decrease in customer satisfaction.

A flex-route model was also not considered suitable to Regina. There are various complexities with flex-routes, with some stops being fixed and others requiring pre-booking. This may further confuse passengers trying to learn a new system.

The most effective On Demand model for Regina is an Origin-to-Hub model to connect passengers to Main and Local Route corridors, combined with an Origin-to-Destination model to allow passengers to better connect to local neighbourhood destinations directly and without a transfer. This model would only operate in select areas, rather than across the entire city.

The remainder of this report will review and discuss where an Origin-to-Hub/Origin-to-Destination model might be an effective approach within the City.

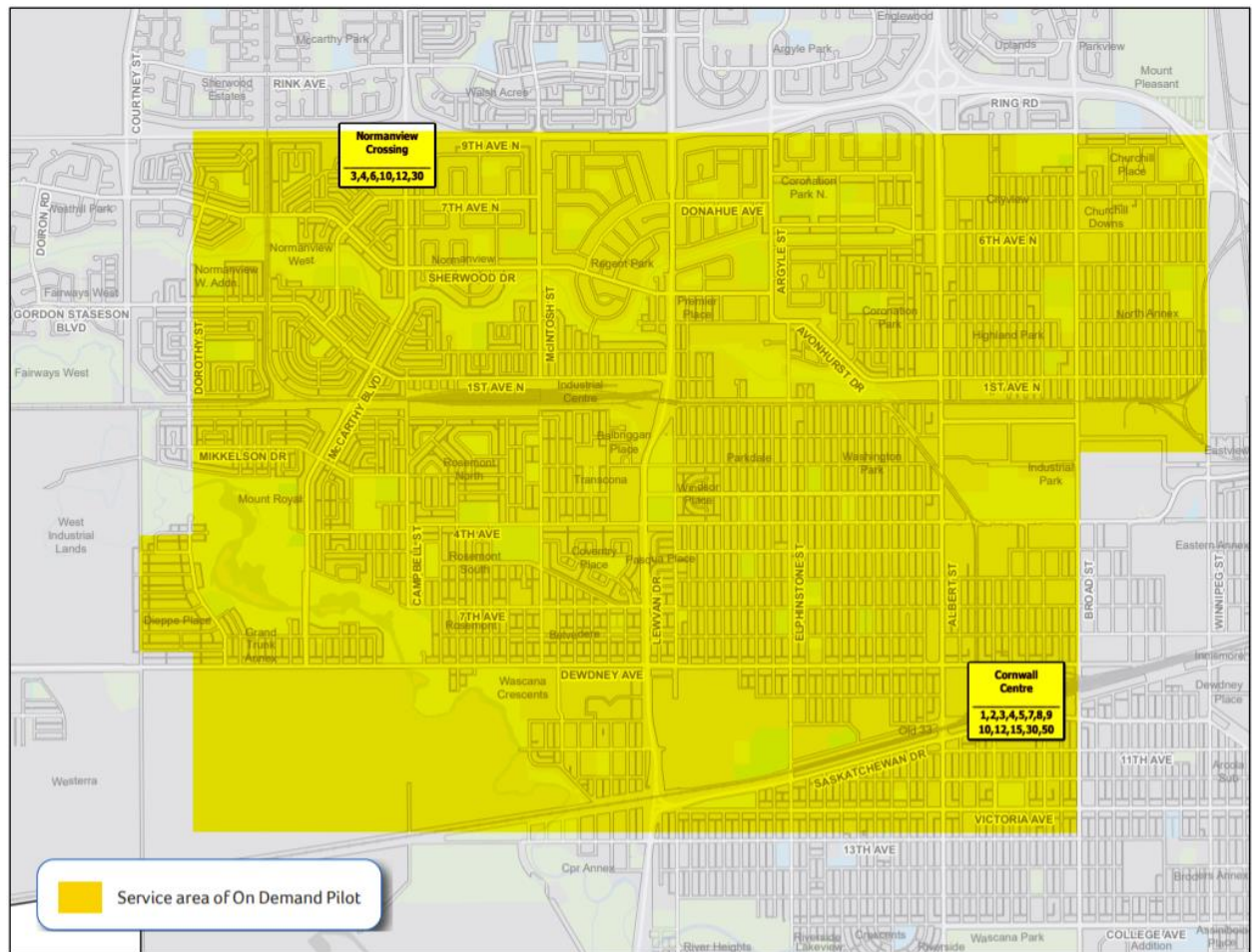
3.4 Existing On Demand Service

Regina Transit implemented a pilot On Demand service to replace Route 10 fixed-route service in the evenings on August 31, 2020. This service area is in central Regina, bounded by 9th Avenue North to the north, Winnipeg Street and Broad Street to the west, 13th Avenue to the south, and Dorothy Street to the east. This area is illustrated in **Figure 2**.

The On Demand zone includes Normanview, Downtown, Warehouse, Cathedral Area, Northgate Mall and Avonhurst Shopping Mall, providing access to several key destinations in the City. It operates using a stop-to-stop model that uses existing bus stops as pick-up and drop-off points.

The current On Demand service is available in the evenings only, between 7:00 p.m. and 1:00 a.m., Monday to Saturday. It replaces the Route 10 service for these hours, however, passengers can request pick-ups and drop offs at all bus stops in the catchment area regardless of whether they are served by that route. During the day, the area is served by conventional transit.

Figure 2: Current On Demand Service Area



3.5

Considering On Demand Service for Regina

The evaluation of locations in Regina to implement additional On Demand service was based on the criteria noted in **Table 8** below. The criteria addresses:

- the impact to the customer experience (headways/waiting time, directness of service);
- the accessibility and proximity to the service; and
- the productivity of the route and the potential for cost savings.

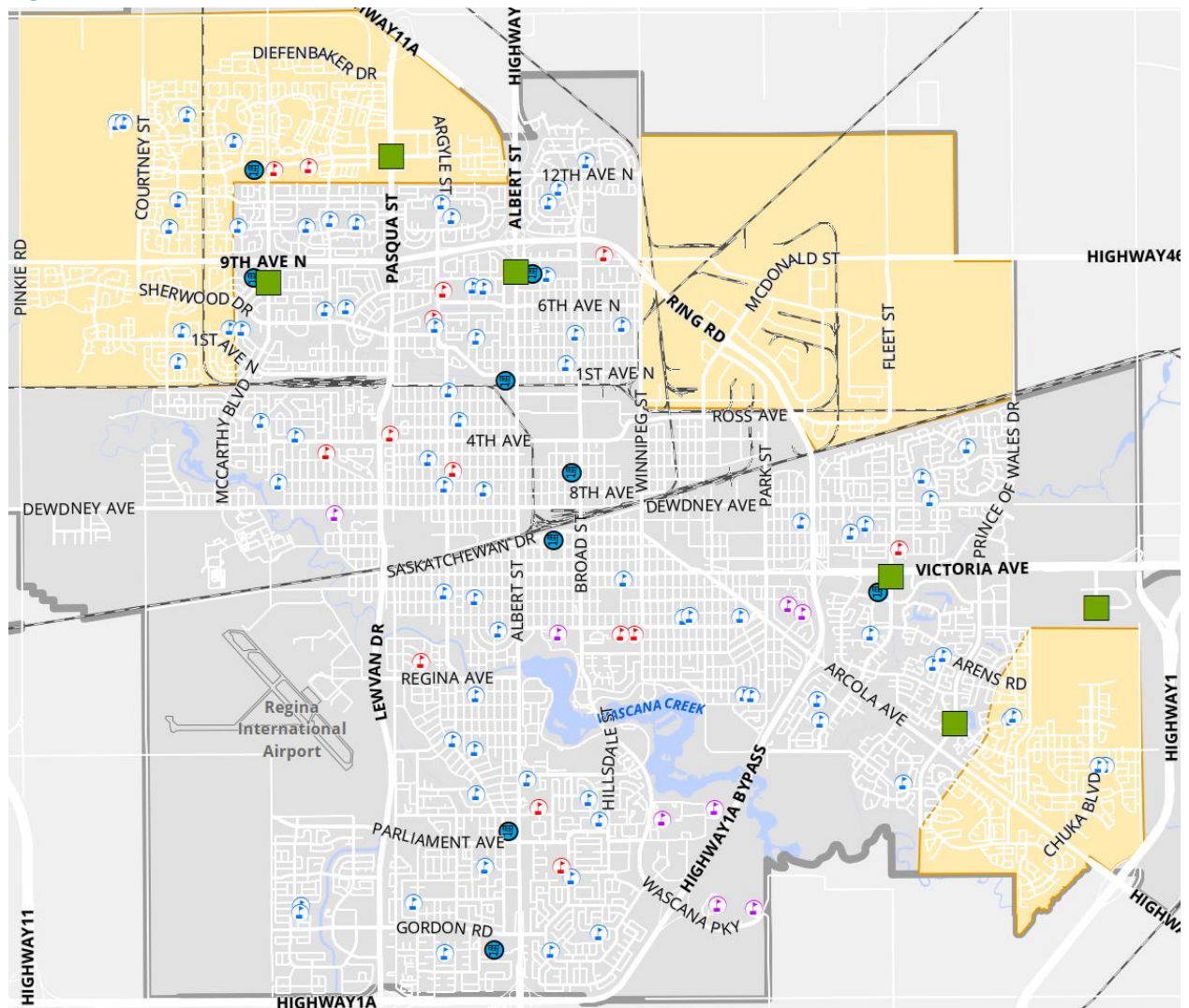
Table 8: Criteria for Fixed-Route Versus On Demand Transit

Criteria	Fixed-Route	On Demand	Discussion
Level of Service and Route Productivity²	<p>Area justifies headways of 30 minutes or better.</p> <p>Ridership of above 15 boardings per revenue vehicle hour.</p>	<p>Area justifies headways of 30 minutes or longer due to low ridership.</p> <p>Ridership falls below:</p> <ul style="list-style-type: none"> • 15 boardings per hour (urban areas with a single destination); • 10-12 boardings per hour (larger suburban areas with multiple destinations); • 2-4 boardings per hour (large undeveloped or rural areas). 	<p>When the frequency of any fixed-route is low, wait times to access service and the wait time to make transfers can be discouraging to customers. On routes where ridership is low enough to warrant 30-minute headways or longer, then On Demand service could be considered.</p> <p>In new service areas where ridership potential is uncertain, On Demand service can offer a lower risk scenario for transit agencies that are interested in offering a pilot service.</p>
Service Accessibility and Route Alignment	<p>Routes can be aligned such that most residents and/or destinations are near transit stops (less than 400 metres walking distance), while still remaining relatively direct with minimal deviations.</p> <p>High demand for service between similar origins and destinations along a clearly defined corridor.</p>	<p>Improving the proximity of service to residents and employees within a 400 metres walking distance of a stop necessitates the fixed-route to be indirect (i.e. one way, looping service).</p> <p>No clear origin / destination pairs along a particular corridor, or origins and destinations are more dispersed.</p>	<p>This criterion is typically a result of land use and community planning. For example, in neighbourhoods where different land uses are separated, and/or the community and the road network is circuitous, the topography is hilly or there is limited pedestrian infrastructure, it is harder to meet the 400 metre walkability guideline without having a very long and meandering (i.e. inefficient) fixed-route.</p> <p>When destinations are dispersed within a neighbourhood, or there's no clear major destination for those living in a particular area, then fixed-route service may be inefficient.</p>

Three areas of the City were identified as potential candidates for On Demand service. These areas are in the southwest, northwest, and northeast of the City and are illustrated in **Figure 3**.

² Note: The exact productivity rate is dependent of the geographic area and the operating model and cost implemented for On Demand service and should be used as a guide.

Figure 3: On Demand Zones – 5 Year Plan



3.5.1 Northwest

The Northwest On Demand Zone is an “L”-shaped area in the far northwestern corner of the City. This area is largely residential, made up of low density, detached homes along with several schools, parks, and a commercial node at Pasqua Street and Rochdale Boulevard. The On Demand zone would be served by two Neighbourhood Hubs: Normanview Crossing and Northgate Mall.

This neighbourhood is currently served by a number of conventional fixed routes including the 3, 4, 16, 17, and 30. Routes 3 and 4 operate seven days a week. In changing to On Demand, transit would be more flexible in navigating the curvilinear road network in this area, increasing access in local neighbourhoods.

3.5.2 Northeast

The Northeast On Demand Zone is bounded by the northern and eastern municipal boundaries of Regina Avenue, Ross Avenue to the south, and Winnipeg Street to the west. The area is largely made up of light and heavy industrial land uses, including the Co-op Refinery Complex. This zone would be accessed by Neighbourhood Hubs at Northgate Mall and Victoria Square.

This area is currently served by Routes 6 and 8. Route 6 operates weekdays only between approximately 6:00 a.m. and 6:00 p.m., while Route 8 operates every 30 minutes between 5:00 a.m. and 10:00 p.m. on weekdays and Saturdays and every 60 minutes between 8:00 a.m. and 7:00 p.m. on Sundays. The provision of On Demand services should increase access to this industrial area and provide greater connectivity to other parts of the City, through the designated Neighbourhood Hubs.

3.5.3 Southeast

This On Demand zone is located in the southeastern corner of Regina. The land use in the area is primarily low-density residential with some commercial nodes and pockets of higher density apartment residential uses. As parts of this area are still being developed, the road network is incomplete, creating barriers to the provision of fixed route transit service. Neighbourhood Hubs for this zone are recommended to be located at Victoria Square, the Aurora commercial area, and Sandra Schmirler Leisure Centre. These would provide access to a wide range of Local and Main Routes, serving a range of destinations in Regina.

This neighbourhood is currently served by two fixed routes, Route 22 and 60. Route 22 operates weekdays only between 6:30 a.m. and 10:30 p.m. with limited evening service and a frequency of every 30 minutes. Route 60 is weekday only as well, with service operating every 30 minutes between 6:30 a.m. and 6:00 p.m. The proposed On Demand service will provide more tailored access to the emerging parts of this zone. As the area grows, the On Demand zone can be adjusted to reflect the ridership demands and implementation of future fixed route services.

3.6 Stops and Access

On Demand transit service can be structured based on the traditional proximity targets of a transit system, or to provide more convenient service right to the curb of the passenger's origin and/or destination. Some typical pick-up/drop-off models include:

1. **Bus Stop.** The On Demand service picks up and drops off customers at predesignated transit stops only. It is common to use pre-existing fixed-route stops (e.g. when fixed-route service is replaced by On Demand service during certain periods of the day), or to designated On Demand stops. Stops are placed so that most residents are within a 400 metre walking distance of a stop.
2. **Corner.** Customers must walk a short distance to a street corner within 100 metres of their origin/destination to get picked up and dropped off by an On Demand service. This type of pick-up/drop-off point is only used by technology-based ride hailing services as stops are virtual and only visible on the mobile app. This is because the location of a corner stop can change with each trip request, as the stop is selected to minimize the travel time of the vehicle that is destined to pick up or drop off the next customer (e.g. the location of a corner stop may be the northeast corner of an intersection for an inbound vehicle coming from the south, or the southwest corner for an inbound vehicle coming from the north). Customers are asked to walk a short distance to optimize the service.
3. **Curb.** Customers are picked up/dropped off directly at the curb of their origin and/or destination. This model is typically used in more rural or low-density areas with limited ridership, where consolidating pick-up and drop-off points at a common stop would not significantly increase the efficiency of the service. For origin-to-hub service models, the curb is only used for one end of the journey.

Proximity of service should be considered when identifying how to operate the On Demand transit service in Regina.

Table 9: Evaluation of Stop Type Models

Guiding Principle	Bus Stop	Corner	Curb
Customer Experience	<p>Brand: Stops clearly identified as a Regina Transit service.</p> <p>Safety: Customers may have to walk farther to their origin and destination, which may be unsafe during late night service.</p> <p>Reliability: Reduces vehicle travel time, resulting in improved reliability. Reduces potential conflicts with parked vehicles or operation on narrow streets.</p> <p>Level of service: Consistent with fixed route.</p> <p>Stop Locations: Stops would be formalized and identified by Regina Transit. Since infrastructure is being built, there may be objections by residents.</p> <p>Scalable and Adaptable: Lowest level of scalability and adaptability, as this model requires the placement of stops and the installation of bus stop infrastructure.</p>	<p>Brand: No identified marker at the stop. Passengers may be confused about where to wait.</p> <p>Safety: Stop near pick-up and drop-off point can increase perception of safety, particularly with late night service.</p> <p>Reliability: Likely to have a slightly lower level of reliability due to the potential for deviations to pick up and drop off passengers at a corner, or need to operate on narrow streets.</p> <p>Level of service: Higher convenience for customers, shorter walking distance.</p> <p>Stop Locations: This model would have no formalized stop locations. There may be community concerns due to buses travelling on local residential streets and stopping at seemingly random locations for passenger pick-ups/drop-offs.</p> <p>Scalable and Adaptable: Highly scalable and adaptable. As this model does not require stop infrastructure and only requires passengers to walk a short distance.</p>	<p>Brand: No brand required. Passengers wait at the curb of their origin (e.g. home) or destination.</p> <p>Safety: Stop in front of pick-up and drop-off point can increase perception of safety, particularly with late night service.</p> <p>Reliability: Likely to have the lowest level of reliability due to the potential for significant deviations to pick up and drop off passengers at the curb and need to operate on narrow streets.</p> <p>Level of service: Highest convenience for customers, shortest walking distance.</p> <p>Stop Locations: This model would have no formalized stop locations. There may be community concerns due to buses travelling on local residential streets and stopping at seemingly random locations for passenger pick-ups/drop-offs.</p> <p>Scalable and Adaptable: Highly scalable and adaptable. As this model does not require stop infrastructure and only requires passengers to walk a short distance.</p>

Guiding Principle	Bus Stop	Corner	Curb
Equity	Booking: N/A Accessibility: Stops that don't have a hard accessible surface or are not connected to a sidewalk would not be accessible. Distance to bus stop would be the longest. Lowest level of accessibility.	Booking: N/A Accessibility: Stops that don't have a hard accessible surface or are not connected to a sidewalk would not be accessible. Distance to bus stop would be shorter making it more accessible if there is a sidewalk in place. Second lowest level of accessibility.	Booking: N/A Accessibility: This model is the most accessible and most consistent with the service provision of existing specialized service. Highest level of accessibility.
Sustainability	Ridership Growth: The need to walk to a bus stop would not offer any additional convenience. Lowest potential for ridership growth. Reduce GHG Emissions: Reduced travel time, fewest stops and increased opportunities for ridesharing. Highest potential for GHG reduction. Efficiency: Highest potential for ridesharing as passengers are required to access the service at common stops.	Ridership Growth: Reduced walking distance to the stop may make the service more attractive. Second highest potential for ridership growth. Reduce GHG Emissions: Increased number of deviations and stops (to pick up and drop off passengers). This also limits the potential for ridesharing. Second lowest potential for GHG reduction. Efficiency: Second lowest potential for ridesharing as vehicles spend more time stopping, which results in a slower service.	Ridership Growth: Pick up at a customer's door makes the service very attractive, particularly during inclement weather. Highest potential for ridership growth. Reduce GHG Emissions: Increased number of deviations and stops (to pick up and drop off passengers), since there are no shared stops in this model. This also limits the potential for ridesharing. Lowest potential for GHG reduction. Efficiency: Lowest potential for ridesharing as vehicles spend more time stopping, which results in a slower service.

Recommendation

Based on the above assessment, it is recommended that Regina Transit operate a 'bus stop' model for its On Demand service. This may require the installation of additional stops in the On Demand service area to meet the proximity targets set for this service.

4.0

Financial Plan

A financial plan was developed to identify the potential budget impacts of the proposed recommendations noted above. This is based on the projected growth in Paratransit registrants and ridership due to population growth, ridership and associated service hours, vehicle requirements and operating cost changes due to the Paratransit recommendations noted in this plan, as well as the introduction of On Demand service. These were forecast based on a 2022 base year, with the long term representing a period approximately 25 years in the future.

Table 10 presents the future forecasted characteristics and performance of Regina Paratransit and On Demand transit based on the Transit Master Plan. The values in the table show the anticipated growth in registrants and ridership.

Table 10: Forecast Service Performance

	2019	Base	Short Term	Mid Term	Long Term
Population	238,000	260,000	280,000	320,000	360,000
Registrants	1,800	1,700	2,200	2,600	2,900
Revenue Service Hours	74,000	81,000	109,000	117,000	125,000
Paratransit Ridership	206,500	169,600	243,800	273,500	306,600
On Demand Ridership	0	0	108,000	108,000	108,000
Total Ridership	206,500	169,600	351,800	381,500	414,600
Registrants per Capita	0.01	0.01	0.01	0.01	0.01
Paratransit Rides / Registrant	114.72	99.76	110.82	109.40	105.72
Rides/ Revenue Service Hour	2.79	2.09	3.23	3.26	3.32
Revenue Service Hours/ Capita	0.31	0.31	0.39	0.37	0.35

Changes to registrants and ridership are primarily due to:

- an increase in Paratransit registrants and associated ridership due to a growing and aging population;
- an increase in Paratransit trips per registrant through recommendations that improve parity between Paratransit and conventional transit (e.g. reduction in same-day trip denials and an increase in hours of service), and anticipated new Province-wide accessibility legislation;
- a reduction in Paratransit trips per registrant by making the conventional system more accessible, expanding travel training and changes to the eligibility and the application process; and
- new On Demand transit trips that will be integrated with Paratransit services, but will primarily be conventional transit passengers.

Rides per Paratransit registrant is expected to go down as the conventional service becomes more accessible and additional travel options are available for Paratransit registrants that have conditional eligibility. Riders per hour will increase, primarily due to the introduction of On Demand software and service, which will see an increase the ability to make real-time adjustments to same-day trip requests and introduce new On Demand passengers to the demand-responsive services. Revenue service hours per capita will also increase as a result of the expansion of On Demand transit, the increase in Paratransit hours of service to achieve parity with conventional transit and reduction in trip denials.

The proposed recommendations are intended to be phased in across the lifespan of the Transit Master Plan. The approximate implementation timeline and associated costs of recommendations are described in **Table 11**. New costs identified are cumulative and carry over to the next year, unless identified as a one-time cost below.

Table 11: Phasing Plan for Paratransit Recommendations plus New Annual Costs

	Short Term	Mid Term	Long Term
On Demand Transit	\$750k		
Expand Paratransit Service Hours to Match Conventional	\$125k	\$35k	
Third-Party Review Agency (Application Process)	\$70k		
Increase in Travel Training Budget	\$6k		
New Mid Manager Staff Position	\$90k		
New On Demand Software	\$305k	\$25k	\$25k
New Supervisors		\$70k	
New Call Centre Staff	\$115k	\$115k	\$115k
One time Change Management Plan	\$80k		

The financial impact of the Paratransit recommendations include:

- operating costs to implement On Demand transit service;
- additional Paratransit service hours to increase hours of service and to reduce same-day trip denials;
- additional staffing positions due to growth and to implement some of the recommendations in the plan (call centre staff, a new supervisor and new mid-manager position);
- approved increases in Paratransit contractor hourly rates between 2019 and 2026; and
- costs for third-party eligibility assessment and travel training.

A reduction in Paratransit service hours is expected as a result of an enhanced eligibility process, which will increase opportunities for registered Paratransit passengers to access conventional services within their abilities, leading to a lower number of Paratransit trips.

The increase in operating costs and revenue are noted in **Table 12** below while performance measures are illustrated in **Table 13**. Over the next 20 years, demand-responsive transit net operating costs are anticipated to increase from \$5.7M in 2022 to \$10.4M by 2046. A big part of this increase is due to higher hourly operating costs (including fuel) that are anticipated over the next four years. However, the net operating cost per passenger between 2022 and 2046 is anticipated to go down, primarily due to increased efficiencies from a number of recommendations identified in the plan.

Table 12: Financial Forecast

	2019	Base	Short Term	Mid Term	Long Term
Average Fare	\$1.32	\$0.96	\$1.43	\$1.42	\$1.41
Average Annual Paratransit Fare Revenue	\$272,200	\$162,500	\$321,300	\$360,500	\$404,100
Average Annual Paratransit Other Revenue	\$418,700	\$343,500	\$418,700	\$418,700	\$418,700
Average Annual On Demand Revenue	\$0	\$0	\$182,500	\$182,500	\$182,500
Average Annual Paratransit Total Operating Cost	\$5,236,400	\$6,274,600	\$7,901,500	\$8,981,300	\$9,794,300
Average Annual On Demand Total Operating Cost	\$0	\$0	\$1,589,000	\$1,614,200	\$1,639,400
Average Annual Total Operating Cost	\$5,236,400	\$6,274,600	\$9,490,500	\$10,595,500	\$11,433,700
Average Annual Net Operating Cost	\$4,545,500	\$5,768,600	\$8,568,000	\$9,633,800	\$10,428,400

Table 13: Paratransit Performance Indicators

	2019	Base	Short Term	Mid Term	Long Term
Revenue/Cost Ratio	0.13	0.08	0.10	0.09	0.09
Net Operating Cost / Passenger	\$22.01	\$34.01	\$24.35	\$25.25	\$25.15
Net Operating Cost / Revenue Service Hour	\$61.43	\$71.22	\$78.61	\$82.34	\$83.43
Net Operating Cost / Capita	\$19.10	\$22.19	\$30.60	\$30.11	\$28.97

To support the recommendations above, an increase in the number of vehicles in the vehicles is required. It is assumed that the On Demand service will use the same fleet as the existing Regina Paratransit service. The fleet expansion and replacement plan is included in **Table 14**, including estimated capital costs.

Table 14: Forecast Fleet Plan and Capital Costs

	Base	Short Term	Mid Term	Long Term
Total Buses	35	46	49	75
Peak Paratransit Buses	30	33	36	172
Peak On Demand Buses	0	6	6	18
Spare Buses	5	7	7	17
Spare Ratio	14%	15%	14%	0
Replacement Buses	6	21	79	81
Expansion Buses	2	11	3	4
Capital Cost	\$1.16M	\$4.65M	\$11.9M	\$12.3M

Supplement 5

Branding Recommendations



Regina Transit Master Plan: Brand Recommendations

Prepared by RallyRally
December, 2021

Overview of brand recommendations

This section of the Regina Transit Master Plan outlines recommendations for the Regina Transit branding as an integrated aspect of the plan implementation. The following considerations align with the City of Regina's master brand framework while reflecting the three strategic priorities for the Regina Transit Master Plan: customer experience, equity, and sustainability.

This topic is included within the Regina Transit Master Plan (RTMP) because branding and marketing impact the public's awareness, perception and experience of Regina Transit. As the transit service evolves and improves over the coming years, it is important to keep current riders and future riders aware of the changes. In addition to communicating specific messages through marketing, the larger shift in the transit experience (corresponding to the RTMP) can also be signalled by making updates to the visual presence of the brand.

For clarity, this transit master planning process itself does *not* include branding updates, but these strategic recommendations can inform future creative work to potentially be pursued as part of the RTMP implementation.



Alignment with City of Regina branding

The City of Regina recently undertook a comprehensive update to its brand framework and brand guidelines. The objectives of that work included consolidating miscellaneous names and visual identities into one City of Regina “masterbrand” framework articulated with detailed guidelines which set the strategic foundation for City branding. Accordingly, Regina Transit must use the City’s logo, colours, fonts, and graphic devices. Fortunately, Regina Transit and the look of the bus fleet is already aligned with the City brand, and the buses are a strong visual reminder of the City’s services to the community. As a result, there is no gap to bridge, rather there is an opportunity to build upon what is already in place.

Within the constraints of the City brand, there are opportunities for Regina Transit to thoughtfully integrate some unique elements. For example:

- **Option A** – Regina Transit would only use the City of Regina logo, but unique graphic elements could be integrated into brand applications such as the look of the buses, or marketing materials.
- **Option B** – Regina Transit would use the City of Regina logo alongside an additional identifier such as a “Regina Transit” wordmark or bus symbol. (This could potentially be combined with the unique graphic elements described in Option A.)

These possibilities and others may be explored through a design process in the future, with the City engaging their agency of record. The recommendations provided here can form the basis of a creative brief. The creative process should include stakeholders from Regina Transit and the City of Regina's internal brand consultants.

For further direction and specifications, please refer to the City of Regina's brand guidelines.



A unified brand with Paratransit service

Paratransit will benefit from sharing one brand with Regina Transit. Reinforcing the strategic priorities of equity and customer experience, it is recommended that there be no distinction between the brands of conventional transit and Paratransit service. It is all part of Regina Transit's integrated services, so there should be one cohesive look and feel. As described in **Supplement 4 (Paratransit and Demand Responsive Recommendations)**, Regina Transit should undertake a selection process to choose an alternate identifier for what is currently known as Paratransit. This name, like Main, Local, and School routes, should describe the type of service being provided and would not be a standalone brand.

However, it is still important to prioritize accessibility and make sure that riders who rely on Paratransit service can easily find and access the information they need and recognize the respective vehicles on the street. For example, buses offering Paratransit service could feature special livery graphics, an accessibility symbol or a subtle identifier using the new terminology

selected in the renaming process described above, but it should feel like part of the graphic system used on conventional buses to be clear that it is the same transit system.

Any design decisions should be made in consultation with riders and accessibility advocates from the community, while also following the City of Regina's brand guidelines and any applicable accessibility standards.

It is recommended that rider-oriented communications be streamlined, along with the online user experience. For example, a rider who wants to book Paratransit service via the website should begin at the same web page as a rider looking for information about a conventional bus route or On Demand services. Further, a customer should never be identified as either a "conventional" transit rider or a "Paratransit" rider; rather Regina Transit offers a range of services for all riders.

Similarly, other types of transit service – including On Demand transit, School Routes and potential Bus Rapid Transit – are also to be presented as part of a united Regina Transit brand.

Practical considerations for brand planning

In the spirit of financial and environmental sustainability, any potential changes to brand-related elements must consider practical aspects for roll-out. For example, if updating the bus livery (paint and graphics on the bus exteriors), consider the scale of the bus fleet and that vehicles are replaced at different times over several years. The bus livery can evolve, but it should look relatively similar to what already exists in order to maintain recognition and to avoid causing confusion for riders. One option is to apply decal graphics to buses rather than completing a brand new paint job.

Of course, the Regina Transit identity has many touch-points beyond the buses themselves. Digital applications such as social media are low-cost and easy to update, but more resources are required for any printed or physical items such as wayfinding and staff uniforms. Any transit brand updates must also consider future changes to bus stop signage, bus shelters, route maps, ticket machines, fare media, and other items that may be impacted by changes to the transit system.

Messaging integration

To ensure alignment between marketing and other efforts to improve transit, Regina Transit's messaging, tone of voice and visuals should work together to reinforce the three strategic priorities: customer experience, equity and sustainability. These themes should be woven into communications for current riders, potential riders, staff and other stakeholders.

For example, a social media post announcing a change in a bus route or schedule should underscore how this change is contributing to a better experience for riders, and it should

present this information in a positive tone. Here are three conceptual examples of announcements written in a way that reflects the strategic priorities.

Sample Post #1 – Customer Experience

Regina is growing and changing, and so is Regina Transit. With enhanced rider amenities and more frequent service, we're creating a better experience for transit riders as we connect people and communities across our city.

Sample Post #2 – Equity

We've added rider announcements in three new languages to make it easier for anyone in Regina to have a safe and seamless journey across the city.

Sample Post #3 – Sustainability

By 20xx, all Regina Transit buses will be electric-powered. It's just one more way we're working towards becoming a 100% renewable city by 2050.

The City's brand voice is accountable, respectful, collaborative, helpful, and optimistic. For further guidance, refer to the Brand Voice section of the City of Regina's brand guidelines.

Supplement 6

Organizational Review



CITY OF REGINA

Transit Master Plan

Organization and Administrative Process Review

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1.0 Organizational and Administrative Process Review

1.1 Existing Organizational Arrangements

1.1.1 Governing Body

The City of Regina's Transit and Fleet Services department reports to the Executive Director, Citizen Services, which is overseen by the City Manager. Regina City Council appoints the City Manager.

1.1.2 Organization Structure

The **Director, Transit & Fleet** role is responsible for the leadership of the Department of Transit & Fleet. This includes overseeing the operation of the city's fleet and public transit system including conventional transit, paratransit, charters and vehicle maintenance and repair. The Director, Transit and Fleet Services reports to the **Executive Director, Citizen Services**.

There are six positions that directly report to the Director, four of which are related to Regina Transit services. They are:

- **Manager, Transit Administration** – Responsible for the management of the Transit Administration Branch, including operational and program planning, stakeholder relationship management, financial management, and people leadership. This role identifies long and short term goals, communications and marketing opportunities, undertakes process improvement, manages performance data and coordinates budget preparation.
- **Manager, Operations and Training**– Responsible for the management of the Transit Operations and Training Branch of the Department of Transit and Fleet, including operational and program planning. This includes providing direction to all activities related to transit operations, scheduling, driver training, and special requests for transportation.
- **Manager, Paratransit and Revenue Services** – Responsible for the management of the Paratransit and Revenue Services Branch, including oversight of the Transit Information Centre, on demand call centre services cash office, travel training and paratransit and conventional transit accessibility services.
- **Manager, Transit Fleet Maintenance**– Responsible for the management of the Transit Fleet Maintenance Branch, including the overall management and operation of parts and maintenance services for the Transit fleet.

The organization chart, detailing reporting relationships and the number of full-time equivalent positions (FTE), is shown in Figure 1.

1.2 Organization Structure Comparisons with Peer Systems

1.2.1 Generic Transit Functions

There are generic functions that must be carried out to develop, deliver, and manage a public transit service. While there are variations in how these functions are organized and coordinated, they are common to any jurisdiction that provides public transportation.

To facilitate analyses and comparisons, these functions are named and defined here for clarity.

In general, these functions are divided into two types:

- **Line Functions** are ones that directly advance the core mandate of the transit organization (e.g. planning, scheduling, operations, fleet management, passenger information, customer service); and,
- **Staff Functions** are ones that assist the transit organization with specialized advisory and support services (e.g. human resources, finance, information technology, occupational health and safety).

Table 1 lists the name and descriptions of generic functions (and, in some cases, sub-functions) for public transit used in this report.

Table 1: Generic Functions for Public Transit

Type	Function	Sub-Function	Generic Description
Line Functions	General Management		<ul style="list-style-type: none"> • Overall direction and management of the public transit organization
	Service Development	Transit Planning	<ul style="list-style-type: none"> • Long range planning and coordination of transit planning with urban planning • Route network planning, service monitoring, stop/shelter location planning • Special projects
		Scheduling	<ul style="list-style-type: none"> • Timetabling and vehicle blocking • Run-cutting and rostering
	Marketing		<ul style="list-style-type: none"> • Creation and distribution of passenger information materials • Development and execution of marketing programs • Design of transit identity (logo, bus livery, bus stop graphics) • Preparation of internal and external communication programs
	Customer Service		<ul style="list-style-type: none"> • Passenger assistance (customer call centre) • Commendations/complaints administration • Lost and found administration • Fare media sales

Type	Function	Sub-Function	Generic Description
	Transit Operations	Division Management	<ul style="list-style-type: none"> • Overall responsibility for transit operations • Creation and maintenance of positive relationships with internal and external stakeholders
		On-Street Inspection	<ul style="list-style-type: none"> • Day-to-day regulation, supervision, and adjustment of on-street transit service • Provision of on-street support and direction to bus operators • Investigation and resolution of operational concerns of customers, business owners, and residents
		Control Centre	<ul style="list-style-type: none"> • Provides day-to-day guidance and assistance to bus operators and inspectors via the transit radio communications system • Provides leadership and direction to bus operators to ensure safe, efficient, high quality bus service to customers
		Dispatch	<ul style="list-style-type: none"> • Preparation and coordination of the daily dispatch of bus operators and buses to scheduled and unscheduled transit service
		Bus Operator Supervision	<ul style="list-style-type: none"> • Provision of ongoing supervision, counsel, guidance, coaching, mentoring, performance review, and career development for the bus operator workforce
		Training	<ul style="list-style-type: none"> • Training of new bus operators in the knowledge, skills, and expectations required to safely and efficiently operate a transit vehicle and to provide customer service. • Provision of refresher and continuing education for bus operator workforce
		Operations Planning	<ul style="list-style-type: none"> • Planning and coordination of temporary routings for detours • Planning and coordination of special event service
	Specialized Transit		<ul style="list-style-type: none"> • Planning and delivery of specialized transit service (including passenger registration, trip reservations, trip scheduling, trip confirmation, vehicle dispatch, passenger pickup and drop-off) • Public outreach, travel training, customer service and complaint resolution
	Plant and Equipment	Division Management	<ul style="list-style-type: none"> • Overall responsibility for plant and equipment functions
		Bus Maintenance	<ul style="list-style-type: none"> • Preventative maintenance, repair and overhaul, and refurbishing of transit vehicles
		Bus Servicing	<ul style="list-style-type: none"> • Daily fueling, exterior cleaning, and interior cleaning of transit vehicles

Type	Function	Sub-Function	Generic Description
Staff Functions		Stops, Shelters, Terminals	<ul style="list-style-type: none"> • Installation and maintenance of bus stops, transit shelters, bus loops, and transit terminals (including supplementary snow clearing) • Installation of accessibility features for stops, shelters, and terminals
		Building Maintenance	<ul style="list-style-type: none"> • Maintenance and cleaning of garages, transit centres, and transit offices
	Finance	Budget and Finance	<ul style="list-style-type: none"> • Financial planning and preparation of operating and capital budgets • Financial analysis and reporting • Accounting/financial activities • Fare Policy development and administration • Fare agreement administration (e.g. U-Pass)
		Treasury	<ul style="list-style-type: none"> • Design, production, and distribution of fare media • Accounting of fare receipts • Cash management and deposits
	Human Resources		<ul style="list-style-type: none"> • Provides support for employee recruitment and selection, employee development, organizational development, compensation and benefits administration, labour relations, collective bargaining and other HR policy development
	Information Systems		<ul style="list-style-type: none"> • Identification of opportunities for application of information technology to improve business processes and customer service • Application development and support for internal information systems • Integration services for external information systems and for vendor-supplied systems • Development of strategy for the integration of data amongst applications
	Occupational Health and Safety		<ul style="list-style-type: none"> • Collaborates with other divisions to identify and resolve safety issues • Administers occupational health and safety programs

1.2.2

Peer Systems Overview

Based on information contained in the 2019 edition of the CUTA Fact Book, and discussions with other peer systems, **Table 2** provides an overview of key indicators of the peer systems compared to those of Regina Transit. These systems differ somewhat from those in the Peer Review Report, reflecting that sufficiently-detailed organizational information is not available for all systems. Due to limited information, Saskatoon is only included for reference in **Table 2**. The selected peers are those with similar scales of operation, in terms of annual revenue hours and organization size, to Regina Transit.

A Commission is the governing authority for one of the systems (St. Catharines) while, in the remaining systems (Saskatoon, Oakville, Guelph, and Strathcona County), transit is delivered through a municipal department responsible to City Council or a Committee of Council.

Table 2: Peer Systems Comparison of Key Indicators (Conventional Transit, 2019)

Indicator	Regina	Saskatoon	Oakville	Guelph	St. Catharines	Strathcona County
Organization Type	City Department	City Department	Town Department	City Department	Commission	County Department
Conventional Transit	Yes	Yes	Yes	Yes	Yes	Yes
Specialized Transit	Yes	Yes	Yes	Yes	Yes	Yes
Buses in Fleet ¹	121	140	112	102	77	75
Annual Revenue Hours	279,271	363,231	208,569	205,820	175,361	114,927
Number of Employees ²	255 FT 4 PT	355 FT 7 PT	183 FT 32 PT	199 FT 21 PT	193 FT 8 PT	141 FT 25 PT
Number of Maintenance Staff ³	43 FT	65 FT	33 FT	27 FT	27 FT	23 FT 1 PT
Number of Paratransit Staff ⁴	Operators: 51 FT/ 12 PT Reservation Clerks: 5 FT/5PT Mechanics: 1 FT/ 2 PT Total: 65 FT/24 PT	Operators: 17 FT/24 PT Dispatchers: 5 FT/3 PT Mechanics: 2 FT/1 PT Total: 34 FT/ 32 PT	Operators: 18 FT Reservation Clerks: Mechanics: Total: 23 FT/ 4 PT	Operators: 6 FT/ 7 PT Dispatchers: 3 FT Mechanics: Total: 9 FT/ 7 PT	Operators: 9 FT Dispatcher: 1 PT Mechanics: Total: 11 FT/ 1 PT	Operators: 7 FT /8 PT Reservation Clerks: Mechanics: Total: 11 FT/ 8 PT
Number of Bus Operators ¹	188 FT	238 FT	125 FT 28 PT	158 FT 0 PT	143 FT	79 FT 22 PT
Operators per Bus	1.55	1.7	1.61	1.60	1.9	1.33
Annual Revenue Hours per Operator	1485.48	1525.42	1,386	1,263	1,226	1,137

¹ For Conventional Transit (i.e. Fixed Route service) only

² Includes Bus Operators, Other Transportation Operations, Mechanics, Other Vehicle Mechanics and Servicing, Plant and Other Maintenance, and Administration

³ Includes Mechanics and Other Vehicle Mechanics

⁴

1.2.3 Mapping of Transit Functions

This section maps generic transit functions listed above to the organization structures of the peer systems. The following information is summarized for each function across the systems:

Table 3: Description of Functions

Item	Description
Manager Responsible	<ul style="list-style-type: none"> • The management or supervisory position directly responsible for the function
Manager Level	<ul style="list-style-type: none"> • The level in the organization of the <i>Manager Responsible</i> • The General Manager (or equivalent) is considered to be Level 1 • Those reporting directly to the General Manager are considered Level 2, etc.
# of Staff	<ul style="list-style-type: none"> • Number of staff assigned to the function, <i>exclusive of Manager Responsible</i>
Staffing Indicators	<ul style="list-style-type: none"> • Various indicators provided where appropriate

Table 4, shown on the following pages, summarizes this information for each transit system.

Table 4: Mapping of Generic Functions across Transit Systems

Function	Characteristics	Regina	Saskatoon	Oakville	Guelph	St. Catharines	Strathcona County
General Manager	Title: Reports to: # Direct Reports:	Director, Transit and Fleet Executive Director, Citizen Services 6 (includes 2 Fleet managers)	Director of Transit General Manager 4	Director of Transit Commissioner of Community Services 4	General Manager Deputy Chief Administrative Officer 4	General Manager Commission Chair 5	Director of Transit Associate Commissioner 6
Service Development: Transit Planning	Mgr Responsible: Mgr Level: # of Staff:	Routing & Scheduling Analyst 3 0 The analyst position also undertakes duties beyond service planning. This position has six direct reports, none of which are related to this function.	Customer Service Manager 2 2	Mgr, Planning & Demand Responsive Svcs 2 1, Transit Analyst	Supervisor, Planning & Scheduling 2 1	Manager of Transportation 2 1	Manager, Planning & Customer Service 2 2
Service Development: Scheduling	Mgr Responsible: Mgr Level: # of Staff:	Routing & Scheduling Analyst 3 0 See note above.	Customer Service Manager 2 2	Mgr, Planning & Demand Responsive Svcs 2 1, Transit Scheduler	Supervisor, Planning & Scheduling 2 1	Manager of Transportation 2 0, Performed by Transit Planner	Manager, Planning & Customer Service 2 1
Marketing	Mgr Responsible: Mgr Level: # of Staff:	This is not part of the Transit and Fleet Department function.	Marketing Consultant This function is not part of Transit but a dedicated employee from Communications	Mgr, Planning & Demand Responsive Svcs 2 1, Marketing/Customer Srvc Coordinator	Supervisor, Transit Business Services 2 1	Supervisor, Marketing & Customer Service 2 0	Coordinator, Comm & Customer Experience 3 1
Customer Service	Mgr Responsible: Mgr Level: # of Staff:	Mgr., Paratransit & Revenue Services 2 8 (Revenue & Service Clerks)	Customer Service Manager 2 8	Mgr, Planning & Demand Responsive Svcs 2 Performed by Mrktng/Customer Srvc Coordinator	Supervisor, Transit Business Services 2 Performed by Coordinator, Sales & Market Development	Supervisor, Marketing & Customer Service 2 1 FT, 3 PT	Coordinator, Comm & Customer Experience 3 2 FT, 1 PT
Transit Operations: Division Management	Mgr Responsible: Mgr Level: # Direct Reports:	Manager, Operations and Training 2 9	Operations Manager 2 15	Manager, Operations 2 5	Manager, Transit Operations 2 17	Manager of Transportation 2 5	Manager, Conventional Transit 2 4
Transit Operations: On-Street Inspection	Mgr Responsible: Mgr Level: # of Staff: Operators per Staff:	Manager, Operations and Training 2 4 (TSOs) ⁵ 27	Operations Manager 2 8.4 30	Senior Transit Supervisor 3 7 19	Manager, Transit Operations 2 9 (Route Supervisors) 19	Manager of Transportation 2 2 68	Supervisor, Inspectors 3 5 16
Transit Operations: Dispatch / Control Centre	Mgr Responsible: Mgr Level: # of Staff: Operators per Staff:	Manager, Operations and Training 3 6 (Dispatchers) 31	Supervisor, Dispatch 3 4.6 6	Senior Transit Supervisor 3 5 27	Manager, Transit Operations 2 5 (Route Supervisors) 34	Manager of Transportation 2 2 68	Supervisor, Dispatch 3 4 20
Transit Operations: Bus Operator Supervision	Mgr Responsible: Mgr Level: # of Staff: Operators per Staff:	Manager, Operations and Training 2 0, Performed by TSOs 27	Operations Manager 2 Function performed with on-street inspection	Senior Transit Supervisor 3 Performed by this position 135	Manager, Transit Operations 2 0, performed by Route Supervisors	Manager of Transportation 2 1 136	Manager, Conventional Transit 2 0, Shared with Supervisors 26
Transit Operations: Training	Mgr Responsible: Mgr Level: # of Staff: Operators / Staff:	Transit Training Coordinator 3 2 94	Supervisor Training 3 6 30	Manager, Operations 2 1 135	Manager, Transit Operations 2 2, but also act as Route Supervisors 85	Manager of Transportation 2 0, Performed by Transit Supervisors	Manager, Conventional Transit 2 1 79

⁵ Due to COVID 19, the complement of TSOs was increased to 7. It is anticipated that the number of TSOs will be back to 4 effective January 2022.

Function	Characteristics	Regina	Saskatoon	Oakville	Guelph	St. Catharines	Strathcona County
Transit Operations: <i>Operations Planning</i>	Mgr Responsible: Mgr Level: # of Staff:	Manager, Operations and Training 2 Joint function performed by TSO and Routing and Scheduling Analyst	Operations Manager 2 Joint function done by operator supervision.	<ul style="list-style-type: none"> Detours: Manager, Operations Special Events: Manager, Planning 	<ul style="list-style-type: none"> Detours: Route Supervisors Special Events: Coordinator, Sales & Market Development 	Manager of Transportation 2 0, Performed by Transit Supervisors	Joint function shared amongst Dispatch and Transit Planner
Specialized Transit	Mgr Responsible: Mgr Level: # of Office Staff: # of Operators:	Paratransit Coordinator 3 10 40 full 7 part (contracted)	Access Transit Manager 2 12 19 full time 16 part time	Demand Responsive Supervisor 3 7 15, but 50% of Trips Contracted Out	Mobility Supervisor 3 2 11	Paratransit Supervisor 3 3 8	Manager, Specialized Transit 2 3 7 FT, 4 PT
Plant & Equipment: <i>Division Management</i>	Mgr Responsible: Mgr Level: # Direct Reports:	Manager, Transit Fleet Maintenance 2 1	Maintenance Manager 2 3	Manager, Fleet & Maintenance 2 4	Function provided by City's Fleet Services Department <ul style="list-style-type: none"> Project Manager, QA and CI provides liaison 	Manager of Maintenance 2 2	Function provided by County's Fleet Services Department
Plant & Equipment: <i>Bus Maintenance</i>	Mgr Responsible: Mgr Level: # of Staff:	Supervisor, Equipment & Maintenance (3) 4 29	Mechanical/Body Shop Supervisor 3 43	Maintenance Supervisor 3 16	Function provided by City's Fleet Services Department	Maintenance Supervisor 3 20	Function provided by County's Fleet Services Department
Plant & Equipment: <i>Bus Servicing</i>	Mgr Responsible: Mgr Level: # of Staff:	Service Supervisor 4 10	Service Supervisor 3 24	Maintenance Supervisor 3 9	Function provided by City's Fleet Services Department	Maintenance Supervisor 3 8	Supervisor, Support Services 3 8
Plant & Equipment: <i>Stops / Shelters / Terminals / Buildings</i>	Mgr Responsible: Mgr Level: # of Staff:	Shared responsibility with municipal departments of Traffic (stop approval and installation) and Facilities (snow clearing).	Maintenance Manager/Marketing Consultant 2 0	Mgr, Planning & Demand Responsive Svcs 2 <ul style="list-style-type: none"> Stops: Roads & Works Dep't Shelters: Contracted 	Project Manager, QA and CI 2 <ul style="list-style-type: none"> Coordinates installations with other City departments / contractors 	Maintenance Supervisor 3 1 <ul style="list-style-type: none"> Coordinates installations with other City departments / contractors 	Supervisor, Support Services 3 2
Finance: <i>Budget & Finance</i>	Mgr Responsible: Mgr Level: # of Staff:	Director, Transit & Fleet 1 7 (Revenue and Service Clerks)	Accounting Coordinator On site position reports to corporate Finance Department	Director of Transit 1 Accounting: Town Finance Dep't	General Manager 1 <ul style="list-style-type: none"> Support provided by Supervisor, Transit Business Services 	Manager, Finance & Administration 2 2 FT, 2 PT	Coordinator, Finance 2 2
Finance: <i>Treasury</i>	Mgr Responsible: Mgr Level: # of Staff:	Manager, Paratransit and Revenue Services 2 8 (Revenue Clerks) Shared with the City	Accounting Coordinator On site position reports to corporate Finance Department	Administrative Assistant 2 1 Presto: Business Systems Coordinator	Supervisor, Transit Business Services 2 1 (shared with Fleet Services)	Manager, Finance & Administration 2 Performed by Budget & Finance Staff	Coordinator, Finance 2 1
Human Resources	Mgr Responsible: Mgr Level: # of Staff:	Function provided by the City's Department of People & Organizational Culture	Function provided by HR Department	Function provided by Town's HR Department	Function provided by City's HR Department	Function provided by City's HR Department	Function provided by County's HR Department
Information Systems	Mgr Responsible: Mgr Level: # of Staff:	Function provided by the City's Department of Technology & Digital Innovation	Transit Technology Coordinator 3 3	Function provided by Town's Information Services & Solutions Department	Function provided by City's IT Department	Manager, Finance & Administration 2 1	Function provided by County's IT Department
Occupational Health and Safety	Mgr Responsible: Mgr Level: # of Staff:	Function provided by the City's Department of People & Organizational Culture.	Occupational Health and Safety Superintendent On site position reports to corporate Department	Manager of Operations 2 One Transit Supervisor is member of joint Union-Management OHS Committee	Manager of Operations 2 Function shared with Project Manager and Manager of Fleet Services	Manager of Maintenance 2 0, Performed by Manager of Maintenance	Coordinator, OHS 2 0, Performed by Coordinator, OHS

1.2.4

Common Features of Peer System Organization Structures

Based on the information contained in **Table 4** and on discussions held with Regina Transit staff, common features and preferences across the four peer system organization structures are summarized as follows for each major transit function:

Table 5: Common Features and Preferences Summary

Generic Function	Common Features	Function in Regina
General Manager	<ul style="list-style-type: none"> It is common across peer agencies that this role has between 4 and 7 direct reports, including administrative assistance. Reporting structure is largely determined by number of line and staff functions assigned to the transit organization. Some functions (e.g. Plant and Equipment, Human Resources, Information Technology) are the responsibility of other municipal departments in some peer systems. 	Regina Transit's staffing is largely consistent with common industry practice. The Director of Transit & Fleet has seven direct reports, of which four are directly responsible for transit services.
Service Development	<ul style="list-style-type: none"> Responsible Manager reports directly to General Manager Manager usually directly involved in planning and scheduling technical work Average of 1 to 2 planning/scheduling technical staff in addition to the Manager. 	Regina Transit does not have a department dedicated to this function. The organization has one role, Routing and Scheduling Analyst, but this role appears to be more heavily involved in supervising dispatch and other more operational issues. The Manager of Transit Administration is also directly involved in service planning but this is not captured in their job description.
Marketing, Customer Services	<ul style="list-style-type: none"> Common for these two functions to be the responsibility of a single Manager Responsible Manager usually reports directly to General Manager Manager often directly involved in marketing work An additional marketing position is common if Manager is responsible for other major functions Range of 2 to 5 front-line positions for customer service function 	<p>At Regina Transit, the Manager, Paratransit & Revenue Services oversees service clerks at Customer Service Centre (8 positions). This customer service function has more positions than industry peers, however, it's noted that in Regina, these positions also include some revenue functions.</p> <p>Regina Transit does not have marketing or communications staff. These functions are undertaken by the Municipality. Communications are largely provided on corporate level by City of Regina.</p>

Generic Function	Common Features	Function in Regina
Transit Operations	<ul style="list-style-type: none"> • Responsible Manager reports directly to General Manager • Manager typically has overall responsibility for Dispatch, Control Centre, On-Street Inspection, Training, and Bus Operator Supervision/Development functions • Common practice is to assign responsibility for Dispatch/Control Centre and On-Street Inspection to a single Senior Supervisor position (i.e. an “Assistant Manager”) • Common practice is for transit supervisors to rotate amongst Dispatch/Control Centre and On-Street Inspection roles • Common practice is for Training function to report directly to Manager • Operations planning role varies (detour planning and implementation usually included in Operations function; special events planning often shared between Operations and Service Development functions) • Peer systems expressed need to improve Bus Operator Supervision/Development function (current practice is diverse – split amongst Responsible Manager, Supervisors, and Trainer) • It is typical that Dispatch/Control Centre and On-Street Inspection functions are managed by between 4 and 12 positions. • Common practice is for 1 position for Training in peer systems. 	<p>Responsibilities of this department is generally consistent with industry practice. It is noted that one position (Transportation Services Officer) is responsible for On-street inspection, and Operator supervision. These roles report directly to the Manager of Transit Operations, and Training rather than report through an assistant manager position.</p> <p>It is also noted that the Routing and Scheduling Analyst position reports directly to the Manager of Transit Operations & Training. This is unique organizational placement for this type of role.</p> <p>It is also noted that Regina has two positions associated with the function of operator training, although one of these positions was also involved in other operational duties. While the number of positions may be consistent with the industry standard, as the responsibilities for these roles is split between operations and training, it is possible that an additional, dedicated, training role should be considered.</p>

Generic Function	Common Features	Function in Regina
Specialized Transit	<ul style="list-style-type: none"> • Operations and maintenance functions 100% contracted out. In St. John's, approximately 50% contracted out in Oakville, and 100% operated by transit staff in Guelph, St. Catharines, and Strathcona County. • All systems retain responsibility for passenger registration, trip reservation, and scheduling functions. • Specialized Transit function is separate from Conventional Transit Operations in Regina, Oakville, and Strathcona County 	<p>In Regina, the delivery of specialized transit service is contracted out, and is managed by Manager, Paratransit and Revenue Services. The manager role oversees the Paratransit Coordinator, Clerks, and scheduler. Regina staffing is generally consistent with common industry practice, both in staffing and service delivery model.</p>
Plant and Equipment	<ul style="list-style-type: none"> • Bus Maintenance, Bus Servicing, and Stops/Shelters/Loops is responsibility of other City departments (e.g. Fleet Services) in Guelph and Strathcona County • Responsible Manager reports directly to General Manager in Regina, St. Catharines, and Oakville. • Average of four direct reports to Maintenance Manager in St. John's and Oakville. • Common practice is for Bus Servicing staff to be assigned fare box handling. • Location/site planning for stops and shelters usually coordinated with Service Development function; installations performed by contractors or Plant and Equipment staff 	<p>In Regina, the Manager, Transit Maintenance has one direct report, which appears to be unique. Further, Otherwise, it appears that in this function, Regina Transit staffing is consistent with common industry practice. The Quality Assurance Coordinator is responsible for install of stops and accessible infrastructure.</p>
Finance	<ul style="list-style-type: none"> • Common for Budget/Accounting/Treasury functions to be assigned to a single Manager • Responsible Manager reports directly to General Manager in Regina, St. Catharines, Guelph, and Strathcona County • In Oakville, General Manager has responsibility for budgeting and revenue room operation, with Town Finance Department providing day-to-day accounting functions • An average of 1 to 2 positions for Budget and Accounting function 	<p>In Regina, most finance functions are a corporate function. However, Managers are responsible for the preparation of departmental budgets. For Regina Transit, budgets are coordinated by the Manager of Administration.</p>

Generic Function	Common Features	Function in Regina
Human Resources	<ul style="list-style-type: none"> An average of 1 to 2 positions for Treasury/Revenue function Services are provided by centralized municipal Human Resources Department in Regina and peer systems, with designated staff assigned exclusively for transit. 	Human Resources functions are provided by the City.
Information Systems	<ul style="list-style-type: none"> Generally, these services are provided by centralized municipal Information Technology Department. This is the case in Oakville, Guelph, and Strathcona County. 	In Regina, the Responsible Manager oversees transit-specific databases and reports to Manager, Transit Administration, however, corporate Information Systems are managed by the City.
Occupational Health and Safety	<ul style="list-style-type: none"> This function is usually included in duties of others (e.g. Maintenance Manager or Trainer) or provided by OHS staff in the Human Resources function Common for peer systems to have a joint Union-Management OHS committee, with management representatives from Transit Operations and Plant and Equipment divisions. 	In Regina Occupational Health and Safety is primarily overseen by the Municipality. Responsible Managers are also responsible for their respective departmental safety, and inspections.

1.3 Key Organizational Issues

Based on information gained during interviews in October 2021, a review of the existing organization structure, and on comparisons with organizational approaches used in other Canadian transit systems, a number of key issues have been identified that warrant review. These issues, accompanied by some suggestions for improvement, are summarized below by major category.

1.3.1 Governance

Amongst the peer systems, a City Department governance model used in Regina is also used in peer agencies such as Saskatoon, Guelph, and Winnipeg, wherein the transit service is managed by a department within the municipality's administrative organization, with a direct reporting relationship to the jurisdiction's senior administration. In this situation, operational oversight is provided by senior municipal management and policy oversight provided by elected representatives on City Council or a committee of Council.

This governance model is appropriate and currently the structure meets the needs of Regina.

This model may present challenges if, in the future, Regina wishes to extend transit services to areas outside the City's borders to provide greater access for residents of neighbouring municipalities. If this

were to be explored, the service could continue to be operated by a municipal governance model; however, coordination and reporting between staff and elected representatives of the varying municipalities would be more complex. The responsibilities and expectations of each municipal partner would need to be clearly stated in advance of any expansions to the service area outside Regina to ensure seamless service provision.

1.3.2 Diversity & Equity

Regina Transit is quite diverse when compared to other City departments - currently they are one of the leading departments in terms of diversity in the workplace. In comparison to other Canadian transit agencies, Regina Transit is on par in terms of their diversity. The City of Regina has set diversity targets and should continue to strive to be an equitable and diverse employer. As laid out in the Transit Master Plan, equity is treating everyone fairly by acknowledging their unique situation and addressing systemic barriers. The aim of equity is to ensure that everyone has access to equal results and benefits. Regina Transit should continue to hire minorities and women in the workplace.

2.0 Recommendations

Staffing levels for Regina are generally quite similar to other systems for most line functions, although there are several notable anomalies within Regina Transit's organizational structure which may limit the organization's ability to respond to demand for growth, and to achieve customer service goals.

Based on Dillon's review and discussion with Transit staff, the following changes are recommended for the organization structure:

1. **Supervision of Bus Operators:** Amongst the peer systems, there is general consensus that the supervision of bus operators is under-resourced in many transit organizations. This includes the daily supervision of on-street service, as well as the development role of counselling, guiding, coaching, and mentoring the bus operator workforce.

Given the breadth of the transit service area and a growing need to assist bus operators for incidents (particularly related to personal safety for both passengers and bus operators), the current staff complement for these supervisory duties is not adequate. The limited supervisory coverage makes it quite challenging for Regina Transit to respond effectively to service disruptions caused by traffic accidents and congestion, road construction, bus breakdowns, and other events that directly affect service quality. It is possible too that this lack of supervision may contribute to an undesirably high rate of Time Loss Injuries. Not only does this result in inefficient operations, but from the perspective of customers, confidence in the service is compromised and a corresponding negative impact on long term ridership results.

Consequently, it is recommended that a team of Peace Officers be added to the staff complement. These positions would be responsible for responding to customer incidents, filing reports, and coordination with law enforcement when necessary. This organizational change would provide additional time for Transportation Services Officers to respond to standard operational issues, devote more time to their development role for the bus operator workforce, and ensure safe work practices are followed on the road. In order to ensure adequate supervision of the network, it is estimated that approximately seven Peace Officers would be required overall, with a minimum of two on duty at any time that service is operating. As some responsibilities currently belonging to existing roles would be moved to the peace officer role, there may be opportunities to reallocate some existing FTEs to the Peace Officer role.

2. **Service Clerk and Demand Responsive Supervision:** The existing organizational structure has the Manager, Paratransit & Revenue Services with nine direct reports. While these nine positions cover four roles, eight of those nine reports are directly involved in Revenue and Information Services, with similar position functions. This reporting structure is likely not optimally efficient, and most peer agencies which provide this type of function have a supervisor role which the Clerks report to directly, rather than the manager. In order for the manager to engage in more strategic planning activities (i.e. expansion of on demand service), it is

- recommended that a supervisor or coordinator role be introduced to the Paratransit & Revenue Services department. The addition of this role will also assist in managing increased demands for trip booking and administration associated with the introduction and growth of on demand services.
3. **Dedicated Transit Planning Roles:** The current organizational structure does not have a dedicated position to transit planning and scheduling. Although the Routing and Scheduling Analyst position does include scheduling and service planning, their responsibilities also include day to day dispatch supervision. An organization as the size of Regina Transit would certainly benefit from the addition of a transit planning and technician/scheduler position. It is possible that the addition of a dispatch supervisor could facilitate this move, as the Routing and Scheduling Analyst would then be relieved of these day to day operational duties. This is recommended as an interim solution, to allow for some planning capacity, however, in the longer term, it is recommended that the Routing & Scheduling Analyst position be split into a Transit Planner position and Technician responsibility, both of which would report to the Manager, Transit Administration. In addition to introducing significantly more capacity to the transit planning function, it will also allow Regina Transit to engage more regularly and consistently with the municipal planning department on longer term projects, development applications, improving the integration of land use and transportation planning.
 4. **Combination of Paratransit and Future On Demand Operations:** Paratransit is best suited to operate and manage On Demand due to similarities in fleet type, scheduling and booking technology, and dispatch. This combined Demand Responsive operation will be best-placed to efficiently and appropriately serve both demands, and reflects current trends within the specialized and on demand transit fields. It is notable that where on demand zones replace conventional fixed-route transit service, City of Regina-employed operators will be replaced by contractor-employed Demand Responsive operators. This is further explored in **Supplement 4 (Paratransit and Demand Responsive Recommendations)**.
 5. **Consider the Reallocation of Training Responsibilities or Departmental Expansion:** Through discussion with Regina Transit staff, it was noted that although Regina Transit has two positions associated with the function of Operator training, one of these positions is often involved in other operational duties. There may be a need for an additional dedicated position to alleviate pressure on the Transit Training Coordinator position and allow them to focus on the development and coordination of Operator training. This could be achieved by expanding the Training department, or removing the operational responsibilities from the Transit Training Coordinator.
 6. **Consider the Introduction of an Assistant Manager Role in the Operations & Training Department:** As described above, in the existing organizational chart, it is noted that the Transportation Services Officers report directly to the Manager of Transit Operations & Training rather than report through a senior officer or assistant manager position. As a result, the number of direct reports for the Manager of Transit Operations & Training is fairly high. In order

to improve the efficiency of the departmental operations, it is recommended that Regina Transit consider the introduction of a Senior Transportation Service Officer or an Assistant Manager role to oversee the day to day operations of this important function, and ensure that the Manager has capacity to direct other parts of the department.

3.0 Staffing Requirements

Additional staff will be required across the various departments of Regina Transit to support and facilitate the growth in fleet and service hours across the lifespan of the Regina Transit Master Plan. Furthermore, based on analysis of existing staffing, specific roles have been identified to be introduced or increased in number to better match peer practice and meet operational needs and must be taken into account as the system grows.

In order to forecast the need for staffing across the timeline of the Regina Transit Master Plan, staffing rates in transit functions described above were collected for each of the peer systems using the 2019 CUTA Factbook. **Table 6** presents these rates as well as an average across the peer systems.

Table 6: Peer System Indicators Used to Forecast Staffing Demands (2019)

	Regina	Saskatoon	Oakville	Guelph	St Catharines	Strathcona County	AVERAGE
Service and Fleet							
Revenue Service Hours	279,271	363,050	208,569	203,334	175,361	114,927	n/a
Peak Fleet	91	102	70	58	59	53	n/a
Staff							
Operators	188	238	158	169	143	79	n/a
Other Transportation Operations <i>(includes scheduling, dispatch, radio control, supervision)</i>	13	23	18	17	9	18	n/a
Vehicle Mechanics	21	21	14	14	12	9	n/a
Other Vehicle Maintenance and Servicing <i>(includes storage and supervision)</i>	22	44	19	13	15	14	n/a
Plant and Other Maintenance <i>(includes storage and supervision)</i>	0	5	0	2	2	3	n/a
General and Administration <i>(includes GM's office, planning, marketing, HR, finance, etc.)</i>	15	24	9	6	12	18	n/a
TOTAL	255	355					n/a
Staffing Indicators							
Operators/Bus	2.07	2.33	2.26	2.91	2.42	1.49	2.25
Other Transportation Operations Staff/Bus	0.14	0.23	0.26	0.29	0.15	0.34	0.24
Vehicle Mechanics/Bus	0.23	0.21	0.20	0.24	0.20	0.17	0.21

	Regina	Saskatoon	Oakville	Guelph	St Catharines	Strathcona County	AVERAGE
Other Vehicle Maintenance and Servicing Staff/Bus	0.24	0.43	0.27	0.22	0.25	0.26	0.28
Plant and Other Maintenance Staff/Bus	0.00	0.05	0.00	0.03	0.03	0.06	0.03
General and Administration Staff/100,000 Revenue Service Hours	5.38	6.61	4.31	2.96	6.86	15.65	6.96

Based on the averages rates for each function in **Table 6**, future staffing requirements were projected using the estimated fleet size and service hours at Year 5 and 25 of the Plan. The staffing requirements presented in

Table 7 indicate how many staff members Regina Transit would need to be on par with its peer systems. The projected Base (2019) and Year 5 (2026) rates were slightly adjusted to account for the introduction of new roles as part of the recommendations in **Section 2.0**. To incorporate a phased approach, the addition of a Supervisor of Bus Operations, Service Clerk, Transit Planner, and one additional trainer were included in the Base staffing. The Assistant Manager role in Operation is assumed to be added by Year 5.

Table 7: Forecast Staff Demands

	Base 2019	Year 5 2026	Year 25 2026
Forecasted Service and Fleet			
Revenue Service Hours	279,271	440,000	710,000
Peak Buses	91	98	163
Staff Requirements			
Operators	188	220	366
Other Transportation Operations (includes scheduling, dispatch, radio control, supervision)	13	23	38
Vehicle Mechanics	21	21	34
Other Vehicle Maintenance and Servicing (includes storage and supervision)	22	28	46
Plant and Other Maintenance (includes storage and supervision)	0	0	0
General and Administration (includes GM's office, planning, marketing, HR, finance, etc.)	15	32	49
TOTAL	258	323	534

Supplement 7

Bus Alternative Technology Assessment



CITY OF REGINA

Bus Alternative Technology Assessment

Regina Transit Master Plan

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A Assumptions

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Acronyms and Definitions

BATA – Bus Alternative Technologies Assessment

BEB – Battery-Electric Bus

Bus Block – a grouping of bus trips into a single continuous piece of work for a bus to undertake

Blocking – the act of creating bus blocks and scheduling bus trips for operation

CIB – Canada Infrastructure Bank

CNG – Compressed Natural Gas

CO₂ – Carbon Dioxide

EV – Electric Vehicle

FCM – Federation of Canadian Municipalities

GHG – Greenhouse Gas

HFC – Hydrogen Fuel Cell buses

ICE – Internal Combustion Engine

ICIP – Investing in Canada Infrastructure Program

kW – Kilowatt

kV – Kilovolt

MW – Megawatt

NRCan – Natural Resources Canada

RNG – Renewable Natural Gas

Termini – locations where buses *terminate*, or end their trips

ZEV – Zero-Emission Vehicle

Introduction

In October 2018, Regina City Council voted unanimously to direct the City to transition to 100% renewable energy by 2050. This means its annual energy consumption will be equal to or less than the amount of renewable energy generated or sourced in alternative to non-renewable energy sources. This goal is reinforced in the City's Official Community Plan and through the recent commissioning of the development of an Energy and Sustainability Framework for the City.

Regina Transit's diesel-powered bus fleet is one of the most significant consumers of non-renewable energy that is managed and operated by the City. As Regina Transit undertakes a Transit Master Plan update to guide short and long-term decision-making for Regina Transit and Paratransit over the next 25 years, the Bus Alternative Technologies Assessment (BATA) study will help inform future fleet purchase decisions.

As part of Regina's Transit Master Plan, Regina Transit commissioned Dillon Consulting Limited (Dillon) to undertake the BATA study. The study aims to assess the potential implications of transforming Regina Transit's fleet to one of three viable alternative bus propulsion technologies: renewable natural gas, fuel cell electric, and battery electric. The findings of the study will help inform decisions about which alternative bus propulsion technologies could be adopted by Regina Transit in the future.

Section 2 of this report is a high-level summary of the three selected alternative bus technologies. The anticipated impacts of each technology on operations and infrastructure in general, without Regina-specific considerations, are also detailed in this section. As the report aims to compare alternative technology options, diesel has generally not been used as a comparator.

Section 3 outlines the requirements of implementing each alternative fuel technology in Regina, including a high-level implementation plan for each, and forecasts financial implications.

Section 4 summarizes the key elements of each technology, including how they could be implemented in Regina, to provide a succinct comparison between them.

2.0 Summarize Potential Technologies

2.1 Overview of Alternative Technologies

This chapter of the report provides an overview of the three alternative bus technologies being considered as part of the BATA project:

- Battery-electric
- Hydrogen Fuel Cell Electric
- Renewable Natural Gas

Each of these alternative energy systems are discussed in the following sections. For each alternative energy system type, this chapter contains the:

- Defining Features
- Variations
- Availability of Technology and Current Manufacturers
- Existing Implementation Case Studies
- Implications of the Technology on Transit Planning and Operations
- Summary of Implementation Requirements
- Additional Considerations

2.1.1 Battery-Electric

2.1.1.1 Defining Features

Battery-electric buses (BEBs) are powered by electricity stored in batteries. Electric motors are used to propel the bus and the batteries are charged using stationary charging systems located on-route or at the transit garage. As battery capacity is currently limited, BEBs used in cold climates often utilize an on board diesel heater in order to extend range in the winter months.

Battery-electric buses are considered to be zero-emissions vehicles but the source of the electricity may result in some additional GHG emissions if it is not fully-renewable (i.e. hydroelectric, geothermal, solar, etc.).

It is possible to convert diesel buses to battery-electric operation by reusing the existing bus chassis, replacing the ICE with batteries and swapping the transmission with electric motors. However, this practice is not widespread, due to cost and the need for new buses with full lifespans.

2.1.1.2

Variations

There are two charging methods available for BEBs; garage charging, and on-route charging.

Garage Charging: To facilitate garage charging, buses must return to the garage to recharge. The frequency of this is dictated by the capacity of the onboard batteries and the nature of the routes operated. Generally, low speed, low draw charging technology is used, subject to the number of buses at the garage and the amount of out of service time available. With most buses on the road during the day, charging demand will be concentrated to the garage during low use periods, like overnight.

On-Route Charging: To facilitate on-route charging, infrastructure is required at strategic points along routes instead of being concentrated at a garage. Generally, high speed, high draw charging technology is used to minimize the time stopped on-route, subject to supply limitations. This results in more frequent, smaller charges and requires buses to wait longer at charging stops than would otherwise be required - ideally these are located at termini. Compared to garage charging, these vehicles can stay in service throughout most of the day without needing to return to the garage.

2.1.1.3

Current Bus Types and Manufacturers

Battery-electric buses are available in a variety of sizes. **Table 1** below summarizes the list of existing manufacturers of battery-operated electric buses. In addition to providing the battery storage capacity for a given bus, the manufacturer also provides an estimated range that the bus can travel from 100% charge to 0% charge. Each of their buses have been selected at the maximum storage capacity and range available for the given bus length. There are a number of factors which can negatively affect how far a bus can travel on a single charge including, but not limited to ambient temperature, frequent starting/stopping, road conditions and speed. Range is also reduced over the lifetime of the bus as batteries degrade and lose capacity over time. To account for all of these factors, the range listed in the **Table 1** is 80% of the manufacturer's estimated range. For the purposes of this report, it is assumed that the reliably-usable range of a typical bus battery over its typical 12 year lifespan is 300km.

Table 1: Current Manufacturers of Battery-Electric Buses

Bus Length	Manufacturer	Bus Model	Storage Capacity (kWh)	Range (km/charge)
40ft	Proterra	ZX5MAX	660	423
	NovaBus	LFS e+	594	343
	New Flyer	Xcelsior CHARGE NG	350-525	323
	GreenPower	EV350	400	256
	BYD	K9	324	228
60ft	BYD	K11	578	267
	New Flyer	Xcelsior CHARGE NG	525	197
35ft	Proterra	ZX5 35ft	450	310
	New Flyer	Xcelsior CHARGE NG	350-440	283
	BYD	35ft	266	202
30ft	BYD	30ft	215	203
	GreenPower	EV250	260	180
28ft	Vicinity	Lightning	250	240
26ft	Proterra/Optimal EV	S1LF	113	160
26ft	Lion	LionM	160	192
25ft	GreenPower	EV Star/Star+	118	192

Based on the results of **Table 1** above, it is anticipated that battery 40'-60' BEBs would have an average range of 314 km per charge and buses 35ft and under would have an average range of 207 km per charge, compared to 800 km per tank for diesel buses.

It is anticipated that the lithium-ion battery systems used in Battery-Electric buses will continue to both reduce in cost and improve in energy density and range, as battery technology continues to improve. That said, it is challenging to predict future battery cost and range, as the technology improvements and availability are dependent on multiple factors, including production limitations, raw materials and mining constraints, and increased demand for battery storage globally.

2.1.1.4

Existing Implementation Examples**Garage Charging:****Toronto Transit Commission (Toronto, ON)**

- Currently has the largest pure electric fleet in North America with 60 buses
- Adding an additional 300 electric buses between 2023-2025

Edmonton Transit System

- Currently has 40 electric buses in service, with another 20 electric buses to arrive late 2021/early 2022
- First transit agency in North America to have overhead (pantograph) chargers inside transit facilities, which greatly reduces floor space needed for charging

Société de Transport de Montréal (Montreal, QC)

- Current fleet has six long-range electric buses, seven fast charging electric buses, four 30ft electric minibuses, and one battery-electric paratransit minibus, which debuted in April 2021
- Expecting 24 additional long-range electric buses by the end of winter 2021
- Goal is to only procure electric buses from 2025

Winnipeg Transit

- Four BEB trial is currently underway
- Future procurement of eight more long-range BEBs by 2023

Brampton Transit

- Deployed 8 fast-charging BEBs in May 2021
- Committed to all new and replacement buses to be electric

York Region Transit (ON)

- Two 40-foot electric buses deployed in June 2021, with four more on the way
- Actively transitioning fleet to all BEB

OC Transpo (ON)

- The first four BEBs will arrive in 2021
- 74 BEBs will be added to the fleet by 2023, and by 2036 they aim to have a fully electric fleet

Saskatoon Transit (SK)

- Deployed their first BEBs in 2020, which includes electric heat, and will serve as an model on how an electric bus will perform in very cold winter weather
- Aims to have a fully electric fleet by 2030
- Per bus, per year will have net carbon emission reductions of 50.3T of CO₂ and approximately \$27,000 in fuel cost savings

On-route Charging

STM (Montreal, QC)

- Installed quick charging stations at the beginning and end of a dedicated route

Translink (Vancouver, BC)

- Currently has plans to install up to 17 on-route chargers by 2026
- Future plans to purchase 136 40-foot on-route charging buses by 2024

Brampton Transit

- Charging infrastructure also includes for high-powered overhead pantograph on-route charging stations

2.1.1.5

Implications of the Technology on Transit Planning and Operations

- There are a few critical differences when planning transit services using BEBs. Firstly, BEBs have the shortest range of all the alternative technologies, and require more frequent “refuelling” (charging) than conventional diesel buses, which impacts routes and block scheduling. BEBs also have slightly less passenger capacity than diesel buses due to the size and weight of the battery. Both of these limitations mean more buses will be needed to maintain appropriate frequency and service standards, and a well-planned charging strategy must be implemented.
- There is a considerable difference in the mechanics of electric buses to that of diesel. Specialized training for technicians and garage staff will be required to ensure they have the skills to fix and maintain the buses, which will incur additional costs and time for the transit system.
- Electric propulsion in buses is a developing technology and is only recently being implemented on a mass scale. At the moment, North American market BEBs have not been operating long in comparable conditions as Regina, such as extreme cold weather conditions for extended periods of time, so there are some concerns regarding reliability and performance that impact customer satisfaction. We know that cold weather does impact the performance of the battery, however, it is uncertain how this will affect the buses battery over its lifecycle. Consideration will need to be given not only to operating the bus in cold weather, but how buses will be stored and charged when not in service. Keeping buses outside in cold weather conditions can also drain the battery and degrade it over time, requiring more maintenance.
- Careful consideration must be given to the type of charging a transit system would like to implement: In-garage or On-route. On-route charging comes with several advantages, but chargers have to be strategically placed since the infrastructure is fixed. Frequent short duration charging also degrades the battery faster, which means more maintenance may be needed.
- Facility infrastructure upgrades required to operate BEBs include battery chargers, battery charging dispensers, increased electrical supply capacity and backup generation to power the charging equipment. Building expansion to house the chargers and electrical transformation and distribution equipment is also required.

2.1.1.6

Additional Considerations

- On-Route chargers have been considered aesthetically unattractive in some cities and may not fit with the urban design goals of the city, and there may be push back by residents on installing them in their neighbourhoods.
- BEBs are near to silent when in operation and provide a smooth driving experience. Yet the absence of noise has been a concern for many pedestrians who are used to hearing an approaching vehicle, which studies have shown have contributed to an increase of electric vehicle-pedestrian collisions. To mitigate this risk, audible systems have been added to some EVs (electric vehicles).

- The Canadian government has several funding opportunities through Natural Resources Canada (NRCan) and Infrastructure Canada (INFC) that provide grants or loans to assist municipalities in transitioning to zero-emission transit systems, including the procurement of vehicles and the modification of transit facilities to accommodate the charging equipment and increased power supply levels required. These funding opportunities include:
 - The *Zero Emission Vehicle Awareness Initiative* and *Zero Emission Vehicle Infrastructure Program* (NRCan) contribute up to \$300,000 toward zero-emission vehicle (ZEV) technology awareness and education activities, and up to 50% of total project costs for installing chargers, up to \$75K per charger, and a maximum of \$5M per project. Second wave of applicants will open in 2022;
 - The *Investing in Canada Infrastructure Program* (INFC) cost-shares up to 40% of the eligible project costs for public transit projects
 - *Canada Community-Building Fund* (formally *Gas Tax Fund*) (INFC) is a permanent fund that supports municipalities' strategic infrastructure investments
 - Canada Infrastructure Bank's three-year Growth Plan has committed to funding zero-emission buses and associated infrastructure
 - Infrastructure Canada will also be launching a permanent public transit fund in 2026
- The Federation of Canadian Municipalities also provides funding and resources for projects that reduce emissions and encourage non-car forms of travel through their *Green Municipal Fund* and *Climate Innovation Program*, respectively.
- Roadway and pavement damage generally increases with vehicle weight and speed. Battery-electric bus weight largely depends on the number of batteries are onboard. Typically, BEBs are significantly heavier than diesel buses (up to 6,000 lbs more), which will lead to a faster rate of pavement distress and damage than conventional buses.
- Noise pollution from road traffic impacts the health and well-being of people, and has been associated with an increased risk of health problems, such as Alzheimer's. The electric motors in BEBs are relatively quiet (52dB) compared to ICE and CNG buses (80-95dB) since they do not have internal combustion.
- Battery-electric buses are considered zero-emission vehicles, meaning they do not produce greenhouse gas emissions and other air pollutants that harm our environment, unlike conventional and natural gas buses. Compared to a conventional bus, a zero-emission bus can eliminate over 1,600 tonnes of CO₂, 10 tonnes of nitrogen oxides (a GHG 300 times more powerful than CO₂), and 350 lbs of diesel particulate matter (particles known to cause adverse health effects). However, heating and cooling on BEBs is often powered by a small gas or diesel combustion engine which produces some emissions.

2.1.2 Hydrogen Fuel Cell (HFC)

2.1.2.1 Defining Features

Hydrogen Fuel Cell (HFCs) buses are essentially battery-electric buses (BEBs) that utilize a hydrogen fuel cell that acts as a range extender. A fuel cell is an electrochemical cell that converts continuously supplied fuel to electricity. Unlike a traditional battery, fuel cells do not discharge or require recharging as long as fuel is supplied.

Hydrogen fuel cells are fuel cells that use hydrogen as the fuel source. In the vast majority of cases today, fuel cells vehicles - both cars and buses - run on hydrogen fuel. When hydrogen is used as the fuel source for a fuel cell, the only by-products of the chemical reaction are electricity, water, and heat, making it a zero-emission producer of electricity. Therefore, with the exception of **Section 2.2.2**, fuel cell buses are used interchangeably with hydrogen fuel cell buses to mean the same thing - buses that use hydrogen as the fuel for the fuel cells.

A fuel cell bus contains a fuel cell and a tank for pure hydrogen gas, which must be refilled like an ICE engine vehicle. The propulsion system of a fuel cell bus is similar to that of electric vehicles, but instead of storing energy solely in batteries, hydrogen in the tank is converted to electricity by reacting with oxygen in the fuel cell. A smaller bank of batteries is utilized as a buffer storage system on fuel cell buses.

HFC buses are new to the North America market, but hydrogen has been used in industry for decades and is well regulated in regards to handling, distribution, and dispensing. Hydrogen gas is odourless, colourless and is deemed flammable with a lower explosive limit (LEL) of 4% by volume. The application of the appropriate codes and standards including NFPA 2 and the Canadian Electrical Code, make hydrogen just as safe as more commonly-used fuels such as gasoline and natural gas.

Safety features on board the vehicles and in facilities where the vehicles are stored or maintained are required with a primary focus on preventing situations where hydrogen levels can exceed the LEL and ignition sources are present. This includes systems that vent hydrogen to atmosphere, sensors to detect leaks and anomalies in pressure and temperature, shut-off valves to fuel sources, use of specific electrical equipment in designated areas and properly designed ventilation systems.

2.1.2.2 Variations

Fuel cells can use a wide range of fuels, however, most vehicles currently available on the market run on hydrogen. The most common type of hydrogen fuel cell for vehicle application is a polymer electrolyte membrane (PEM) fuel cell, which provides high power density and lower weight and volume compared to other fuel cells.

Fuel cells work like batteries, but will continue working as long as they are supplied with fuel: hydrogen, oxygen (from the air), and water. Hydrogen fuel cells are a zero-carbon technology that emit only water and heat.

The most commonly used hydrogen is “blue hydrogen”. Blue hydrogen is produced using fossil fuels, such as natural gas, in a thermal process called steam methane reforming (SMR). This uses steam at extreme temperatures to produce hydrogen from the methane found in natural gas, and the remaining GHGs are captured to mitigate their environmental impacts. SMR is currently the most cost-effective way to produce hydrogen.¹

Other types of hydrogen include green hydrogen, which uses electrolysis powered by renewable energy to split water into hydrogen and oxygen. Less common variations of hydrogen include grey hydrogen (same production as blue hydrogen but emits CO₂), pink hydrogen (nuclear energy), and yellow hydrogen (electrolysis powered by solar panels).

Taking into consideration the type (or production) of hydrogen used in fuel cells is important for a city to remain transparent with their sustainability goals and reduce global GHG emissions. Only green hydrogen is considered to be zero-emission. This report assumes that Regina Transit will generate its own hydrogen by electrolysis, allowing it to create green hydrogen if renewable electricity is supplied to the garage.

2.1.2.3 Current Bus Types and Manufacturers

Hydrogen fuel cell buses are available for a range of sizes. **Table 2** below summarizes the list of existing manufacturers of hydrogen fuel cell buses.

Table 2: Current Manufacturers of Hydrogen Fuel Cell Buses

Bus Length	Manufacturer	Bus Model	Range (km/ tank)
40ft	New Flyer	Xcelsior CHARGE H2	450
	ENC	Axess FC	334
60ft	New Flyer	Xcelsior CHARGE H2	377
35ft	ENC	Axess FC	334

Based on the results of **Table 2** above, it is anticipated that hydrogen fuel cell buses would have an average range of 387 km per tank, compared to approximately 800 km per tank for diesel buses.

2.1.2.4 Existing Implementation Examples

MiWay Mississauga Transit (Mississauga, ON)

- Launched Canada’s first HFC bus pilot project in April 2021
- Pilot has two phases; first is a feasibility study (estimated completion date of April 2022), and second will secure funding for 10 HFC buses

Stark Area Regional Transit Authority (SARTA) (Canton, OH)

- Began investing in HFC buses in 2014 and had 19 HFC buses in 2021

¹ <https://www.energy.gov/eere/fuelcells/hydrogen-fuel-basics>

- First hydrogen-powered paratransit bus as of 2019

Winnipeg Transit (MB)

- Undertook a limited trial in 2004
- Deploying a test fleet of 8 HFC buses between 2022-23

SunLine Transit Agency (Riverside County, CA)

- Entire fleet is made up of alternative propulsion methods to diesel, including 16 HFC buses
- First transit agency in the United States to convert their fleet to alternative fuel in 1994
- Began investing in HFC buses in 2000

2.1.2.5

Implications of the Technology on Transit Planning and Operations

- The range, power, and passenger capacity of HFC buses is comparable to conventional diesel buses operating in Regina, therefore HFCs can directly replace conventional buses. For decades, HFC bus technology has been used in transit systems around the world on a small scale, but the technology is still developing and only recently being implemented on a large scale in differing conditions and environments.
- The lack of long-term data collected on HFCs makes it difficult to predict the reliability of HFC buses and their performance in similar weather conditions to Regina. The City of Winnipeg recently launched their HFC bus trial which will provide valuable information for the City of Regina to consider. Nevertheless, HFC buses have proven to perform better than BEBs in colder weather conditions.
- Operating HFC buses is similar to conventional diesel buses for drivers, but provides a smoother and quieter driving experience. In fact, a 2019 study found that drivers rated HFC buses to be at the same or better performance than diesel buses for handling, acceleration, braking and overall ride quality.² However, absence in noise from quiet vehicle technologies has been shown to increase the risk of vehicle-pedestrian collisions due to pedestrians not being able to hear the vehicle approaching.^{3 4}
- There is a considerable difference in the maintenance of HFC buses than diesel buses, which will require specialized training for technicians and garage staff to ensure they have the skills to fix and maintain the buses safely. Transit system facilities will also need to be modified to accommodate hydrogen by installing fueling/defueling systems, providing proper ventilation and monitoring, and integrating additional safety measures.
- Facility infrastructure upgrades required to operate hydrogen fuel buses include water service upgrades, hydrogen electrolyser equipment (to produce green hydrogen), compression

² <https://journals.sagepub.com/doi/abs/10.3141/2502-06>

³ <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC7558663/>

⁴ These studies focused on EVs and HEVs, but HFCs also have very little noise and are difficult to hear approaching.

equipment, hydrogen storage infrastructure, increased electrical capacity and backup generation to power the hydrogen production equipment, and dedicated hydrogen fuelling infrastructure.

2.1.2.6

Additional Considerations

- The Canadian government has several funding opportunities through Natural Resources Canada (NRCan) and Infrastructure Canada (INFC) that provide grants or loans to assist municipalities in transitioning to zero-emission transit systems, including the procurement of HFC vehicles and the modification of transit facilities to accommodate fueling equipment and hydrogen storage. These funding opportunities include:
 - The *Zero Emission Vehicle Awareness Initiative* and *Zero Emission Vehicle Infrastructure Program* (NRCan) contribute up to \$300,000 toward zero-emission vehicle (ZEV) technology awareness and education activities, and up to 50% of total project costs for installing chargers, up to \$1M per site and \$5M per project;
 - The *Investing in Canada Infrastructure Program* (INFC) cost-shares up to 40% of the eligible project costs for public transit projects
 - *Canada Community-Building Fund* (formerly *Gas Tax Fund*) (INFC) that supports municipalities' strategic infrastructure investments
 - Canada Infrastructure Bank's three-year Growth Plan has committed to funding zero-emission buses and associated infrastructure
 - Infrastructure Canada will also be launching a permanent public transit fund in 2026
- The Federation of Canadian Municipalities also provides funding and resources for projects that reduce emissions and encourage non-car forms of travel through their *Green Municipal Fund* and *Climate Innovation Program*, respectively.
- The creation of green hydrogen has some limitations to consider. Hydrogen production via electrolysis is somewhat inefficient, with losses of up to 30% through the electrolysis process. Therefore, more electricity will be needed to produce a unit of energy through green hydrogen than if electricity was directly used as the fuel, like in BEBs. The source of the electricity is not ideal for reducing GHGs, since over 80% of electricity in Saskatchewan is produced from fossil fuels. Electricity generated from renewable sources would reduce its associated GHG footprint.
- Roadway and pavement damage generally increases with vehicle weight and speed. Hydrogen fuel cell buses are significantly heavier than diesel buses (up to 10,000 lbs more), which will lead to a faster rate of pavement distress and damage than conventional buses.
- Noise pollution from road traffic has been associated with an increased risk of health problems, such as dementia, and negatively impacts quality of life. The electric motors in HFCs are relatively quiet (52dB) compared to ICE and CNG buses (80-95dB) since they do not have internal combustion.
- Hydrogen fuel cell buses are considered zero-emission vehicles, meaning they do not produce greenhouse gas emissions and other air pollutants that harm our environment, unlike

conventional and natural gas buses. When in operation, an HFC bus only produces water. However, heating and cooling on HFC buses is often powered by a small gas or diesel combustion engine which produces some emissions.

2.1.3 Renewable Natural Gas

2.1.3.1 Defining Features

Renewable natural gas (RNG) is a cost-effective alternative to diesel fuel. It is derived from biogas (a mixture of gases made up primarily of methane and carbon dioxide) that is captured from sources such as organic waste, agricultural production, and wastewater treatment and repurposed into RNG.

RNG is often considered to be a renewable source of energy since the biogas is naturally generated and would have been produced regardless, as opposed to being extracted from the environment like conventional natural gas. As a result, RNG can be considered a carbon neutral energy source because it does not contribute any net carbon dioxide into the atmosphere. However, other local vehicle emissions including nitrogen oxides, carbon monoxide, volatile organic compounds, sulfur dioxide, and particulate matter are still released as a result of RNG combustion.

2.1.3.2 Variations

Natural gas is a naturally occurring hydrocarbon gas mixture that is composed primarily of methane. To be used as fuel, natural gas is compressed to a small fraction of its original volume.

Conventional natural gas - often referred to as compressed natural gas (CNG) - is extracted from deep underground rock formations or other hydrocarbon reservoirs. Though it is a fossil fuel, CNG is considered “cleaner” than other internal combustion engine (ICE) propulsion fuels, such as diesel or gasoline, because it produces fewer greenhouse gas and tailpipe emissions.

RNG is a carbon neutral variant of CNG. Although the sources of RNG and CNG differ, RNG is functionally the same as CNG and can be used interchangeably in CNG vehicles.

2.1.3.3 Current Buses and Manufacturers

Natural gas-powered buses (using either CNG or RNG) are available for a range of sizes. **Table 3** below summarizes the list of existing manufacturers of natural gas-powered buses.

Table 3: Current Manufacturers of Natural Gas Buses

Bus Length	Manufacturer	Bus Model	Range (km/charge)
40ft	Nova Bus	LFS CNG	Unknown
	New Flyer	Xcelsior CNG	450
60ft	New Flyer	Xcelsior CNG	450
35ft	New Flyer	Xcelsior CNG	450
	Vicinity	Classic Vi35	Unknown
30ft	Vicinity	Classic Vi30	Unknown

Based on the results of **Table 3** above, it is anticipated that natural gas buses would have an average range of 450 km or more per tank, compared to 800 km per tank for diesel buses.

2.1.3.4 Existing Implementation Examples

Calgary Transit

- Calgary Transit is home to the largest indoor CNG bus fueling facility in North America, and plans to fuel buses with RNG once a source is secured. The system opened the Stoney CNG Transit Garage in 2019 with capacity for over 425 buses.
- As of 2021, Calgary Transit has 114 CNG buses (15% of their fleet) with another 25 on order. They plan to only purchase CNG buses in the future.

BC Transit

- BC Transit, which provides buses to transit systems in BC, began deploying CNG buses to Kamloops and Nanaimo in 2014, to Whistler in 2017 and Langford in 2020.
- In 2020 they also added 60 CNG buses to the Victoria Regional Transit System, with goals to use RNG fuel in the future.

Hamilton Street Railway (HSR)

- HSR has historically operated a fleet mix that contains CNG buses and is the first city in Ontario to use RNG in their buses. A CNG fuelling station exists at the Upper James Operations Centre
- Currently, about 120 CNG buses are part of HSR's fleet
- In March 2021, HSR launched the first bus operating on RNG fuel from the StormFisher Organics facility (London, ON) provided by Enbridge Gas Inc.

2.1.3.5 Implications of the Technology on Transit Planning and Operations

- Compressed Natural Gas technology (which is compatible with renewable natural gas) is a proven and reliable technology used on a large scale in Canada and worldwide. Its established use has made it a low risk technology which means a reduced possibility of issues during operations that can negatively impact customers. Additionally, its similar nature to conventional transit operations and infrastructure reduce challenges of incorporating it into existing operations.
- CNG buses operate much like conventional buses with an internal combustion engine that has been slightly modified for CNG use. Therefore, few adjustments to existing operations and scheduling need to be made to integrate CNG buses into the fleet. Since most of the interior mechanics and operation of the vehicle is similar to that of a diesel bus, staff will not need to be trained on a whole new system like with electric buses. The main difference will be comprehensive safety training for the technicians to ensure they have the skills necessary to perform their jobs safely and accurately.

- CNG vehicles are also similar to gasoline and diesel vehicles with regards to their power and performance. Their comparable range and fueling time results in similar scheduling demands as conventional buses since additional time to refuel does not need to be incorporated. CNG buses are also just as efficient as diesel buses in winter, unlike BEBs which have reduced range and performance in cold weather conditions.⁵ This is particularly important in Regina which experiences average winter temperatures below -10°C.
- Although CNG/RNG technology and operations are similar to the existing fleet, its adoption comes with some challenges for transit planning and operations. Adopting CNG/RNG has high upfront costs for the installation of fueling infrastructure, depot safety modifications, procurement of vehicles, and speciality maintenance training.
- Another challenge is access to RNG since public infrastructure for its production is currently sparse. However, access could improve over the next few years as companies like Enbridge Gas Inc. and FortisBC are beginning to develop a number of RNG projects across Canada. Therefore, integrating CNG buses into the fleet now can help reduce emissions earlier on than waiting for RNG availability to improve, and once RNG sources become more readily available, those CNG buses can be switched to RNG fuel.
- Facility infrastructure upgrades required to operate CNG/RNG buses include incoming gas service capacity upgrades, compression equipment to increase the gas pressure from the utility to the service pressures required by CNG buses, increased electrical capacity and backup generation to power the compression equipment, and dedicated CNG fuelling infrastructure. The storage and maintenance facilities will also require modifications to ensure sufficient ventilation and monitoring is in place for the natural gas vehicles.

2.1.3.6 Additional Considerations

- The price of CNG buses is considerably less expensive than HFC and BEBs. However Renewable Natural Gas has been modeled to have the highest fuel cost compared to battery electric and hydrogen.
- The Federation of Canadian municipalities' Green Municipal Fund provides two sources of funding for RNG projects. Their *Signature Initiative* provides up to \$500,000 to cover up to 50% of eligible costs for municipal projects that reduce GHG emissions. FCM also offers grants and loans for capital projects that reduce or avoid fossil fuels and GHGs in municipal fleets (all classes of vehicles are eligible). This includes the installation of alternative fueling infrastructure, the procurement of buses, and alternative fuel fleet conversion.
- The Canadian government has also been working on the Clean Fuel Standard (CFS) which would mandate fuel distributors to lower the emission intensity of their products and create tradable

⁵ <https://ebigaznaturel.com/en/an-assessment-of-compressed-natural-gas-vehicle-performance-in-winter/>

credits by 2023. The CFS will promote innovation and adoption of cleaner fuels which will impact RNG's price and availability.

- Roadway and pavement damage generally increases with vehicle weight and speed. CNG buses being around 3,000lb heavier than diesel equivalents due to their heavy gas tanks. This means the rate of pavement distress and damage will be similar to conventional diesel buses or slightly increased.
- CNG buses have a similar noise level to ICE buses (80-95dB), which contributes to the increase of noise pollution in urban areas. Higher levels of noise pollution impacts the health and well-being of people, and has been associated with an increased risk of health problems, such as Alzheimer's.
- Natural gas buses emit 10-25% less local GHG pollution than conventional diesel or gasoline buses. However, they have the potential to emit a large number of fine particle pollution and ammonia, which is linked to serious health issues including cancer, Alzheimer's, and cardiovascular and respiratory illnesses, particularly during urban driving.

2.2

Renewability and Sustainability of Alternative Technologies

Using alternative technologies in place of conventional fuels helps conserve energy and lower vehicle emissions. All three technologies listed in **Section 2.1** would help reduce the local carbon footprint, however, consideration should be given to the life cycle emissions for these technologies, including the source of production.

SaskPower, who would supply the electricity for BEBs and the electrolyser for HFCs, produces approximately 83% of its electricity from fossil fuels - 43% from natural gas and 40% from coal - and 17% of its electricity from renewables, primarily hydroelectricity. This means that, although BEBs and HFC buses will have limited emissions at a local level, the generation of the electricity is linked to significant emissions. The proposed *Energy and Sustainability Framework* will provide a pathway to improve the cleanliness of Regina Transit's electricity supply.

Hydrogen Fuel Cell buses also require the local production of hydrogen through an electrolyser since a hydrogen supplier is not available in Saskatchewan. This process is significantly more water intensive than gasoline or diesel production, and requires a vast amount of electricity. Due to the nature of SaskPower's electricity generation, the hydrogen would not be considered "green hydrogen" since the electrolyser is not powered by a renewable source. To off-set some of the impact on water resources, the grey water produced during the process could be used for washing buses or in washroom facilities.

SaskPower is gradually transitioning to less carbon intensity in its electricity. However, it is anticipated that at their current rate of transition, they are unlikely to accomplish the province's goal of 100% renewable energy by 2050. Regina may wish to consider additional renewable power options to supplement some of the electricity supply for BEBs and HFCs electrolyser to reduce the emissions associated with the buses.

On the other hand, natural gas is a fossil fuel that is considered “cleaner” than coal or oil because its emissions are less carbon intensive. However, its production greatly impacts the land it's extracted from, surrounding waterways, and emits harmful air pollutants. Plus, it emits more than carbon dioxide; natural gas production has been linked to methane emissions, which is up to 84 times worse for the environment than carbon dioxide.

Although there is no fully renewable-powered bus option at the moment, the next 30 years will see a rapid advancement in these technologies and a greater shift towards more renewable energy and fuel sources.

3.0 Implementation in Regina

This section takes all of the information defined in **Section 2.0** and identifies the requirements and costs associated with implementing each of the technologies in the Regina context.

3.1 Energy Supply

This section addresses local electricity and natural gas utilities to determine if their networks have the capacity to provide the required energy and, if they do not, identify the approximate costs associated with upgrading the networks to meet the needs. The availability of green hydrogen (generated by renewable energy) or blue hydrogen (produced using fossil fuels) in the Regina area will also be established to determine if there is already a local supply, or if electrolysis equipment to generate hydrogen would be required. The approximate costs of supplying or manufacturing hydrogen, along with the requirements for each approach, would be determined.

3.1.1 Battery-Electric

To provide sufficient charging for Regina Transit's anticipated 2046 fleet over the course of a day, sixty (60) 150kW chargers are recommended. This requires a peak demand of 9MW of power during the day. SaskPower provides customer-owned transformations at 25kV, 72kV and higher at two different rates; Power Time-of-Use Rate and Power Standard Rate. Power Time-of-Use Rate incorporates on-peak and off-peak rates as described below in **Table 4**, whereas Power Standard Rate has a standard energy rate as described below in **Table 5** SaskPower defines on-peak hours as 07:00 - 22:00.

To provide the required 9MW of power, a SaskPower provided 25kV dedicated express line, 9MW of customer-owned transformation, switchgear, sixty (60) 150kW chargers, and 180 dispensers would be required. Due to the electrical constraints on the switchgear, the 9 MW of power would be separated into 3 - 3 MW transformers and switchgear lineups, which would each feed 20 chargers.

Table 4: SaskPower Power Time-Of-Use Rate at 25kV

Time-Of-Use Rate Type	Rate Price
Basic Monthly Charge	\$6,188.90
Monthly Demand Charge (per kVA)	\$10.906
On-Peak Energy Charge (per kWh)	\$0.07475
Off-Peak Energy Charge (per kWh)	\$0.06475
Federal Carbon Charge (per kWh)	\$0.006065

Table 5: SaskPower Power Standard Rate at 25kV

Power Standard Rate Type	Rate Price
Basic Monthly Charge	\$6,188.90
Monthly Demand Charge (per kVA)	\$10.906
Energy Charge (per kWh)	\$0.06902
Federal Carbon Charge (per kWh)	\$0.006065

As the BEBs would not have sufficient range to last an entire day, some charging during peak hours will be required regardless of the selected rate. Given that the majority of charging can be done off-peak it would be recommended to use Power Time-Of-Use rates.

In discussions with SaskPower, the existing utility feeders at the Transit Operations Centre cannot support 9 MW of additional load. As a result, the utility would need to install a new 25kV express line from the substation. This has been estimated at a cost of \$2.2M.

3.1.2**Hydrogen Fuel Cell**

The infrastructure required to produce, compress, store and dispense hydrogen for the 2046 fleet has an anticipated peak demand of 16.6 MW of power during the day. As noted above, SaskPower provides customer owned transformations at 25kV, 72kV and higher at two different rates; Power Time-Of-Use Rate and Power Standard Rate. 25 kV service is anticipated for the infrastructure. The production of hydrogen would occur throughout the day at a steady rate. It can be scheduled to ensure that the off peak hours are used to meet the production demand, with the peak time frame used as needed.

3.1.3**Renewable Natural Gas**

Currently, there is no existing source of renewable natural gas available through SaskEnergy. The options explored will have renewable natural gas availability by 2026. However, since CNG technology is compatible with RNG fuel, CNG buses can be integrated into the fleet to help reduce emissions earlier on and once RNG sources become more readily available, the fuel can be switched to RNG.

To accommodate compressed natural gas, a new utility connection to the utility natural gas will be required for refuelling of the fleet. A connection at higher pressures, 100 - 250 psi, is preferred to keep the capital and operating costs down for the compressors required for the refuelling equipment. In discussions with SaskEnergy, the estimated cost for the new high pressure gas service would be \$4M. The annual gas consumption for the refuelling would put the facility in the "Small Industrial" category with SaskEnergy. Current rates for natural gas with SaskEnergy are provided in **Table 6**. A 2500 amp, 575V electrical supply is required for the natural compressors. It is unlikely that the existing facility will have sufficient power available and an upgrade will be required.

Table 6: SaskEnergy Service Charge for Small Industrial Clients

Natural Gas Rate Type	Rate Price
Basic Monthly Charge	\$216.00
Delivery Charge	First 40,000 m3/month \$0.0442 per m3
Remaining Volumes	\$0.381 per m3

It is important to note that while it would likely not apply to RNG Fuel, Canada has imposed a Carbon Tax on carbon emitting fuels such as natural gas. The cost of Carbon is to reach \$170/tonne by 2030. This would increase the cost of natural gas by \$0.32 per m3 and the cost of diesel fuel by \$0.46 per liter by 2030.

3.2 Energy Distribution & Fueling

The focus of this section is on the Transit Storage and Maintenance Facility site and what must be done to receive the required energy and distribute it within the site. A description, along with approximate costs, will be developed for each of the technology options.

For battery-electric buses, this would likely require:

- The development of a substation on the site
- An upgraded distribution network
- Increased or enhanced electrical rooms; and
- Pedestal and/or overhead charging infrastructure

For hydrogen fuel cell buses, this would likely require:

- Either equipment to receive the product from external sources or a facility expansion for electrolysis equipment
- Piping between receiving/generation infrastructure
- Fuelling infrastructure

For compressed/renewable natural gas buses, this would likely require:

- Equipment to receive the gas from the main
- Facility expansion for the compression and storage
- Fueling infrastructure

3.2.1

Battery-Electric

Based on the Transit Master Plan's network and services, a bus would need to travel approximately 400km per day of service. Given that the assumed bus range is 300km, charging during the day will be required. It is important to note that manufacturers are continually improving bus and battery technology, thereby improving range. By the time this project is implemented, there may be electric buses available which would have sufficient range to not require day charging. This would reduce the bus fleet to peak requirements and allow charging to be fully optimized for off-peak utility rates.

For Main and Local routes in 2046, 161 buses are required during peak hours. Due to the need for day charging and the peak/off-peak bus ratio, it would be beneficial to 'group' buses into three separate groups for most routes.

Given a range of 300km, it is possible for a bus to run from the start of AM peak to the end of PM peak. However, this would nearly deplete the bus's charge and would require the bus to be fully charged at the start of AM peak and return to the garage to charge at the end of PM peak. This would work for one group. To meet the required number of buses during off-peak hours before AM peak and after PM peak, the other two groups would both be required to run during this time, meaning they would both be required to charge between the AM and PM peaks while "group A" runs. They could split the 6 hours between peaks and each have 3 hours to return to the garage and charge. This would allow these two groups sufficient charge to fulfill the required number of buses for the remainder of the day.

For example, for Route 4, each group would represent 6 buses. This would allow for 12 buses off-peak, 18 buses on-peak, and 6 buses during late hours.

The typical day charging plan is described in **Table 7**, where green represents a group of buses on route and orange represents buses in the garage charging.

Table 7: Proposed BEB Charging Plan

Time	Group A	Group B	Group C
5:30			
6:00			
6:30			
7:00			
7:30			
8:00			
8:30			
9:00			
9:30			
10:00			
10:30			
11:00			
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20:30			
21:00			
21:30			
22:00			
22:30			
23:00			
23:30			
0:00			
0:30			

Using this scheme, it is estimated that 172 buses would be required for a given weekday. At any given time between peak hours, it is estimated that a maximum of 60 buses would be charging at a single time, each using 150kW for a total power consumption of 9MW. With a fleet of at least 172 buses running each day and 60 buses charging at a time, a charger/bus ratio of 3:1 can be used with each charger having three dispensers. This would allow for staged charging overnight in off-peak hours.

Given the nature of the bus storage garage, which has multiple rows of buses tightly packed, overhead pantograph chargers would need to be utilized as there is insufficient space for standard dispensers and walking room for drivers to exit the area. Note that the current garage does not have sufficient storage capacity for the anticipated fleet in 2046, and will need to be expanded. The pantograph chargers would be mounted from the ceiling which would add significant weight. A review of the building and roof structure would be necessary to determine required structural upgrades, if any, to support the pantograph chargers. Using a 3:1 pantograph-charger ratio, buses could be simultaneously charged along rows, with pantographs connected to the same charger being in adjacent rows. This would allow a full row of buses to charge simultaneously, and deploy to their given routes at the same time. This can be seen visualized in **Table 8**, with pantographs connected to the same charger outlined in black, with each individual pantograph coloured in blue, green and orange to indicate staggered charging, with simultaneous charging in common rows.

Table 8: Pantograph Charger Stalls

	Stall 10	Stall 9	Stall 8	Stall 7	Stall 6	Stall 5	Stall 4	Stall 3	Stall 2	Stall 1
Row 1										
Row 2										
Row 3										
Row 4										
Row 5										
Row 6										
Row 7										
Row 8										
Row 9										
Row 10										
Row 11										
Row 12										
Row 13										
Row 14										
Row 15										
Row 16										
Row 17										
Row 18										

To provide the required 9MW of power, a 25kV dedicated express line, 9MW of customer-owned transformation, switchgear, sixty (60) 150kW chargers, and 180 dispensers would be required. Due to the electrical constraints on the switchgear, the 9 MW of power would be separated into 3 - 3 MW transformers and switchgear lineups, which would each feed 20 chargers.

If located indoors, the service entrance 25kV switchgear would require a room with a footprint of approximately 6m x 7m. The customer owned transformation and distribution switchgear would require a room with a footprint of approximately 11 x 15m. Given the storage arrangement of buses, the chargers would need to be located in a centralized room rather than next to the buses. The 150kW chargers are approximately 1.25m x 2m in dimension each. To locate the chargers in one room, with adequate spacing for ventilation would require an area of approximately 19m x 27m. To save on building space, the 25kV switchgear and transformers could be located outdoors if desired.

The building expansion would also incur new electrical loads including lighting, cooling and heating to the existing building utility. A review of the existing electrical capacity would need to be completed to determine if there is sufficient capacity. A potential location for this expansion is shown in

Figure 1.

The total electrical requirements and costs for the proposed BEB fleet are articulated in **Table 9** and **Table 10**. **Table 11** summarises the required electrical charging equipment and shows anticipated costs.

Table 9: Daily Utility Requirements

Year	Electricity (kWh)
2026	34,965
2046	59,598

Table 10: 2046 Weekday Electricity Fuel Cost

KMs Travelled	42,570.00
Cost of Electricity	\$0.06902/kWh
Daily Charger Consumption	59,598 kWh
Daily Cost of Fuel	\$4,113

Table 11: Electric Charging Equipment List

Equipment	Quantity	Description	Cost
25kV Express Line and Service Termination Switchgear	1	New 25kV service dedicated to providing power to bus charging infrastructure	\$2,200,000
Customer Owned Transformation	3	3 MVA 25kV:600V step down transformers	\$500,000
600V Switchgear	3	600V, 3000A rated switchgear with main breaker, metering, 20 breakers for chargers	\$1,200,000
Chargers	60	150kW 600V charger	\$9,000,000
Dispensers	180	Overhead pantograph chargers rated for 150kW charging at 600V	\$4,500,000
Structural Upgrades to Existing Facility		Upgrade structural roof trusses to accommodate pantograph chargers	\$1,000,000
Building Expansion	1	720m ² building expansion for electrical transformation and distribution equipment	\$2,000,000
Backup Power	6	1.5MW Outdoor Generators, ATS, Reinforced Concrete Pad, Cabling	\$6,000,000
TOTAL			\$26,400,000

Figure 1: Aerial photo of garage with proposed equipment location

3.2.2

Hydrogen Fuel Cell

There is currently no large supply of hydrogen to service a fleet for Regina, nor are any of sufficient size expected in the coming years. On-site production of hydrogen would be required to support fleet operations including infrastructure to produce, compress, store, and dispense gaseous green hydrogen. Based on project routes, the following supply of hydrogen would be required:

Table 12: Daily Hydrogen Requirements

Year	Daily Hydrogen Requirements (kg)
2026	2,073
2046	3,533

For the purposes of this study and to achieve the required emission reductions, only electrolysis will be reviewed for production.

Saskatchewan has adopted the Canadian Hydrogen Installation Code CAN/BNQ 1784-000. This code sets the installation requirements for hydrogen generation equipment, hydrogen utilization equipment, hydrogen dispensing equipment, hydrogen storage containers, hydrogen piping systems and their related accessories. The code sets minimum clearances from the hydrogen infrastructure to different exposures including adjacent buildings and public sidewalks. Of particular importance to this site when considering potential locations for the installation is the requirement to maintain a clearance of 4.6m from public sidewalks and parked vehicles and 15.2m from HVAC inlets, building openings and flammable liquid storage.

The hydrogen electrolyzers require a source of potable water and electricity to produce hydrogen. Typical commercial electrolyzers are provided with a water treatment skid to treat the municipal water to the levels required. It is estimated that 1.5 L to 2 L of potable water will produce 1 L of pure process water, which produces 1 normal cubic metre (Nm³) of hydrogen. The anticipated utility requirements are summarized in **Table 13**, and the anticipated cost of hydrogen in **Table 14**.

The electrolyser equipment requires a sanitary drainage connection for equipment and process drainage. As this water is generally of a quality to meet grey water standards, reuse can be considered, such as for irrigation or vehicle washing.

To meet the 2046 demand, a total of 16.6 MW of power is anticipated, and new 25kV service would be required. The electrolyser equipment can receive power at 25 kV and is provided with the necessary equipment to transform the service down to supply all of the auxiliary equipment loads.

Hydrogen is typically produced at a pressure of 30 bar, but vehicle dispensing is required at 350 bar. On site storage is typically in the range of 450 bar requiring onsite compressors. A minimum of two reciprocating compressors would need to be installed for redundancy. Pressure vessels specifically designed for high pressure hydrogen storage are required to meet ASME UPV Code Section VIII Division 1. The installation of the storage equipment can be phased over time as additional buses come online.

The on-site storage provides a source of fuel in the event of maintenance or utility downtimes, along with buffer capacity for increased periods of refuelling. A typical storage volume of two (2) days has been used by other transit authorities or fleets. Additional storage can be considered, but the high pressure vessels have a high capital cost and large footprint.

Based on a fueling time of 6-10 minutes for a 40' bus, typical fleets estimate one dispenser can service 24 buses within an acceptable refuelling time. Initially 5 dispensers would be required for the 2026 fleet, with space provisions for an additional 2 in 2046. A potential location for this expansion is shown in **Figure 2**.

Commercial electrolyser and hydrogen compression equipment is provided with weather enclosures to facilitate operation down to -40°C and all safety equipment as required by CAN/BNQ for their specific equipment. The equipment would be installed in separate enclosures as they are generally provided by separate manufacturers. The existing site would require grading and new reinforced concrete slabs for all equipment. The anticipated total footprint for the hydrogen infrastructure is approximately 20 m x 45 m. This includes all equipment to produce, compress, store, and dispense fuel for the 2046 fleet with two days of storage capacity. It does not include vehicle access and turnarounds.

It is recommended that hydrogen production infrastructure consider the full 2046 requirements for total electrical demand and space during the initial installation. **Table 15** summarises the required electrical charging equipment and shows anticipated costs.

Table 13: Utility Requirements

Year	Daily Potable Water (L)	Daily Electricity (kWh)
2026	46,096	109,098
2046	78,571	185,958

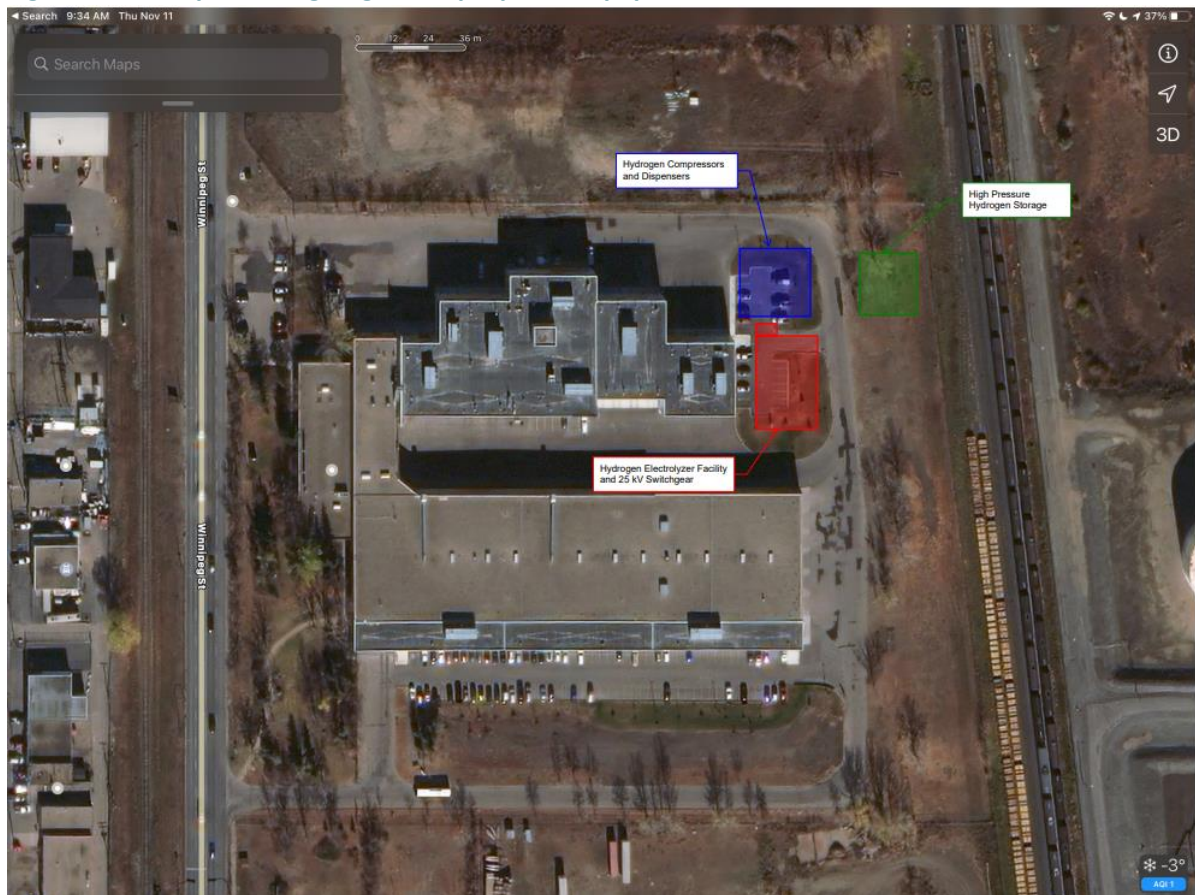
Table 14: 2046 Weekday Hydrogen Fuel Cost

KMs Travelled	42,570.00
Cost of Electricity	\$0.06902/kWh
H2 Daily Station Consumption	185,958 kWh
Cost of Water	\$2.10/m ³
H2 Daily Station Consumption	78.57 m ³
Daily Cost of Fuel	\$13,000

Table 15: Hydrogen Equipment List

Equipment	Quantity	Description	Cost
25kV Express Line and Service Termination Switchgear	1	<ul style="list-style-type: none"> New 25kV service dedicated to providing power to bus charging infrastructure 	\$2,200,000
Customer Owned Transformation	6	<ul style="list-style-type: none"> 3 MVA 25kV:600V step down transformers 	\$1,000,000
Electrolyser	1	<ul style="list-style-type: none"> PEM Electrolyser c/w weather container or building capable of producing 4,000 kg hydrogen / day at 10.25 MW peak power Electrical and controls to support electrolyser Water purification system All process drying and cooling requirements 	\$12,600,000
Compressors	2	<ul style="list-style-type: none"> Hydrogen compressors capable of compressing hydrogen from 30 bar to 450 bar 4,000 kg/day capacity Buffer tank with 30 bar pressure rating 	\$4,000,000
High Pressure Storage Containers	3 banks	<ul style="list-style-type: none"> 450 bar hydrogen storage tanks 7,000 kg capacity 	\$4,000,000
PLC Control System	1	<ul style="list-style-type: none"> Station control system capable of remote access for monitoring station 	\$500,000
Dispensers	7	<ul style="list-style-type: none"> Seven 350 bar heavy duty fueling dispensers c/w user interface 	\$3,000,000
Backup Power	2	<ul style="list-style-type: none"> Paired 1.5MW Outdoor Generators, ATS, Reinforced Concrete Pad, Cabling 	\$4,000,000
TOTAL			\$31,300,000

Figure 2: Aerial photo of garage with proposed equipment location



3.2.3 Compressed Natural Gas

The compressed natural gas station would receive fuel from the local utility, SaskEnergy. A high pressure utility connection of 100 psi - 250 psi is preferred to reduce the size and cost of the compressors. Additional compression to 3,600 psi is required for the buffer storage and vehicle fills.

A CNG Time-Fill station, a fueling station used to fill multiple vehicles over a longer fueling window (like overnight), is typically used for transit fleets as the equipment is better suited for large vehicle numbers with high volumes over long fuelling periods (hours). They utilize less storage and fill directly from the compressors, reducing the capital cost and equipment sizing. Less on-site storage is required with a Time-Fill station.

The station infrastructure includes three (3) reciprocating compressors, a dryer for the incoming natural gas, filtration equipment downstream of the compressors, buffer tank storage, and fuel dispensers. The compressors are sized at 50% of the load to allow for better operation at smaller loads and to provide redundancy in the system for utility downtime and maintenance. Electric driven compressors have been largely utilized over natural gas drives for transit and fleet operations. The buffer tanks are sized to accommodate multiple simultaneous fills, but not long term storage. The fill time is similar to that of diesel buses. A potential location for this infrastructure is shown in **Figure 3**.

The available gas pressure from the utility has an impact on the station design and cost. As the amount of compression required increases, the compressors and associated equipment subsequently increase along with the operating costs. For a large-scale facility such as this, high-pressure (greater than 100 psig) is preferred. The total gas requirements and costs for the proposed fleet are articulated in **Table 16** and **Table 17**. **Table 18** summarises the required equipment and shows anticipated costs.

Table 16: Daily Natural Gas Requirements

Year	Daily Natural Gas Requirements (m3)
2026	30,411
2046	51,836

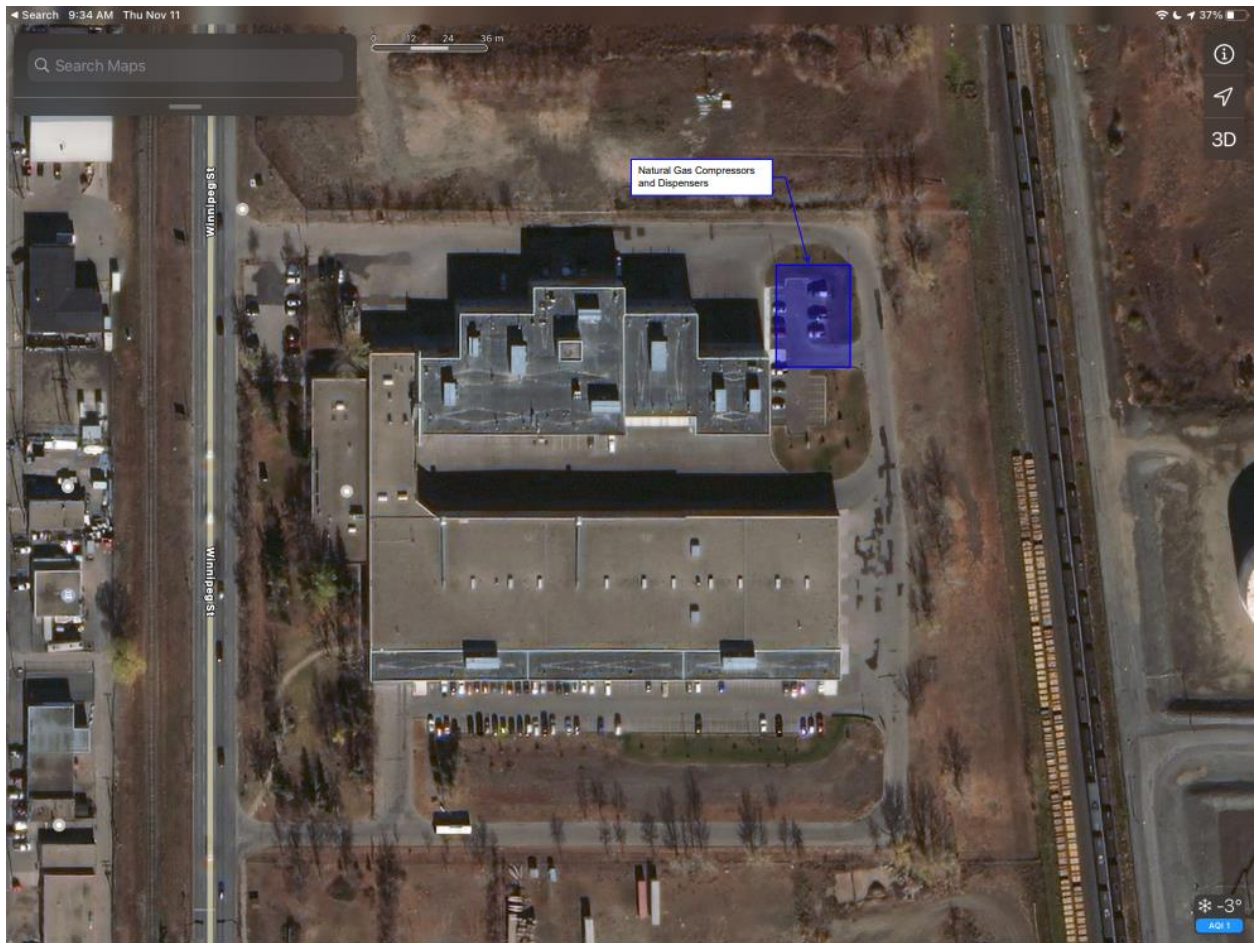
Table 17: 2046 Weekday RNG Fuel Cost

RNG Cost	\$10/GJ - \$0.400/m3
KMs Travelled	42,570.00
Daily Gas Consumption	51,836 m3
Cost of Electricity	\$0.06902/kWh
CNG Station Electrical Consumption	23,040 kWh
Daily Cost of Fuel	\$22,324

Table 18: CNG Equipment Requirements

Equipment	Quantity	Description	Cost
Upgrade to existing Incoming gas service	1	<ul style="list-style-type: none"> Upgrade gas line to accommodate 100-205psig Gas supply for daily requirement described above) 	\$4,000,000
Customer Owned Transformation	1	<ul style="list-style-type: none"> 3 MVA 25kV:600V step down transformers 	\$200,000
Natural Gas Compression Station		<ul style="list-style-type: none"> 1x Gas Dryer 4x Gas Compressors (1 redundant) 9x Cylinders of CNG Storage 1x Gas Control Panel 3x Dual Hose Gas Dispensers 2x Motor Starter Panel 	\$8,720,000
Backup Power		<ul style="list-style-type: none"> Paired 1.5MW Outdoor Generators, ATS, Reinforced Concrete Pad, Cabling 	\$2,000,000
TOTAL			\$16,920,000

Figure 3: Aerial photo of garage with proposed equipment location



3.3 Energy Storage & Back-up

This section will focus on determining the approximate size of potential natural gas and hydrogen storage vessels and identifying the approximate costs for these. It will also identify how much battery storage capacity might be appropriate for the battery-electric option in order to provide an offset to drawing from the electricity grid during peak rate times, and to provide for back-up in case of an electricity grid outage. Appropriately sized electricity generation capability for each of the technology options will also be identified in order to provide reasonable back-up power resiliency for all options. Approximate costs for all of these options will be developed.

3.3.1

Battery-Electric

To provide backup power for the charging infrastructure, diesel or natural gas generators and automatic transfer switches (ATS) connected in parallel with the 3MVA transformer feeds are recommended.

During the day and at night, all sixty (60) 150kW chargers may be needed simultaneously. Therefore, to provide adequate backup, 9MW of generation would be required. To accommodate for scenarios in which not all chargers would be in use, an array of smaller generators would be recommended. For each 3MVA 600V switchgear, two 1.5MVA generators could be used, staged to turn on as needed, for a total of 6 1.5MVA generators.

Each generator would require an outdoor enclosure and a reinforced concrete pad. For each 600V switchgear lineup, an additional section approximately 1m in width would be required to incorporate the ATS.

3.3.2

Hydrogen Fuel Cell

Two days of storage is recommended for the hydrogen refuelling station. This allows for equipment maintenance downtime and interruptions in utility supplies. Additional storage can be accommodated, but the high pressure hydrogen storage tanks have a high capital cost and a large footprint. Back-up power for the electrolysis is not recommended if the onsite storage can accommodate most anticipated utility disruptions. A smaller source of back-up power is required for the electrolyser cooling, control, and dispensing equipment to ensure refuelling can continue. An on-site generator can be used.

As storage for the produced hydrogen is included, there would be no need for back-up power for the electrolysis equipment. The equipment to dispense the hydrogen and maintain the station operation would be required to be connected to an emergency power supply to ensure refuelling can occur during utility downtimes. The anticipated load needed for emergency power is not expected to exceed 6 MW.

All hydrogen production facilities will require a maintenance program in accordance with codes and regulations. Maintenance activities can be provided by equipment suppliers under contracts or transit staff can be trained to perform all scheduled maintenance activities. Annual costs for maintenance contracts are anticipated to be \$200,000. Another \$80,000 is expected for routine replacement parts.

3.3.3

Compressed Natural Gas

As time-fill stations typically don't utilize large amounts of storage, interruptions to the electrical power supply would disrupt refuelling operations. A backup supply of electrical power for the compressors is recommended to maintain operations.

Similar to the hydrogen production facility, the compressed natural gas station will require a maintenance program to ensure proper operation of the compressors, high pressure piping, storage vessels and dispensers. Annual costs for maintenance contracts are anticipated to be \$120,000. Another \$50,000 is expected for routine replacement parts.

3.4 Other Facility Needs

In addition to the energy related requirements for the transit storage and maintenance facility for each of the technology options, there are likely to be additional upgrades and changes required at the facility. These could include:

- Hoist upgrades recently made to the facility will accommodate all three bus technologies - no hoist upgrades required
- Partial diesel decommissioning
- Structural upgrades to accommodate overhead charging equipment
- Shop and service bay renovations to accommodate different tools and technology
- Shop and service bay renovations to accommodate access to overhead chargers, etc; (costs)
- Ventilation system and gas monitoring changes to accommodate different requirements and costs
- These and any other relevant requirements will be identified and appropriate cost allowances will be developed
- Environmental

Maintenance garages designed for conventional diesel fleets will need upgrades to the ventilation systems to accommodate the additional exhaust rates required by code for hydrogen or natural gas/methane. Hydrogen or natural gas detection equipment including alarms is also required.

3.5 Operational Impacts

Each potential technology has its own operational constraints that will impact how Regina Transit may use the new vehicles and systems. This task will identify these differences and analyse how existing blocking may be operated by each technology.

The main operational limitations, number of existing blocks that can be operated, and recommended operational changes will be detailed for each technology.

3.5.1 Cost of Fleet

The cost of standard 40' buses and the cost to replace the whole fleet is summarized in **Table 19**. It is assumed, however, that Regina Transit will not retire diesel buses before they reach the end of their lifespan (usually 15 years). All costs are in 2021 Canadian dollars.

Table 19: Bus and Fleet Costs

Technology	Average cost per bus	Cost of fleet replacement
Compressed Natural Gas	\$700-\$850K	\$158-191M
Hydrogen Fuel Cell	\$1.2-\$1.5M	\$234-\$292M
Battery-electric	\$1.3M	\$304M

3.5.2 Bus Range & Blocks

The range of each bus technology differs depending on several factors, including but not limited to the manufacturer and bus model, external temperature, storage capacity, and the number of people on the bus (additional weight). For context, existing diesel buses have a range of approximately 820km. The ranges used and discussed are based on conservative estimates:

Table 20: Bus Range by Fuel Type

Bus Technology	Average bus range (km) on full tank/charge
Compressed Natural Gas	450+
Hydrogen Fuel Cell	400
Battery-electric	300

Based on Regina Transit's typical schedule and blocking plan, the anticipated operating ranges would allow the CNG and HFC buses to operate on all 40' bus blocks, and BEBs to operate on approximately 80% of the 40' bus blocks. This accounts for the length of the block falling within the vehicle range.

It should be noted that HFC buses and BEBs use diesel heaters to meet cabin heating demands and allow the buses to achieve the same range across the spectrum of Regina's weather conditions.

3.5.3 Fleet Requirements

The fleet requirements for all three technologies are summarized in **Table 21**, **Figure 4** and **Figure 5**.

Fleet requirements were based on Regina Transit's forecast typical weekday schedule and blocking plan. The following assumptions were applied:

- A fleet-wide spare bus ratio of 25%
- CNG and HFC buses can replace diesel buses 1:1
- Due to range limitations, BEB would need additional buses to cover Regina's typical bus blocks

It is anticipated that 204 CNG or HFC buses, or 215 BEBs would be needed by 2046 for the fleet to operate the same level of service compared to diesel buses. This accounts for the maximum number of buses needed during peak times, as well as additional buses needed for maintenance.

Table 21: Fleet Requirements by 2046

Technology	Fleet Requirements by 2046
Compressed Natural Gas	204
Hydrogen Fuel Cell	204
Battery-electric	215

Figure 4: Battery-Electric Fleet Composition to 2046

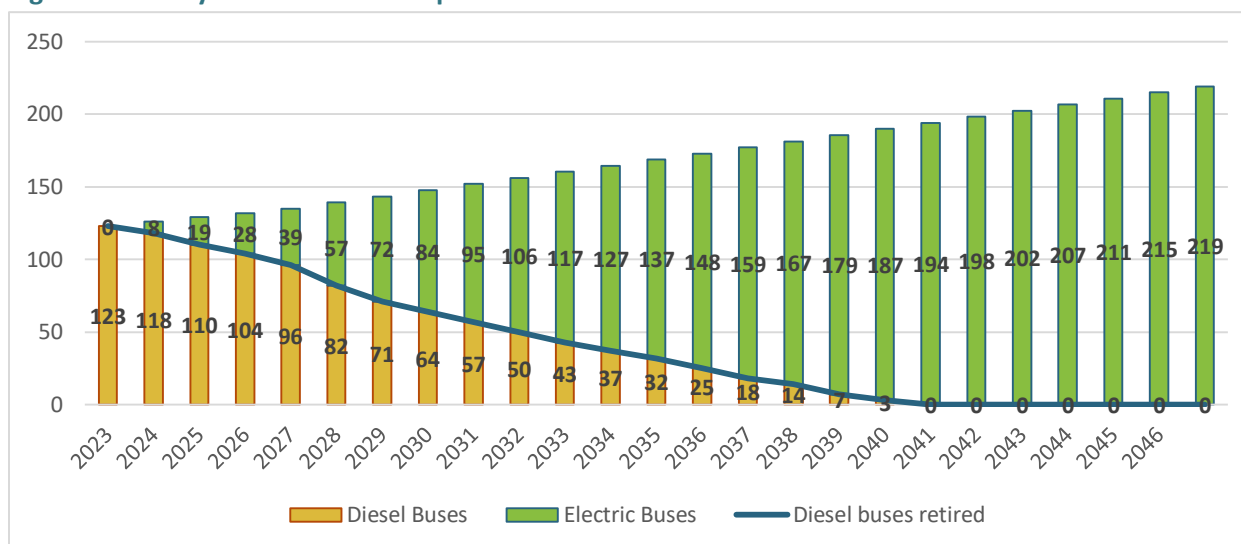
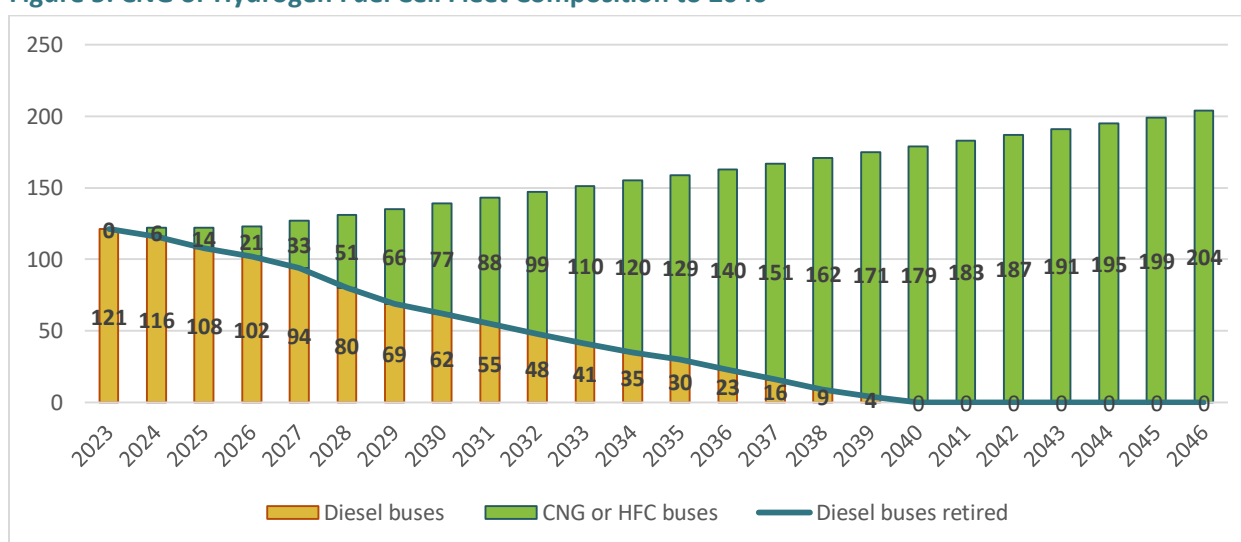


Figure 5: CNG or Hydrogen Fuel Cell Fleet Composition to 2046



3.5.4

Operational Impacts

Assuming Regina Transit would keep the same block patterns and lengths as present day, the same scheduling can be used for CNG and HFC buses since their ranges can cover all the blocks. Only BEB scheduling will be affected due to shorter ranges. Selecting BEBs would require an additional 20% of buses to cover the blocks and operational restructuring and schedule adjustments to top-up some buses' charges mid-day. It is recommended to avoid any charging during the PM peak.

Changes to make existing blocks shorter and maximize charging opportunities may improve the number of blocks that can be operated by the BEBs; however, with limited range and relatively slow charge times, additional buses would be required to operate the same level of service compared to existing diesel buses. It should be noted that, within the transit industry, it is widely-expected that BEB range will

be a primary field of improvement over the coming years, which would reduce operational constraints of future bus purchases.

It should also be noted that HFCs will have a slightly longer fueling time than diesel (6-10 minutes), and the availability of parts for maintenance may impact downtime.

3.6 Staffing and Training Needs

The transformation of Regina Transit's system will also have significant impacts on staff – both in terms of the size of Regina Transit's staff and the training required for them. Introducing a new propulsion technology will require staff to be trained at various levels, depending on their role in the organization. The new technology may also require more or less staff, depending on the technology and the assumptions associated with it. This task will identify the general requirements in these areas for each of the technologies, including the time and cost implications.

3.6.1 Staffing Requirements

Each staffing category was forecast as functions of the system metrics, shown in **Table 22** below. The projected Regina Transit staffing needs to 2046 are assumed to be similar for CNG and HFC buses since they will be able to cover the same blocks as diesel buses and therefore more staff are not required. It is also assumed that current maintenance staff will be trained on the new technology, which is discussed in the following section. Staffing needs will change if BEBs are selected since more buses will be needed. The projected staffing to 2046 will be outlined in the following report.

Staff are categorized based on the classification used in the annual Canadian Urban Transit Association (CUTA) Conventional System Factbook.

Table 22: Staff Requirement Forecasting Assumptions

	Staff Category	Function of
Conventional Fleet Staff	Operators	Fleet Size
	Other Transport Operators	Fleet Size
	Vehicle Mechanics	Fleet Size
	Other Vehicles Mechanics	Fleet Size
	Plant and Other Maintenance	Fleet Size
	General and Administration	Service Hours

3.6.2 Training

The training schedule is based on the training requirements and assumptions for a battery-electric fleet in the comprehensive ⁶2021 *Winnipeg Transit: Transition to Zero-Emission Technical Evaluation Report*. Although very different technologies, the training requirements are being generally applied to all three technologies at this stage in the report writing since training will include similar elements: general staff

6 https://winnipegtransit.com/assets/2788/Transition_to_Zero_Emission_Technology_Report_-_Rev1.pdf

familiarization, safety awareness and work procedures, fuel handling/energy charging, emergency training, and advanced training for those working on buses. More specific training schedules will be recommended later on.

Similar to the Winnipeg Transit report, Regina Transit staff are recommended to be divided up into one of five training levels based on their role and exposure to high voltage. The training levels and the staff groups recommended for each level are summarized in **Table 23**. Assumptions for the table can be found in the footnotes under the table. Note that staff are classified according to the CUTA Factbook staffing categories introduced in **Table 22**.

Table 23: Battery-electric Training Categories

Training Category	Eligibility	Training Components	Conventional Staff Receiving this Training
Level 1	All Staff	<ul style="list-style-type: none"> 1 hr of in-house training¹ 	<ul style="list-style-type: none"> 50% of “General and Administration”
Level 2	Staff working in areas where buses or chargers are operated	<ul style="list-style-type: none"> Level 1 training Additional 3 hrs of in-house training¹ covering bus familiarization, basic high voltage safety awareness vehicle hazard identification and precautions, operations safety training, safe work procedures 	<ul style="list-style-type: none"> 100% of “Operators” 50% of “General and Administration”
Level 3	Staff directly servicing buses or chargers	<ul style="list-style-type: none"> Level 1 and 2 training Additional 12 hours of in-house or manufacturer-offered² training covering: <ul style="list-style-type: none"> Advanced safe work procedures for servicing buses and chargers Advance vehicle service safety training Facilities emergency response procedures for service and parking garages Tools and equipment for electric bus service Basic Personal Protective Equipment instruction and training 	<ul style="list-style-type: none"> 100% of “Other Transport Operators”

Training Category	Eligibility	Training Components	Conventional Staff Receiving this Training
Level 4	Staff directly involved in maintenance, repairs, or overhauls of buses, chargers, or service equipment	<ul style="list-style-type: none"> • Level 1, 2, and 3 training • Arc Flash training • First Aid Training • External training^a for: <ul style="list-style-type: none"> ○ Advanced safe work procedures for bus maintenance and repair ○ Advances vehicle maintenance safety training ○ Advances PPE instruction and training ○ Tools and equipment for electric bus maintenances ○ Facilities emergency response procedures for maintenance garage 	<ul style="list-style-type: none"> • 100% of Plant and Other Maintenance • 95% of Vehicle Mechanics • 95% of Other Vehicle Mechanics
Level 5	Staff directly involved in diagnostics, repair, or troubleshooting of bus propulsion or electrical systems	<ul style="list-style-type: none"> • Level 1, 2, 3, and 4 training • External training^a for: <ul style="list-style-type: none"> ○ Advanced diagnostics and troubleshooting of vehicles ○ Advanced diagnostics and troubleshooting of facilities and equipment 	<ul style="list-style-type: none"> • 5% of Vehicle Mechanics • 5% of Other Vehicle Mechanics

^a Assumed that Regina Transit will develop internal basic training modules for staff

^a Assumed that manufacturers will offer advanced training, based on conversations with vendors and manufacturers

^a Winnipeg Transit included external training from the "Introduction to Electric Vehicles" program at Red River College in Winnipeg. Modules 1 and 2 were included for Level 4 and Modules 1, 2, and 3 were included for Level 5. It is assumed that Regina Transit would be able to find similar training at a local partner institution

3.7 Paratransit/Demand Responsive Buses

Regina Paratransit buses are used to deliver Regina Transit's current specialized transit and future Demand Responsive services. These vehicles currently use gas propulsion technology.

The results of the industry scan have shown that alternative energy technologies for Paratransit vehicles are not as advanced as conventional vehicles and have not been extensively tested in real operating conditions. The vehicles available on the market are also relatively few in number. Today, there are no large-scale implementations of alternative energy specialized bus fleets. Though some technologies exist, they are largely untested in regular service conditions. Based on this consideration, it is recommended that the purchase of proven technologies, like gas powered vehicles, be undertaken for the next few years, until alternative fueled paratransit vehicles have gained experience.

Since paratransit buses typically have a lifespan of approximately five to six years, and small low floor gas buses six to eight years, the purchase of alternative technology vehicles in the next few years could

still allow Regina Transit to meet its sustainability goals. The next round of gas-powered vehicles purchased over the next five years will be retired well ahead of the City's 2050 goal. Future investigations can flag changes or improvements in the availability of alternative energy technologies for Paratransit vehicles over time. This would inform Regina Transit's purchase decisions for the following Paratransit fleet replacement cycle and ensure that reliable and proven vehicles are provided for riders.

In terms of emerging alternative technology vehicles for Paratransit, in line with personal automobiles and larger buses, the majority of options are battery electric. The first cutaway vehicles built on electric chassis are becoming available in North America. In addition, start-ups like Lion Electric, as well as experienced diesel bus manufacturers like Vicinity and Arboc, have launched 30ft low floor electric bus models that would also be suitable. As stated above, none of these vehicles have been proven through constant transit use, or in cold climates, for a number of years and, therefore, are considered too immature for adoption by Regina Transit in the short term.

3.7.1 Recommended Paratransit/On Demand Bus Purchase Plan

Regina Transit should continue to purchase gas-powered vehicles similar to its current fleet for replacements and growth over the next five years. Regina Transit should continue to monitor the development of alternative energy vehicles for Paratransit use, with a view to replacing their gas-powered vehicles as they are due to be retired.

In planning for the future Demand Responsive fleet, the Transit Master Plan assumes the following:

- The current Paratransit fleet (35 buses) will grow as On Demand service is introduced and demand for Paratransit service increases over the life of the plan;
- Cutaway vehicles have an assumed 5 year lifespan, while electric 30ft low floor vehicles have a lifespan of up to 10 years;
- Six to eight cutaway vehicles will be replaced each year, based on the current fleet size;
- Electric cutaways cost about \$250,000 each; compared to \$450,000 for electric 30ft low floor buses.

4.0

Summary Comparison of Technologies

Metrics	Renewable Natural Gas	Hydrogen Fuel Cell	Battery-Electric
VEHICLES			
Number of buses required for full fleet (by 2046)	205	204	215
Cost per bus	\$700-850K	\$1.2-1.5M	\$1-1.3M
Capacity	83 (40 seated)	75 (41 seated)	84 (40 seated)
Storage Capacity (kWh)	N/A	N/A	350-660
Range (km)	650	450	300
Climate impacts on performance	Similar to diesel	May have slightly less range in cold weather, minimized by diesel heaters	May have slightly less range in cold weather, minimized by diesel heaters
Range degradation	Similar to diesel	Less than BEBs, but range will still degrade over time	Range degrades over time (~20% over 12 years) and in colder weather
Cost for replacement of whole fleet	\$144-174M	\$245 - 306M	\$215-280M
Annual Fuel Cost	\$8,148,260	\$4,745,000	\$1,501,411
Canadian Infrastructure Bank Eligible?	✗	✓	✓
FUEL/ENERGY & INFRASTRUCTURE			
Fueling Infrastructure	<ul style="list-style-type: none"> Natural gas compressors and fuel dispensers Power upgrades New high pressure (100 - 250 psi) natural gas service 	<ul style="list-style-type: none"> Hydrogen production system including PEM electrolyzers Hydrogen station requirements including high pressure storage, compressors and dispensers Significant power upgrades 	<ul style="list-style-type: none"> New dedicated utility service and switchgear Customer owned transformation Overhead or plug-in chargers need to be added to garage Significant power upgrades
Additional Infrastructure	<ul style="list-style-type: none"> HVAC System upgrades to manage gas safety 	<ul style="list-style-type: none"> HVAC System upgrades to manage gas safety 	N/A
Source of fuel/energy & production	<ul style="list-style-type: none"> SaskEnergy - Renewable Natural Gas project on the longer-term horizon 	<ul style="list-style-type: none"> Electrolyser-produced hydrogen using electricity from SaskPower electrical Grid: 75% produced thru fossil fuels, 25% produced through renewable sources 	<ul style="list-style-type: none"> Electricity from SaskPower electrical Grid: 75% produced thru fossil fuels, 25% produced thru renewable sources

Metrics	Renewable Natural Gas	Hydrogen Fuel Cell	Battery-Electric
Average rate cost of fuel/ energy source	<ul style="list-style-type: none"> \$10/GJ for RNG 	<ul style="list-style-type: none"> Electricity for electrolyser subject to SaskPower pricing (\$6,188.9 base + \$10.906 per kVA + \$0.060902 per kWh) + \$2.10/m3 of water Additional costs for diesel heaters 	<ul style="list-style-type: none"> Subject to SaskPower pricing - (\$6,188.9 base + \$10.906 per kVA + \$0.060902 per kWh) Additional costs for diesel heaters
Cost of fuel/energy infrastructure	\$16.9 M	\$31.3 M	\$26.4M
Future Risks/ Opportunities	<ul style="list-style-type: none"> Price of natural gas may fluctuate and will be impacted by carbon taxes New sources of renewable natural gas are anticipated 	<ul style="list-style-type: none"> The price and availability of hydrogen is likely to improve in the next 10 years as the technology becomes more common 	<ul style="list-style-type: none"> Price of electricity may fluctuate
OPERATIONS			
Scheduling	Higher range means that less changes would need to be made to block schedules compared to BEBs	Higher range means that less changes would need to be made to block schedules compared to BEBs	Lower range means some service blocks may require restructuring or an additional vehicle.
Impact to Staff	Training would be required for drivers and maintenance staff	Training would be required for drivers and maintenance staff	Training would be required for drivers and maintenance staff
Fleet size Implications	Fleet size can remain as planned	Fleet size can remain as planned	If blocks remain the same, additional buses will be needed to accommodate blocks 300 km+
Fueling time	Comparable to diesel	6-10 minutes	3-4 hours
Fueling Process	Fueling process similar to diesel	Fueling process similar to diesel	There may be operational adjustments required to charge buses mid-day
Future Risks / Opportunities	Current market for RNG in Saskatchewan is not well established. Possible that it will grow in the future	Vehicle range and fuel cell lifespan may improve as technology improves	Vehicle range and battery degradation may improve as technology improves
LOCAL & ENVIRONMENTAL IMPACTS			
Upstream Emissions	CNG: Produced with fossil fuels RNG: derived from organic waste material or	Grid supplied electricity produced with a mix of fossil fuels and renewables	Grid supplied electricity produced with a mix of fossil fuels and renewables

Metrics	Renewable Natural Gas	Hydrogen Fuel Cell	Battery-Electric
	degradable carbon sources		
Tailpipe Emissions	Low CO ₂ emissions Up to 25% less GHG emissions	No carbon-based tailpipe emissions from operation, but diesel heaters required during colder months	No carbon-based tailpipe emissions from operation, but diesel heaters required during colder months
Noise Pollution (diesel 80-95 dB)	85dB Similar noise levels to diesel buses	52-60dB Significantly quieter than diesel buses	52-60dB Significantly quieter than diesel buses
End of Life Emissions	Unknown	Fuel cell recycling is unproven	Battery recycling is unproven
Air Quality Profile of Fleet	Little improvement - higher greenhouse gas and nitrogen oxide emissions	Significant improvement	Significant improvement
Estimated Vehicle Weight (Diesel bus, Curb weight: 21-33K lb / GVWR: 30K-44K lb)	Curb weight: 31,400 lb GVWR: up to 42,500 lb	Curb weight: 34,000 lb GVWR: up to 43,000 lb	Curb weight: 33,000 lb GVWR: up to 44,000 lb
Pavement damage from Weight	Will impact the pavement at a similar rate as diesel buses	Will potentially damage pavement at a faster rate than diesel buses	Will potentially damage pavement at a faster rate than diesel buses

FUNDING AVAILABILITY

Federal	<ul style="list-style-type: none"> INFC Canadian Community-Building Fund (formally Gas Tax Fund): up to \$14,000 annually INFC Investing in Canada Infrastructure (ICIP) Public Transit Stream: 40% of eligible project costs for new construction and expansion of transit; 50% of eligible project costs for transit rehabilitation (includes maintenance facilities) 	<ul style="list-style-type: none"> CIB Zero-emission Bus Initiative: Direct loans that cover the cost difference of ZEBs and their infrastructure vs. buying a diesel bus INFC Zero Emission Transit Fund: up to fifty percent (50%) of the total eligible costs INFC Investing in Canada Infrastructure (ICIP) Public Transit Stream & Green Infrastructure Stream: 40% of eligible project costs for new construction and expansion of transit; 50% of eligible project costs for transit rehabilitation (includes maintenance facilities) FCM's Green Municipal Fund both the Signature 	<ul style="list-style-type: none"> CIB Zero-emission Bus Initiative: Direct loans that cover the cost difference of ZEBs and their infrastructure vs. buying a diesel bus INFC Zero Emission Transit Fund: up to fifty percent (50%) of the total eligible costs INFC Investing in Canada Infrastructure (ICIP) Public Transit Stream & Green Infrastructure Stream: 40% of eligible project costs for new construction and expansion of transit; 50% of eligible project costs for transit rehabilitation (includes maintenance facilities) FCM's Green Municipal Fund both the Signature
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Metrics	Renewable Natural Gas	Hydrogen Fuel Cell	Battery-Electric
		<p>initiative, and the Reduce Fossil Fuel Use in Fleets fund:</p> <ul style="list-style-type: none"> ○ Pilot project: Grant: Up to \$500,000 to cover up to 50% of eligible costs ○ Capital Project: Low-interest loan of up to \$10 M and grant worth up to 15% of the loan, covering up to 80% of eligible costs ● INFC Canadian Community-Building Fund: up to \$14,000 annually ● NRCan Zero Emission Vehicle Infrastructure Program will have funding available in 2022 for refuelling stations 	<p>initiative, and the Reduce Fossil Fuel Use in Fleets fund:</p> <ul style="list-style-type: none"> ○ Pilot project: Grant: Up to \$500,000 to cover up to 50% of eligible costs ○ Capital Project: Low-interest loan of up to \$10 M and grant worth up to 15% of the loan, covering up to 80% of eligible costs ● INFC Canadian Community-Building Fund: up to \$14,000 annually ● NRCan Zero Emission Vehicle Infrastructure Program will have funding available in 2022 for charging stations
Provincial	<ul style="list-style-type: none"> ● INFC Investing in Canada Infrastructure (ICIP) – Public Transit Stream: Provinces will have to cost-share on municipal projects at a minimum of 33.33% of eligible costs Public Transit Stream: 	<ul style="list-style-type: none"> ● INFC Investing in Canada Infrastructure (ICIP) – Public Transit Stream & Green Infrastructure Stream: Provinces will have to cost-share on municipal projects at a minimum of 33.33% of eligible costs 	<ul style="list-style-type: none"> ● INFC Investing in Canada Infrastructure (ICIP) – Public Transit Stream & Green Infrastructure Stream: Provinces will have to cost-share on municipal projects at a minimum of 33.33% of eligible costs

Appendix A

Assumptions

- All bus purchases, for either growth or replacement purposes, will be of an alternative fuel technology as of 2023, which is the next time a conventional diesel bus will be decommissioned, as planned by Regina Transit;
- All buses (regardless of fuel type) are assumed to have a 15-year lifespan;
- Regina Transit will not retire diesel buses before they reach the end of their lifespan;
- All costs presented in this report are in 2021 Canadian dollars, not accounting for inflation;
- A standard 40' bus is assumed to cost as follows:
 - Compressed natural gas bus: \$700-850K per vehicle
 - Hydrogen fuel cell bus: \$1.2-\$1.5M per vehicle
 - Battery-electric bus: \$1,304,000 per vehicle (based on the data from the ongoing OC Transpo e-bus pilot, which includes \$30k per bus for Regina Transit-specific equipment - branding, fare boxes, cameras etc.)
- Bus purchases are made one year before the order is delivered, meaning bus purchases in one year are only reflected in the fleet composition for the following year.

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CNC22-02 2020 and 2021 Annual Report

Date	May 4, 2022
To	Mayor Masters and City Councillors
From	Regina Planning Commission
Service Area	Office of the City Clerk
Item #	IR22-1

RECOMMENDATION

That City Council:

Receive and file this report.

HISTORY

At the March 8, 2022 meeting of Regina Planning Commission, the Commission considered the attached report RPC22-11 from the Office of the City Clerk

The Commission adopted a resolution to concur in the recommendation contained in the report.

Respectfully submitted,

REGINA PLANNING COMMISSION


Elaine Gohlke, Council Officer 3/10/2022

ATTACHMENTS

RPC22-11 2020 and 2021 Annual Report

Appendix A Approved Street Names 2020

Appendix B 2018-OCC-G0005 - Civic Naming

Appendix C 2021 Annual Report Approved Names

Appendix D Annual Civic Naming Committee Statistics-W29921-2



CNC22-02 2020 and 2021 Annual Report

Date	March 8, 2022
To	Regina Planning Commission
From	City Clerk's Office
Service Area	Office of the City Clerk
Item No.	RPC22-11

RECOMMENDATION

Regina Planning Commission recommends that City Council:

Receive and file this report.

ISSUE

The Civic Naming Committee is required to bring forward an annual report for the years 2020 and 2021.

IMPACTS

There are no policy/strategic, financial, environmental, risk/legal, or other implications or considerations.

OTHER OPTIONS

There are no other options as to this report.

COMMUNICATIONS

An annual report celebrating all successful applicants during a calendar year is brought forward to City Council through the Regina Planning Commission.

DISCUSSION

Applications in 2020 and 2021 continued at historic lows due to the combined factors of slow growth and the COVID-19 pandemic and lockdowns.

In 2020, the Civic Naming Committee heard 5 applications for street and park names.

Biographies for 2020 approved applications are attached as Appendix A.

The Civic Naming Committee Guidelines are attached as Appendix B.

In 2021, the Civic Naming Committee heard 12 applications for street and park names.

Biographies for 2021 approved applications are attached as Appendix C.

In 2021, five names on the “Approved But Not Yet Used List” were moved to the used list on The Street Where You Live List for health and safety reasons. The five names (Fiacco, Kinsmen, Kiwanis, Lions and Optimist) are already in use as a park name or asset name within the City of Regina.

Statistics on approved street and park names for 2020 and 2021 are attached as Appendix D.

DECISION HISTORY

The Civic Naming Committee Guideline was created using public engagement and was approved by City Council on November 26, 2018 (CR18-116).

Respectfully Submitted,



Amber Ackerman, Interim City Clerk 2/16/2022

Prepared by: Dana Turgeon, Historical Information & Preservation Supervisor

ATTACHMENTS

Appendix A Approved Street Names 2020

Appendix B 2018-OCC-G0005 - Civic Naming

Appendix C 2021 Annual Report Approved Names

Appendix D Annual Civic Naming Committee Statistics-W29921-2

Appendix A Approved Street and Park Names

Added to Street Where You Live List

Buffalo Meadows

American Bison are divided into two groups: plains bison and wood bison. Wood bison are larger and have a squarish hump, making them the heaviest and longest animal in North America and the second tallest after the moose. While American Bison are often called “buffalo”, true buffalo are an Old World species. The name “buffalo” has referred to the animals in the taxonomy of American Bison since the 1600s, however, and the two terms “bison” and “buffalo” are used interchangeably in North America. At the height of its historical range, American Bison could be found from Alaska to the Gulf of Mexico and east to the Atlantic Seaboard from Florida to New York State. Bison are not an easily domesticated animal because of their large size, their ability to jump 6 feet in the air if agitated, and their speeds of 55-65 km/h. They have been known to run right through fences, including razor wire, and bison ranchers sink steel I-beams into concrete to construct fencing that can withstand bison herds. The importance of the American Bison to Indigenous peoples cannot be overstated, for food, spirituality and survival.

Added to Street Where You Live List(cont.)

LaFayette

Edward Hans Earl LaFayette (1940-2020) was born in McGee, SK to a pioneering African-Canadian family, the fourth of eight children. He moved to Regina when he was 14 and worked hauling gravel with his father, Karl LaFayette. He soon found work in the construction industry. He later started L&B Roofing Ltd. with William Beattie in 1971. He ran that business successfully with his partner for several years and then later on his own for many years until his retirement in 2014.

Ed was a well-known and highly-respected businessman who served on various construction associations and organizations. He was the first contractor of African-Canadian heritage to hold the title of President of the Saskatchewan Roofing Contractors Association, which awarded him their "Distinguished Service Award" in June 2002 in recognition of his many years of continuous service. They noted "his time & exemplary dedication as a Director & President has made a significant contribution to the Saskatchewan Roofing Contractors Association" and his service as a director of the board from 1990 to 1992 and again in 2009. The Canadian Construction Association (of which he was a member) awarded him their "Gold Seal Certificate" in June 1997. In April 2017 (though he retired in 2014), Ed was recognized and awarded "Honorary Membership" in the The Canadian Roofing Contractors Association "In recognition of his contribution to the advancement of the industry and of the association."

Ed was also a member of the Housing and Urban Development Association of Canada (HUDAC), serving as Director and/or Second Vice President with the Regina branch and with the Saskatchewan Council on numerous occasions. He was the winner of the HUDAC Regina 1983 Maple Leaf Award. He was also presented the HUDAC Rooftop Club Certificate of Merit (for outstanding service in the field of membership recruitment) and the HUDAC Presidential Award of Honour (in recognition of outstanding accomplishment).

Added to Street Where You Live List Existing Names

Carlson, Gary and Jessie

Ruth “Jessie” Carlson is a longtime Regina resident and volunteer. She was a charter member of the Saskatchewan Union of Nurses and held executive positions including secretary-treasurer and vice-president. She was a member of the NDP Executive in Palliser and Pasqua ridings and on multiple NDP committees and groups. Jessie was a member of the Family Service Bureau and served as President for multiple terms and Secretary. She was a founding member of Sunset United Church and volunteered for multiple groups and positions there, including Sunset Ladies Fellowship, Sunset Youth Leader, Sunday School Teacher and the Presbytery executive. She was a member of the Inner Wheel Club and served in both local and national executive positions in the organization. Jessie has volunteered for many local charities as organizer and canvasser, including Meals on Wheels, CNIB, Canadian Diabetic Association, Heart and Stroke Foundation, Kidney Foundation, Cancer Foundation, MS Society, Alzheimer’s Society and the Regina United Way Residential Canvass. A lifetime member of the Regina Horticultural Society and a member of the South Saskatchewan Lily Society, she is a frequent exhibitor and organizer for both groups.

Gary C. Carlson, a resident of Regina for over 55 years, has volunteered for and founded multiple community organizations. He was the founder of the Saskatchewan Agricultural Hall of Fame and its Chairman for 10 years. He founded the Saskatchewan Farm Vacations Association, now the Saskatchewan Country Vacation Association, in 1972 and established the Canadian Agricultural Travel Scholarship Association to support the Nuffield Farm Scholarship Program, now known as Nuffield Canada. He was co-chair of the Leisure Centre Planning Committee and led the campaign to construct the South Regina Leisure Centre. Gary was a founder and first President of the Canadian Federation of Human Rights and the Civil Liberties Association. He was Chair of the Century Regina committee that celebrated Regina’s settlement in 1982. Gary was a charter member and director of the Saskatchewan Home-Based Business Association. Along with his wife Jessie, Gary was one of the founding and charter members of the Sunset United Church and served in multiple capacities within the Sunset United Church and the United Church of Canada. He has served on the executive of multiple volunteer organizations, including Regina Eastview Rotary Club, South Zone Recreation Board, Regina Horticultural Society, South Zone Dance Club, Council of Canadians, Saskatchewan Institute of Agrologists, the Canadian Mental Health Association and the Regina Lawn Bowling Club. He was a member of the executive for the Palliser NDP Federal Riding Association and the Regina Lewvan Federal Riding Association. He was a member of the University of Saskatchewan Senate and has served on multiple boards and scholarship panels for the University of Saskatchewan.

Corporate Guideline

Guideline Title:	Applies to:		Reference #
Civic Naming Committee Guideline Policy # 2018-4-CC	Civic Naming Committee; All Employees; City Clerk; City Council		2018-OCC-G0005
Approved by:	Dates:		Total # of Pages
Regina Planning Commission and City Council	Effective:	26-Nov-2018	11
	Last Review:	01-Jan-2012	
	Next Review:	28-Jun-2019	
Authority:			
Policy 001-GEN-10			

1.0 Purpose

To establish a guideline for the naming and renaming of parks and streets where the sponsorship and naming rights policy does not apply.

This guideline is used to provide a framework for adjudicating applications submitted to the *Civic Naming Committee*. This guideline is also used to provide a framework for departments as applicable.

This guideline is driven by the Cultural Plan and the Truth and Reconciliation Commission's Calls to Action. In accordance with the Cultural Plan, the naming of streets and parks will celebrate Regina's unique history and cultural diversity and tell the whole story of Regina.

2.0 Scope

This guideline applies to the *Civic Naming Committee* and departments as applicable.

This guideline does not address issues relating to sponsorship by third parties. Refer to the sponsorship policy.

3.0 Definitions

Arterial Road – a high-capacity urban road, the primary function of which is to deliver traffic from *collector roads* to feeders or expressways at the highest level of service possible

Civic Naming Committee – Administrative committee that adjudicates street and park naming applications based on the approved Guidelines

Collector Road – a low-to-moderate-capacity road which serves to move traffic from *local roads* to *arterial roads* and which is designed to provide access to residential properties

Directionals – words that incorporate a cardinal or ordinal direction (e.g. North, South, Northwest, etc.)

Duplicate Names – names of honourees that are spelled identically, even if pronunciation differs between two honourees

Knowledge Keepers/Elders – a person recognized by a First Nations community as having knowledge and understanding of traditional culture of the community. Individuals possess knowledge and wisdom of spiritual and social traditions, coupled with the recognition and respect of community members. “Elder” is the most common contemporary English word for these individuals, although many First Nations utilize different traditional terms to describe these individuals.

Local Road – a low capacity road which provides access to residential properties. *Local roads* typically connect to *collector roads*.

Master List of Street and Park Names – a subset of the *Street Where You Live* dataset that includes all names approved by the *Civic Naming Committee* for use as a street or park name. Names may be reserved for a specific development or available for general use. List is available online at the Open Data website at <http://open.regina.ca/dataset/street-where-you-live-list>

Name Suffix – the way designator that accompanies a commemorative or administrative name to create a *total name* (e.g. Way, Road, Street, Crescent, etc.)

Soundalike Names – names that sound alike when the name is spoken aloud but that may be spelled differently, or that sound sufficiently similar that a person in distress may mispronounce the name in such a way to cause confusion for way finding (e.g. Hutchison, Hutchinson; Smith, Smyth; Johnson, Johnsen)

Street Where You Live – a dataset of names that have been used as street or park names or are approved to be used in future as street or park names. The dataset includes all non-numbered names of public and private roads, park names, and names that have been approved but not yet assigned to a street or park, also known as the *Master List of Street and Park Names*.

Theme Naming – names within a neighbourhood or subdivision that have a commonality to create a sense of place or belonging

Topographic Feature – surface feature or geographical contours of the land, both natural and manmade

Total Name – street name that includes both the commemorative or administrative name and the *name suffix* (e.g. Wascana Parkway, Albert Street)

Tradition bearer – a person or group of people (living or deceased) with a high degree of knowledge of and the skills required to perform or recreate specific elements of intangible cultural heritage, especially aspects that may be rare or in danger of being

lost, including oral traditions and expressions, performing arts, social practices, rituals and festive events, knowledge and practices that involve nature and the universe, traditional craftsmanship or knowledge of traditional activities related to living off the land and to household economy

Treaty 4 Area Language Groups – Language groups that can be found within the Treaty 4 area, whether signatories to Treaty 4 or not, including Cree, Saulteaux, Michif, Siouan (Lakota, Nakoda, Dakota), and Dene

4.0 General Guidelines for Street and Park Names:

- 4.1 All materials submitted to the *Civic Naming Committee* in conjunction with street and park name applications will be considered public information;
- 4.2 All new park and street names within the City of Regina must be approved by the *Civic Naming Committee* in accordance with these guidelines;
- 4.3 There will be no use of awkward, corrupt, discriminatory or derogatory names, and no discrimination with regard to religion; creed; marital status; family status (parent-child relationship); sex (including pregnancy); sexual orientation; disability (physical or mental); age (18 and over); colour; ancestry; nationality; place of origin; race or perceived race; receipt of public assistance; and gender identity in adjudicating names in accordance with these guidelines. Proposed names must be in compliance with the Saskatchewan Human Rights Code;
- 4.4 Approved names for streets and parks must not be problematic for dispatching emergency services personnel (i.e. *duplicate* or *soundalike names*.) Health and safety is the highest priority in street and park naming;
- 4.5 *Theme naming* for streets and parks within a neighbourhood or subdivision is permitted so long as the theme is in accordance with the guidelines. *Theme naming* that utilizes a common word as a prefix to the street name (e.g. Wascana, Green) will not be permitted;
- 4.6 All street and park names, regardless of language of origin, must be rendered in the modern English alphabet on the primary signage on the pole to facilitate way-finding and mail delivery. Additional signage featuring syllabics in one of the *Treaty 4 Area Language Groups* or other cultural groups with a strong connection to the area may be added as secondary signage;
- 4.7 *Directionals* may not be incorporated into the prefix of a street or park name (e.g. North Victoria Avenue, Northeast Pasqua Street, etc.);
- 4.8 Street and Park Naming Honours:

4.8.1 A person or persons who have:

- 4.8.1.1 Performed actions which have brought special credit to the City of Regina, Province of Saskatchewan, or Canada;
- 4.8.1.2 Fostered equality, enhanced community and/or reduced discrimination within the City of Regina, Province of Saskatchewan, or Canada;
- 4.8.1.3 Served in an elected capacity at the municipal, provincial, federal or Indigenous government level representing Regina and district for at least two terms;
- 4.8.1.4 To qualify under 4.8.1.1, an individual must have gone above and beyond the successful completion of duties associated with their profession. Longevity of service does not qualify as service above and beyond the successful completion of duties associated with their profession;
- 4.8.1.5 If a person qualifies for honour but is not in compliance with 4.4, the person's name shall be added to the *Street Where You Live* spreadsheet under the existing *duplicate* or *soundalike* street or park name;
- 4.8.1.6 In the case of an Indigenous person, the honouree may specify if they would like to use their English surname or a translated name or Indigenous name.

4.8.2 Concepts, traditions or *tradition bearer(s)* within the Indigenous community;

4.8.3 Names, titles or properties associated with the Royal Family, in keeping with Regina's nickname of "The Queen City";

4.8.4 A *topographic feature* within the neighbourhood in which the street or park resides:

- 4.8.4.1 A *topographic feature* name must not duplicate a street named for the neighbourhood;
- 4.8.4.2 A *topographic feature* name may honour a *topographic feature* that was formerly located in or near the neighbourhood where the street currently resides (e.g. a hill that has now been flattened, a creek that has now been diverted, a landmark now removed);

- 4.8.4.3 A *topographic feature* name may be either in English or one of the *Treaty 4 Area Language Groups*. If an existing street or park name in English has been derived directly from a *Treaty 4 Area Language Group*, a notation will be made in the *Street Where You Live* spreadsheet (e.g. Pasqua is derived from Paskwāw, for “prairie”).

4.8.5 Flora or fauna native to Saskatchewan:

- 4.8.5.1 Flora or fauna names may be derived from a living or an extinct species;
- 4.8.5.2 Flora or fauna names may be either in English or one of the *Treaty 4 Area Language Groups*;
- 4.8.5.3 The same English root word may be translated into one or more of the *Treaty 4 Area Language Groups* and reused within the City of Regina;
- 4.8.5.4 If a flora or fauna name in two or more of the *Treaty 4 Area Language Groups* is not in compliance with 4.4, the flora or fauna name will be approved for use only once. A notation will be made in the *Street Where You Live* spreadsheet that the name is linguistically similar in multiple languages of the *Treaty 4 Area Language Groups* (e.g. This word is nearly identical in Siouan languages.);
- 4.8.5.5 If a flora or fauna name in English for an existing park or street has been derived directly from a *Treaty 4 Area Language Group*, a notation of the name’s origin will be made in the *Street Where You Live* spreadsheet (e.g. moose);
- 4.8.5.6 Primary signage must utilize the modern English alphabet, regardless of language of origin.

4.9 Naming Quota Requirements:

- 4.9.1 Developers collaborate with the Civic Naming Committee to work toward achieving a target of 25% of street and 50% of park names within a concept plan bearing a name with an Indigenous connection.
- 4.9.2 Developers must select 25% of street or park names for new concept plans from the list of available street names as at January 1, 2018 until all street and park names are utilized from the list;

- 4.9.3 To allow for completion of existing neighbourhoods, street names that were approved for neighbourhoods and reserved for development companies as at November 1, 2017 may be counted within the 25% of street or park names required to be used from the list.

4.10 Street or Park Name Translations:

- 4.10.1 An applicant may apply to have an existing street or park name translated into one of the *Treaty 4 Area Language Groups*;
- 4.10.2 The *Civic Naming Committee* will review all translation requests and present Administration with recommendations on the request;
- 4.10.3 Where appropriate, the *Civic Naming Committee* may consult with *Knowledge Keepers/Elders* on matters pertaining to the request and the translation;
- 4.10.4 For parks, the number of *Treaty 4 Area Language Groups* honoured will be left to the discretion of the Administration. There is no character limit to park signage, therefore park signage may honour multiple *Treaty 4 Area Language Groups*;
- 4.10.5 Each signpost will bear no more than two street name signs for a single street, one in English which is required for way finding and Canada Post, and one in the requested *Treaty 4 Area Language Group*;
- 4.10.6 Only one of the *Treaty 4 Area Language Groups* will be selected for signage for each road;
- 4.10.7 Signage requests for multiple languages within the *Treaty 4 Area Language Group* will be determined on a first come, first served basis, unless there is a logical reason that one language group would be preferred over another (e.g. if the name is derived from a specific *Treaty 4 Area Language Group*, if the commemorative name honours an individual with a connection to a particular *Treaty 4 Area Language Group*);
- 4.10.8 The Administration may place limits on translated street or park signs to control costs. The exact cost control mechanisms are left to the discretion of the Administration (e.g. limiting signage to a specific subdivision or neighbourhood, phasing in additional signage over multiple years);
- 4.10.9 Individuals, groups or organizations may offer to pay all or part of the cost for translated signs to facilitate timely placement of signage (e.g. crowdfunding, sponsorship, donations).

4.11 Street or Park Name Changes:

4.11.1 Street or park name changes will be considered for review if the change meets one of the following criteria:

4.11.1.1 The name poses a threat to health and safety and/or wayfinding;

4.11.1.2 The name honouring a person has been misspelled;

4.11.1.3 The historical legacy of the namesake of a street or park has been found to be unfitting of honour (see 4.11.5)

4.11.2 Street or park name changes submitted under 4.11.1.1 or 4.11.1.2 are housekeeping changes. The City Clerk, working through the *Civic Naming Committee*, has delegated authority to approve a street or park name change under 4.11.1.1 or 4.11.1.2. City Council will be informed of any name changes approved by the City Clerk via the *Civic Naming Committee* annual report;

4.11.3 The proposed new name for a street or park must be approved first by the *Civic Naming Committee* in accordance with these guidelines;

4.11.4 In the case of a street or park name change submitted under 4.11.1.1, a new street or park name will be selected by the Administration, with preference given to names on the list of available street and park names;

4.11.5 Street or park name changes submitted under 4.11.1.3 will be adjudicated by City Council:

4.11.5.1 A report will be written by the Administration addressing the requested name change utilizing criteria approved by City Council;

4.11.5.2 Consultation with stakeholders and rights holders will be conducted before the report is written;

4.11.5.3 Criteria for the Administration to apply when writing a report addressing the historical legacy of the namesake of a commemorative name will be developed by the Administration in 2018 and submitted for consideration to City Council;

4.11.5.4 Until 4.11.5.3 is complete, requests for renaming under 4.11.1.3 will be tabled pending a report on 4.11.5.3 to City Council.

5.0 Specific Guidelines for Naming Streets:

- 5.1.1 When a street name honours a person or persons, surnames alone will be approved for use. Royal Family members may use a title and first name, or first name only (e.g. Prince George, Charlotte);
- 5.1.2 *Total names* for streets cannot exceed 18 characters, including spaces, to accommodate standard signage in use throughout the City of Regina;
- 5.1.3 While the City of Regina has no jurisdiction over the naming of private roads, the City of Regina will work with the developer/owner to create more meaningful address descriptions for structures located thereon and to align with all public roadway criteria to ensure public safety and way finding;
- 5.1.4 Whenever possible, the City of Regina will work with regional partners that have autonomous naming abilities (Provincial Capital Commission, Global Transportation Hub, Royal Canadian Mounted Police Depot Division, First Nations groups, rural municipalities or other agencies) to harmonize naming procedures in the Regina area in a manner that ensures public safety and way finding. This may include, but is not limited to: consultation, name vetting on behalf of the regional partner, reserving a name from the *Master List of Street and Park Names* for a regional partner, or performing the naming and addressing function on behalf of a regional partner on a fee-for-service basis.
- 5.1.5 *Arterial and Collector Roads:*
 - 5.1.5.1 All *arterial* and *collector roads* will be named by the City of Regina;
 - 5.1.5.2 All *arterial* and *collector roads* will be given a name with an Indigenous connection or tie;
 - 5.1.5.3 The City of Regina will consult with *Knowledge Keepers/Elders* from the Treaty 4 area and other stakeholders when naming an *arterial* or *collector road*;
 - 5.1.5.4 The consultation process will be a true consultation process, with selected names being reserved for use as an *arterial* or *collector road*;
 - 5.1.5.5 The structure and procedure for consulting with *Knowledge Keepers/Elders* is left to the discretion of the City of Regina.

5.1.6 Developers will be allowed to name all *local roads* within a concept plan in accordance with these guidelines;

5.1.7 Roads on Annexed Land:

5.1.7.1 The City of Regina will name all roads on annexed land;

5.1.7.2 The City of Regina will grandfather in common names for roads on annexed land whenever possible;

5.1.7.3 If common names for roads on annexed land are not in compliance with these guidelines, the City of Regina will select a new name for the road;

5.1.7.4 Wherever possible, first preference for new names for roads on annexed land will be given to names with an Indigenous connection.

5.1.8 Streets Named for Neighbourhoods:

5.1.8.1 One street within a neighbourhood plan may bear the name of the neighbourhood;

5.1.8.2 Any street bearing a name of a neighbourhood may not continue into another neighbourhood. The street must terminate within the named neighbourhood.

6.0 Specific Guidelines for Naming Parks:

6.1.1 This policy does not apply to parks or features within a park where sponsorship has been provided by third-party organizations. In that case, the sponsorship policy will take precedence over these guidelines;

6.1.2 When a park name honours a person or persons, first and last names may be approved for use. Royal Family members may use a title and first name, or first name only (e.g. Prince George, Charlotte);

6.1.3 There is no character limit to park signage, therefore park names may include both first and last names;

6.1.4 The City of Regina shall consider park names that are in compliance with these guidelines, which are proposed by the following sources:

6.1.4.1 The local community association or zone board;

6.1.4.2 The developer of the park or subdivision;

6.1.4.3 User groups, organizations or residents of the area.

6.1.5 When a name is proposed for a specific park, the Community Services Department shall forward the proposed name for review by:

6.1.5.1 The affected community association in the case of a neighbourhood level park;

6.1.5.2 The affected zone board in the case of a zone level park;

6.1.5.3 The adjacent zone board and the adjacent community association in case of a new subdivision where a community association does not yet exist; and

6.1.5.4 The affected user groups in the case of a municipal park.

6.1.6 If the park is located on a joint use site involving the City of Regina and either the public or separate school board, or if the site is adjacent to a school, the Community Services Department shall consult with the school board prior to naming the park;

6.1.7 In the case of a proposed renaming, the Community Services Department shall arrange for a public consultation process in cooperation with the respective community association, zone board or user group to consult those affected by the name change;

6.1.8 Elements within zone and municipal parks that are distinct and separate such as athletic fields, pavilions, plazas and waterfalls may also be named in accordance with these guidelines at the discretion of the City of Regina.

7.0 Roles & Responsibilities

The City Clerk, working through the *Civic Naming Committee*, has delegated authority to approve a street or park name change under 4.11.1.1 or 4.11.1.2.

The Office of the City Clerk is responsible for providing committee support for the *Civic Naming Committee*, including maintaining the list of street and park names approved for use.

The *Civic Naming Committee* is responsible for adjudicating street and park name applications in accordance with this guideline.

City Council is responsible for adjudicating street or park name changes submitted under 4.11.1.3.

City departments are responsible for ensuring that street and park names suggested for use in new neighbourhoods are in compliance with these guidelines.

8.0 Related Forms

Civic Naming Committee Commemorative Name Application
Civic Naming Committee Treaty 4 Area Language Syllabics Application

9.0 Reference Material

None

10.0 Revision History

Date	Description of Change	(Re)-Approval Required (y/n)
26-Nov-2018	Initial Release.	Yes

Appendix A 2021 Approved Names

Approved For Street or Park

Achahkos

Achahkos means star or a little star in Cree.

Akiya

In Saulteaux, akiya means "which way" or "the way", which would translate as "directions" in English.

Amahpiya

Amahpiya means "it's cloudy" in Dakota.

Andek

Andek means "crow" in Saulteaux.

Bryce, Sharron

Sharron Bryce was a Regina City Councillor from 2003 to 2020, representing Ward 7. Bryce, a registered nurse, works as the Manager of Health Care for Athol Murray College of Notre Dame.

Cetan

Cetan means "hawk" in Dakota.

Esiwebak

In Saulteaux, esiwebak means "weather" or "weather conditions".

Approved For Street or Park (cont.)

Favel, Philip

Philip Favel (1923-2021) was born in Prongua, SK, which is part of the Sweetgrass First Nation. He served in World War II as a driver and was involved in the Juno Beach invasion. He earned the French Legion of Honour Medal for helping an injured person and two children. He volunteered to serve in Japan, but hostilities ended before he could be transferred. He earned the 1939-45 Star, the France and Germany Star, the Defence Medal, the Canadian Volunteer Service Medal, and the War Medal 1939-1945. Upon his return to Canada, Favel advocated for the rights of Indigenous veterans. About 3000 Indigenous veterans served in World War II but returned to fewer benefits than their non-Indigenous counterparts. Favel's efforts resulted in changes to compensation. In recognition of his efforts, Favel's portrait was hung in the Canadian War Museum. Favel was a recipient of the Queen Elizabeth II Diamond Jubilee Medal.

Flegel, Jerry

Jerry Flegel, a real estate agent, was a member of Regina City Council from 2003-2009 and from 2012-2020, when he resigned his position to make a bid for Mayor. His mayoral bid was unsuccessful. Flegel represented Ward 10. He works for Century 21 Dome Realty Inc.

Fougere, Michael

Michael Fougere (1956 -) is a former City Councillor and Mayor of Regina. Fougere, who was born in Farmington, Michigan, was elected to the first of his 5 terms as City Councillor in 1997, representing Ward 4. He was elected Mayor in 2012 and was defeated in 2020. Two notable events during Fougere's tenure as Mayor were the wastewater treatment plant referendum and the construction of a new stadium for the Saskatchewan Roughriders. In news interviews after his mayoral loss, Fougere highlighted his proudest achievements as his work on infrastructure, homelessness, reconciliation and economic development.

Giyekiyapi

Giyekiyapi means "flying bus" in Nakoda, which would be translated as the English word "airplane".

Approved For Street or Park (cont.)

Goodale, Ralph Edward

Ralph Edward Goodale (1949 -) served as a Member of the Legislative Assembly and a Member of Parliament for multiple Regina ridings on multiple occasions between 1974 and 2019. Goodale, who was born in Wilcox, SK, attended the University of Regina and the University of Saskatchewan, ultimately receiving a law degree. In 1974, Goodale became the MP for Assiniboia, where he served as a backbencher until his 1979 defeat. He became the leader of the Saskatchewan Liberal Party in 1981, a time of calamitous misfortune for the party, which got only 4.51% of the vote in the 1982 election; although he won more votes than any other candidate, he still lost his riding. In 1986 he was the only Liberal in the Saskatchewan Legislature. He ran federally in 1988 but was narrowly defeated and spent multiple years in the private sector before joining the 1993 federal Red Wave. Goodale then took multiple cabinet positions in the governments of Chretien and Martin. After the Liberal defeat in 2006 he became Opposition House Leader under the leadership of Dion and Ignatieff. Goodale then became one of the cabinet ministers of Justin Trudeau, thus becoming the only MP to serve in government with both Pierre and Justin Trudeau. Goodale has served in multiple cabinet positions during his years in federal politics, including: Agriculture and Agri-Food; Natural Resources; Public Works and Government Services; Finance; Deputy Leader; Public Safety and Emergency Preparedness; and acting prime minister in the case of incapacitation of the prime minister. He was defeated in the 2019 election and has since gone on to serve as the Special Advisor to the Government of Canada's response to the Ukraine International Airlines Flight 752 crash. He is the recipient of many awards, including multiple Queen's Jubilee Medals, and is a member of the Queen's Privy Council for Canada.

Hanwi

Hanwi means "the moon" in Dakota.

Hawi Ozuna

Hawi Ozuna means "the moon" in Nakoda.

Hebert, Ben

Ben Hebert is an Olympic gold medalist for curling. Hebert was born in Regina and curled for Team Saskatchewan in two Briers and Team Canada on the World Junior Curling Championship in 2003, which Team Canada won. He moved to Alberta, where he won the Canada Cup and the 2008 and 2009 Briers. He was part of the winning 2008 World Men's Curling Championship. After a controversial 2009 Canadian Olympic Trials match win over the Glenn Howard rink, Hebert and Team Martin beat Howard and went on to the 2010 Olympics in Vancouver, where they won the gold medal. Hebert is married with two children and lives in Alberta.

Approved For Street or Park (cont.)

Kekek

Kekek is the Saulteaux word for "hawk" and is pronounced in a way that is very close to the sound that the bird itself makes during its summer flights.

Kihiw

Kihiw means eagle in Cree.

Kimiwan

Kimiwan in Saulteaux means "it's raining".

Kiniw

Kiniw means "eagle" in Saulteaux.

Kisihs

Kisihs means "sun" in Saulteaux.

Kisik

Kisik means "the sky" in Cree.

Kisikohk

Kisikohk means "in the sky" or "in heaven" in Cree.

Kiswehap

In Saulteaux, kiswehap means "coloured sky" or "rainbow".

Kiwehaw

In Cree, kiwehaw means "she/he flies home by plane".

Kiwetin

Kiwetin means "north wind" or "the north" in Cree.

Magazu

Magazu means "raining" in Nakoda.

Mahpiya

Mahpiya means "the sky" in Dakota and Nakoda.

Mahpiyato

Mahpiyato means "blue sky" in Nakoda.

Approved For Street or Park (cont.)

Maya

Maya means "goose" in Dakota.

Mazakiyon

Mazakiyon means "airplane" in Dakota.

Mino Wapan

In Saulteaux, mino wapan means "It is a beautiful morning".

O'Donnell, Mike

Mike O'Donnell had a 30-year career in teaching and administration in Regina's school divisions before his retirement and a second career as a City Councillor representing Ward 8. O'Donnell, who first ran for City Council in 2006, retired from City Council in 2020, stating that it was time for someone new to represent his ward. O'Donnell said he was proud of his work on two National Infrastructure Summits, his chairing of the Olympic Torch Relay, and his championing of environmental initiatives such as a paperless council, solar and alternative power sources.

Ocew

Ocew means "fly", as in a housefly, in Cree.

Pimihakan

In Cree, pimihakan means "airplane".

Approved For Street or Park (cont.)

Pinay, Noel Joseph (Penna)

Noel Joseph (Penna) Pinay, born July 8, 1919, served in the United Kingdom and in Continental Europe during World War II.

Noel enlisted on June 15, 1942 in Regina, SK and his service and training included:

- Trained paratrooper and artillery soldier (Rank # L 100812)
- Served in the 1st Canadian Parachute Battalion
- Qualified parachutist
- Employed on training and duties for 15 months, as an artillery gunner for 7 months, as a paratroop instructor for 2 months and as a paratrooper on operational duties for 21 months
- He was wounded near Minden, Germany on April 4, 1945
- Total service: 45 months with 19 months in the United Kingdom and North West Europe
- Noel was awarded the 1939-1945 Star, the France & Germany Star, the War Medal 1939-45 and the Canadian Volunteer Service Medal & Clasp

After Noel's discharge on April 1, 1946, he married Emma L. Crowe from Piapot First Nation and they moved to Peepeekisis to farm and raise their family.

Noel served as Chief of Peepeekisis Cree Nation for one term in the 1950s and eventually left farming to start a career as a field officer with the Department of Indian Affairs. Noel, Emma and their family lived throughout Saskatchewan (Meadow Lake, Ile-a-la-Crosse, Shellbrook, Percival/Broadview and Yorkton) from 1959 to 1984, with Noel eventually retiring and returning to Peepeekisis. Noel enjoyed camping, traveling, hockey, curling and spending time with his family, grandchildren and great grandchildren. He was an active member of the Saskatchewan Indian Veterans' Association as well as the Royal Canadian Legion. Noel passed away in December of 1998 at the age of 79. He left a rich legacy of proud military service, dignity and advocacy for First Nations veterans (who had restricted rights under the Indian Act and could not vote until 1960) and he instilled pride and a strong work ethic in all of his children.

Pinehsi

Pinehsi is the Saulteaux word for a small bird, like a swallow.

Pipon

Pipon means "winter" or "it is winter" in Saulteaux.

Piyesis

Piyesis means "small bird" in Cree.

Approved For Street or Park (cont.)

Po

Po means "fog" in Dakota.

Saskan

In Cree, saskan means "it is a chinook" or "it thaws".

Songipohn

In Saulteaux, songipohn means "it is snowing".

Sowahkeyiw

In Cree, sowahkeyiw means "she or he is soaring", as in soaring like a bird.

Stadnick, Theodore "Ted"

Theodore "Ted" Stadnick (?-1913) was born and raised in Beaubier, SK. He joined the Navy in World War II, where he was a shipwright on a frigate. After discharging from the Navy, Stadnick returned to Regina, where he was employed as a finishing carpenter with Hilsden & Co until founding a company, Telmed Construction Co. with Mel Douglas. He married Joyce and had two sons, Blair and Brian. Stadnick was a longtime member of the Royal Canadian Legion, serving in multiple board positions including President and Secretary Manager. He joined the Masonic Order Assiniboia Lodge in 1959. Stadnick was the founder of the Sherwood Lodge in 1961. He served in multiple board positions within the Masonic Order and WaWa Shrine Temple, including Worthy Patron, the General Grand Chapter Membership Committee, and was Captain of the Drill Core with Wawa Shrine Temple. Stadnick's Precision Drill Core came in first in many competitions during his tenure. He was also a volleyball player, winning three Provincial titles in three years at the YMCA. He worked with the Cubs and Scouts for many years and was a longtime member of the Lakeview United Church.

Tade

Tade means "the wind" in Nakoda.

Takwakotew

In Cree, takwakotew means "it arrives across/in the sky", as in clouds.

Tibikan

In Saulteaux, tibikan means "it is night time".

Upahu

Upahu means "wings of a bird" in Dakota.

Approved For Street or Park (cont.)

Wakinyan

Wakinyan means "it's lightning" in Dakota.

Wall, Bradley John

Bradley John Wall (1965 -) was Saskatchewan's 14th premier from 2007-2018. Wall was the MLA for Swift Current from 1999-2018. He became the first Saskatchewan premier since 1935 to leave office for a reason other than losing an election when he announced his retirement from politics. Wall was a very popular politician, overseeing multiple landslide victories and routinely polling nationally as the most popular premier in Canada. He oversaw a robust Saskatchewan economy and helped to make Saskatchewan a popular destination for new immigration for the first time since the 1920s. His government successfully reduced surgical wait times by increasing surgeries at private clinics, a controversial but ultimately successful program. He works for Osler, Hoskin and Harcourt LLP law firm as an advisor.

Wambdi

Wambdi means "eagle" in Dakota.

Wi

Wi means "sun" in Dakota and Nakoda.

Wicahpi

Wicahpi means "the stars" in Nakoda.

Wicanhpi

Wicanhpi means "the stars" in Dakota.

Woohanko

Woohanko means "speeding, go fast" in Dakota. This would also be the translation for "Mach number" for true air speed in aeronautical terms, although this term technically refers to the ratio of flow velocity past a boundary to the local speed of sound.

Yiwaskwan

Yiwaskwan means clouds or it is cloudy in Cree.

Yotin

Yotin means "It is windy" or "windy" in Cree.

Zitkanna

Zitkanna means "bird" in Dakota.

Approved and Reserved for Use as a Park Name Only

Horizon Station Park

The horizon is the point where the earth meets the sky, and has special significance to Indigenous people. Stations are a regular stopping point on a public transportation route, especially one on a railroad line with a platform and one or more buildings. Both elements are topographic features located in or near the neighbourhood where the park currently resides. Regina's location was intrinsically connected to its status as a railroad station.

"Horizon" also honours the former hamlet of Horizon, SK, located in the Bengough municipality roughly an hour and a half southwest of Regina. The Towns subdivision commemorates ghost towns and dying communities in small-town Saskatchewan. The hamlet of Horizon was a point at which the Grand Trunk Railway surveyors met the Canadian Pacific Railroad surveyors. Town legend has it that one of the crews made the remark that "It looks as if we have come to the horizon," giving rise to the name of the community.

The name "Horizon Station" was selected through an engagement process with St. Gabriel's 6th grade class.

Jim Sinclair Park

Jim Sinclair (1933-2012) was a founding member of both the Native Council of Canada and the Métis National Council and past President of the Association of Métis and Non-Status Indians of Saskatchewan (AMNSIS). Born in the Punnichy area, Sinclair grew up in a "road allowance" area in the Qu'Appelle Valley. Sinclair's accomplishments included playing key roles in the creation of many institutions, including: the Gabriel Dumont Institute, the Saskatchewan Native Economic Development Corporation, the Saskatchewan Native Addictions Centre, and the Urban Native Housing Corporations and Provincial Métis Housing Corporation. Sinclair was personally invited by the Prime Minister of Australia to speak on Indigenous rights and held a private audience with Pope John Paul II on four occasions to discuss Indigenous rights and issues. He also spoke at the European parliament on Indigenous rights. Through the efforts of Sinclair and other Indigenous leaders, the Métis people were included in the 1982 repatriation of the Canadian constitution. new park only

Approved and Reserved for Use as a Park Name Only (cont.)

Kathleen Robinson Park

Park name only. Staff Sergeant Kathleen Robinson, a First Nations Veteran of the United States Air Force, served as an Aircraft Electrical Systems Specialist overseas in Korea, South Korea, Philippines, Taiwan and California from 1978-87. Kathleen has the distinction of being the first woman in the US Air Force to have an Electrical Systems crew of her own. She was the recipient of the AF Achievement Medal, AF Good Conduct Medal, AF Longevity Service Medal, AF Overseas Short Tour Ribbon and the AF Commendation Medal. After completing an English Degree from Minot State University, Kathleen returned to Canada, and began a career working with the students of the Saskatchewan Indian Federated College in Regina, Sask. She would later pursue a career with YTC Child & Family Services, working with First Nations children. Kathleen was a long time member of the Native American Church, and a practising Sun Dancer, as her culture & spirituality were at the centre of her life.

Sally Elliott Park

Sally Elliott was “Regina’s Grandmother” for over 30 years. Elliott, a nurse specializing in maternal care, made a career specializing in prenatal care. In addition to operating the YMCA’s perinatal program, Elliott founded the Y’s Moms support group for postpartum depression and anxiety. She was a 2020 recipient of the Saskatchewan Order of Merit. Elliott passed away in 2021.

Approved and Added to Existing Entry in Street Where You Live List

Young, Dr. Barbara

Dr. Barbara Young was born in the San Francisco Bay area. She immigrated to Canada with her second husband after getting her PhD in Education in 1981. Young worked for the Saskatchewan Ministry of Education, where she championed administrative roles for women in education and worked to create more female leaders. Young served on the Regina Public School Board in the 2000s before running for her first term representing Ward 1 on City Council. While her 2012 campaign was a squeaker with only about 250 votes separating her from the nearest competitor, Young won her 2016 campaign easily. She was defeated in the 2020 election.

Young, Major Sidney, M.D.

Major Sidney Young, M.D., enlisted in the Canadian Army in 1941 and joined the No.8 General Hospital Unit in Dundurn, SK. No. 8 followed the D-Day invasions to Normandy, setting up a canvas hospital outside Bayeux and then moving closer to the front at Rouen and then behind the troops into Holland, a first for a medical unit. Upon his return in 1945, Dr. Young set up a medical practice in Regina, becoming Chief of Surgery, DVA, Chief of Surgery, Regina General Hospital, Chief of Surgery, Pasqua Hospital, President of Medical Staff, Regina, SK, a founding member and president of Saskatchewan Surgical Society, Board President of Medical Arts Clinic in Regina, and a member of the Western Canadian Surgical Society. He was also a member of the church vestry and the Rector's Warden at St. Paul's Anglican Cathedral.

Annual Civic Naming Committee Statistics

Year	Total Applications	Type	Names Approved for Future Street/Park Use	Names Approved for Addition to an Existing Definition Only	Denied Names	Names Approved for Park Only	# of Streets on Registered Plans	# of Parks Approved by Council
2021	12	Indigenous	49	0	0	2	0	1
		Non-Indigenous	8	2	2	2	3	1
2020	5	Indigenous	1	0	0	0	0	0
		Non-Indigenous	1	2	1	0	0	0

Definition Key

Application	Application from a member of the public, developer or organization to nominate an honouree to have a street or park named in their honour. One application may nominate multiple honourees.
Type	Indicates whether the honouree is Indigenous or non-Indigenous
Names Approved for Future Street/Park Use	Number of honouree names approved in a given calendar year for use as a street or park name
Names Approved for Addition to an Existing Definition Only	Number of honouree names approved for addition to The Street Where You Live List as an addition to an existing street or park definition only due to health and safety reasons.
Denied Names	Number of honouree names that were denied by the Civic Naming Committee because the name did not comply with the Civic Naming Committee Guideline
Names Approved for Park Only	Number of honouree names that were approved for use as a park name only. This may occur for a number of reasons, including but not limited to: health & safety, Indigenous consultation, community consultation, or a strong connection to sport, nature or community.

# of Streets on Registered Plans	Number of street names on a registered plan approved by City Council in a given calendar year, broken down by whether the name was Indigenous or non-Indigenous. This metric demonstrates how close the City is getting to having 25% of new street names having an Indigenous connection. There may be a lag between a registered plan being approved and a street being constructed, meaning the name may not be on a street sign immediately after approval.
# of Parks Approved by Council	Number of park names approved by City Council in a given calendar year, broken down by whether the park name was Indigenous or non-Indigenous. This metric demonstrates how close the City is getting to having 50% of new park names having an Indigenous connection. An approved park will have signage placed within the park, meaning the name is in active use immediately upon approval.



Regina Exhibition Association Limited (REAL) - Appointment of Directors

Date	May 4, 2022
To	Mayor Masters and City Councillors
From	Executive Committee
Service Area	Financial Services
Item #	CR22-54

RECOMMENDATION

That City Council:

Authorize the Executive Director, Financial Strategy & Sustainability, as the City's proxy, to exercise the City's voting rights at the upcoming Regina Exhibition Association Limited (REAL) membership meeting to elect the following individuals to the Board of Directors for a three-year term, ending April 2025:

- Edmund Bellegarde (new candidate)
- Wayne Morsky (reappointment)
- Collin Pullar (reappointment)
- David Sinclair (reappointment)

HISTORY

At the April 27, 2022 meeting of Executive Committee, the Committee, in **private** session, considered report E22-8 from the Financial Strategy & Sustainability Division.

Tim Reid and Ken Budzak, representing REAL District, Regina, SK addressed the Committee.

The Committee adopted a resolution to concur in the recommendation contained in the report.

Recommendation #2 in the attached report does not require City Council approval.

Respectfully submitted,

EXECUTIVE COMMITTEE


Amber Ackerman, Interim City Clerk 4/28/2022

ATTACHMENTS

E22-8 Regina Exhibition Association Limited (REAL) - Appointment of Directors



Regina Exhibition Association Limited (REAL) - Appointment of Directors

Date	April 27, 2022
To	Executive Committee
From	Financial Strategy & Sustainability
Service Area	Financial Services
Item No.	E22-8

RECOMMENDATION

The Executive Committee recommends that City Council:

1. Authorize the Executive Director, Financial Strategy & Sustainability, as the City's proxy, to exercise the City's voting rights at the upcoming Regina Exhibition Association Limited (REAL) membership meeting to elect the following individuals to the Board of Directors for a three-year term, ending April 2025:
 - Edmund Bellegarde (new candidate)
 - Wayne Morsky (reappointment)
 - Collin Pullar (reappointment)
 - David Sinclair (reappointment)
2. Approve this recommendation at its May 4, 2022 meeting.

ISSUE

Administration requires delegated authority from City Council to exercise the City's voting rights at REAL's annual general meeting in accordance with the direction provided by City Council.

IMPACTS

REAL's Governance and Nominating Committee has identified the four individuals listed below as desirable appointees to the Board of Directors. Each will be appointed to three-year terms.

REAL Board of Directors	Term of Office Expires	Appointment Type
Edmund Bellegarde	April 30, 2025	New Candidate
Wayne Morsky	April 30, 2025	Reappointment
Collin Pullar	April 30, 2025	Reappointment
David Sinclair	April 30, 2025	Reappointment

OTHER OPTIONS

None with respect to this report.

COMMUNICATIONS

After all Board appointments are finalized, REAL will notify the successful appointees.

DISCUSSION

Effective January 1, 2014, Regina Exhibition Association Limited (REAL) was continued under *The Non-profit Corporations Act, 1995 (Saskatchewan)*, with the City becoming its sole voting member. This change in structure made REAL a "municipal corporation" of the City. As the sole voting membership holder of REAL, the City must exercise its voting rights at the REAL annual general meeting.

Pursuant to the *Unanimous Members Agreement (UMA)* between the City of Regina (COR) and the Regina Exhibition Association Limited (REAL), appointments to REAL's Board of Directors requires the approval of the City. In the Articles of Continuance, UMA, and REAL Bylaws, REAL can have a Board of no less than seven (7) and no more than thirteen (13) voting-appointed directors. There are also the two (2) ex-officio directors that are outside of these numbers and appointed by the Ministry of Agriculture (appointee Angela Hall) and by the COR Council (appointee Jim Nicol), which would see the maximum number of Board Directors at fifteen (15). The Board of REAL is currently comprised of the following twelve (12) directors:

REAL Board of Directors	Term of Office Expires
David Sinclair	April 30, 2022
Wayne Morsky	April 30, 2022
Collin Pullar	April 30, 2022
Ken Budzak	April 30, 2023
Jim Hopson	April 30, 2023
Cathy Warner	April 30, 2023
Rosanne Hill-Blaisdell	April 30, 2023
Kathy McCrum	April 30, 2024
Tiffany Stephenson	April 30, 2024
Kenric Exner	April 30, 2024
Ahmed Malik	April 30, 2024
June Zimmer	April 30, 2024

In the fall of 2021, the REAL Board of Directors completed a skills self-assessment against an approved list of eleven (11) skillsets with definitions and a weighting system. The skillsets include board experience, strategic planning, stakeholder relations and sphere of influence human resources, finance, legal contract and agreements, branding, communications, commercial and infrastructure development, tourism, economic development, sport, entertainment and recreation, fund development and sponsorship, food and beverage, and agriculture.

Once the Board of Directors completed their skills self-assessment, the Governance and Nominating Committee (GNC) completed a gaps analysis and recommended that the top priority skills for recruitment included:

- Finance
- Human Resources
- Branding & Communications
- Sport, Entertainment & Recreation (emphasis on Recreation)
- Commercial & Infrastructure Development

The 2022/2023 REAL Board of Directors recruitment opened on November 1, 2021 and closed at midnight (12:00 a.m.) on January 31, 2022. The recruitment was advertised in the Leader Post, the REAL Place website, and through a social media campaign.

The recruitment resulted in:

- 32 expressions of interest
- 1 withdrawn interest
- 7 did not complete and did not respond to three (3) reminder emails
- 1 was considered a direct conflict of interest by the GNC and asked to withdraw

Of the 23 completed applications, there were 20 new candidates and three (3) current board directors seeking re-appointment.

The GNC met on February 10, 2022 and reviewed all applications and reached consensus on nine (9) shortlisted candidates which included the three (3) current board members seeking re-appointment and six (6) new candidates. The new candidates were called for an interview and were asked to provide a signed Conflict of Interest & Confidentiality Form and a Criminal Record Check prior to their interview date which took place on March 7, 2022.

The GNC identified four individuals listed below as desirable appointees. Three of these are reappointments and one is a new appointment. The appointments to the REAL Board would be for three-year terms.

REAL Board of Directors	Term of Office Expires
Edmund Bellegarde	April 30, 2025
Wayne Morsky	April 30, 2025
Collin Pullar	April 30, 2025
David Sinclair	April 30, 2025

Based on these appointments, the thirteen members on the new REAL's Board of Directors will comprise of the following.

REAL Board of Directors	Term of Office Expires
Ken Budzak	April 30, 2023
Jim Hopson	April 30, 2023
Rosanne Hill-Blaisdell	April 30, 2023
Cathy Warner	April 30, 2023
Tiffany Stephenson	April 30, 2024
Kathleen McCrum	April 30, 2024
Kenric Exner	April 30, 2024
Ahmed Malik	April 30, 2024
June Zimmer	April 30, 2024
Wayne Morsky	April 30, 2025
David Sinclair	April 30, 2025
Collin Pullar	April 30, 2025
Edmund Bellegarde	April 30, 2025

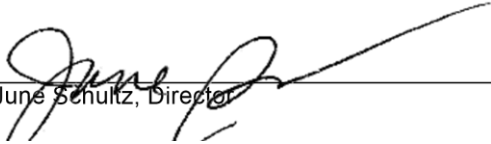
This report is seeking delegated authority to exercise the City's voting rights to fill the four positions on the Board of Directors.

DECISION HISTORY

The recommendation contained in this report requires City Council approval.

Respectfully submitted,

Respectfully submitted,



June Schultz, Director

3/29/2022



Barry Lacey, Exec. Director, Financial Strategy & Sustainability

4/8/2022

Prepared by: Keely Farrell, Coordinator, Financial & Business Support