

Supplement 2

Policy Framework



REGINA TRANSIT

Transit Master Plan

Policy Framework

Table of Contents

1.0	Introduction	1
1.1	Purpose	1
1.2	Document Organization	1
2.0	Needs Assessment	2
2.1	Existing Policy Context	2
2.1.1	Design Regina Official Community Plan	2
2.1.2	Transportation Master Plan	3
2.1.3	Transit 10 Year Service Plan (2021-2030)	4
2.1.4	Paratransit Six Year Service Plan (2021-2026)	4
2.1.5	Housing Comprehensive Strategy	5
2.1.6	Regina's Winter City Strategy 2021 (Draft)	5
2.1.7	Making Regina a Renewable City	5
2.2	Performance of Existing Transit System	6
2.3	Stakeholder and Community Engagement	6
2.3.1	Conventional Transit	7
2.3.2	Paratransit	8
2.3.3	Summary of Engagement Findings	8
2.4	Summary of Findings and Needs Statement	9
3.0	The Role of Transit in Regina	10
4.0	Vision, Mission, and Goals	11
4.1	Vision Statement	11
4.2	Mission Statement	12
4.3	Goals / Strategic Priorities	13
5.0	Service Standards	16

Tables

Table 1: Comparison of Vision Statement Approaches..... 11

Table 2: Three Suggested Vision Statement Options for Regina Transit..... 12

Table 3: Proposed Goals and Objectives Aligning with Recommended Strategic Priorities 14

Table 4: Existing Regina Transit Service Standards 17



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	
									<p>Temporary registrations can be extended if required.</p> <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)		
	Hours of Service	Weekday	Peak		6-9 am, 3-6pm					<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.	<ul style="list-style-type: none">• Extend hours of service and ensure all route types have the same hours for conventional service• Extend conventional service to more than just Base routes on Sundays/Holidays• Match Paratransit service hours to conventional service hours, including customer service call centre hours• Review service plan annually to adjust based on City and ridership growth. <p>All transit services, including Paratransit, should have the following minimum hours of service:</p> <p>Monday – Friday 5:30am – 1:30am</p> <p>Saturdays 6:00am – 1:00am</p> <p>Sundays/Holidays 6:00am – 12:00am</p>
			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		

