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# Regina Transit Master Plan

April 2022



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# Definitions

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## **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

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

## Purpose

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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

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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

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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

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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.

Table 1: Operating Route Characteristics

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 Hillisdale - 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.

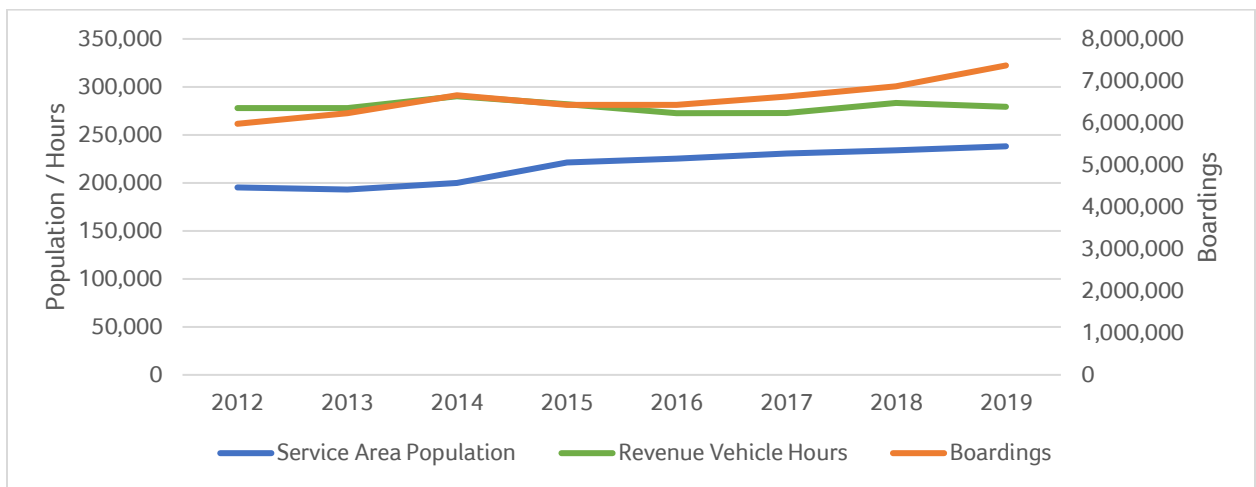


Figure 1: Regina Population Compared to Transit Hours and Boardings

# 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**.

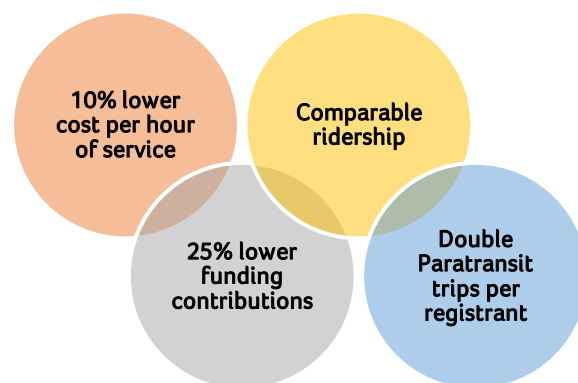


Figure 2: Regina Transit Peer Comparison Highlights

# 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.

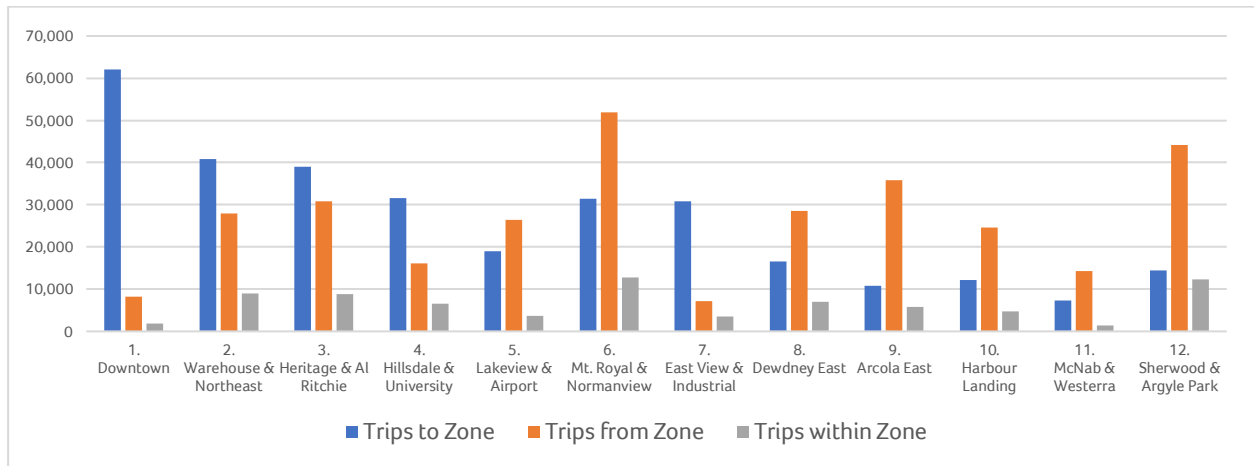


Figure 3: Weekday Morning Trips by Zone (All Modes)

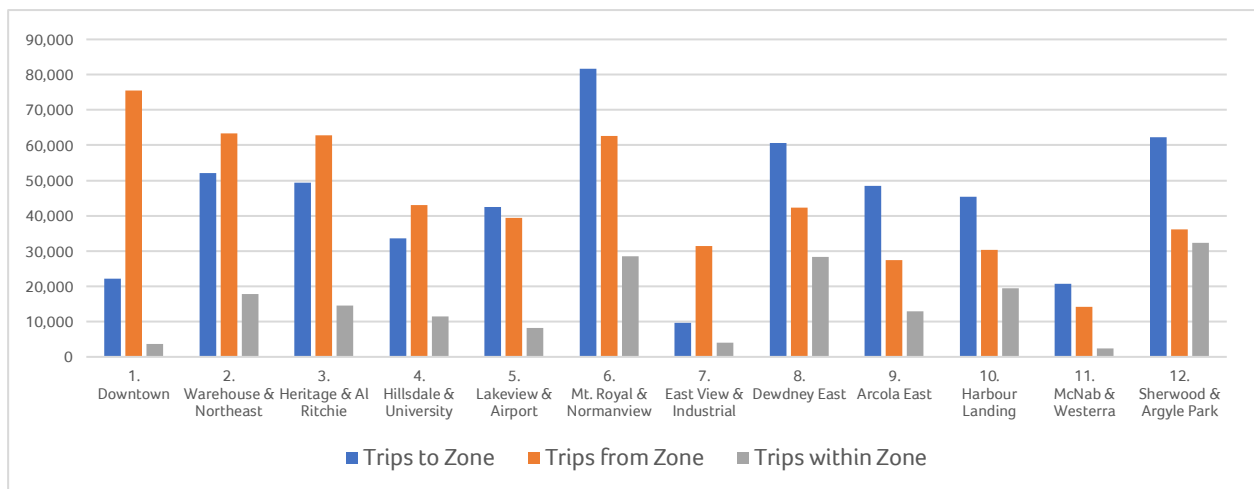


Figure 4: Weekday Afternoon Trips by Zone (All Modes)

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.

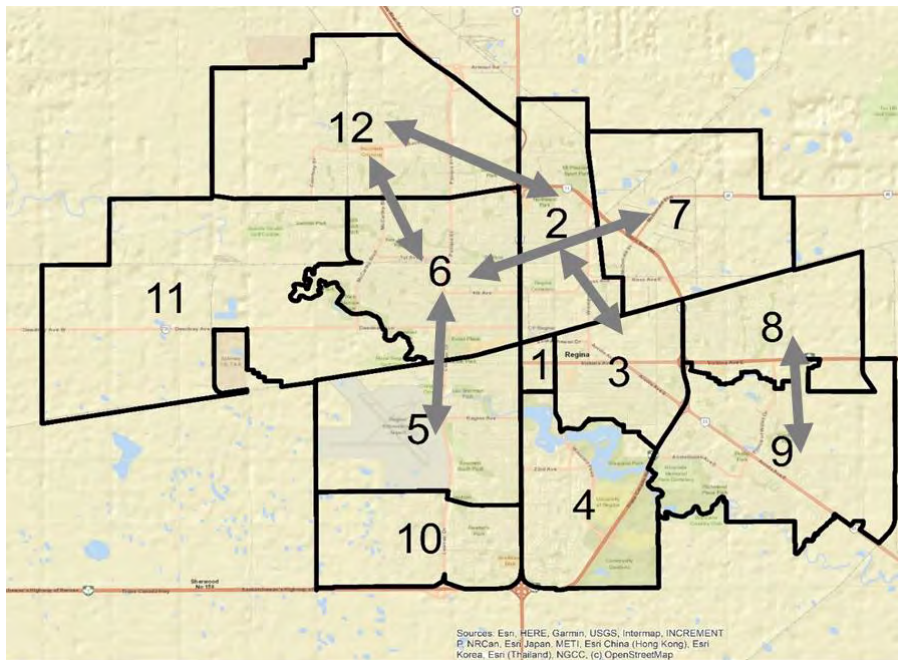


Figure 5: Current Transit Underserved Links

**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.

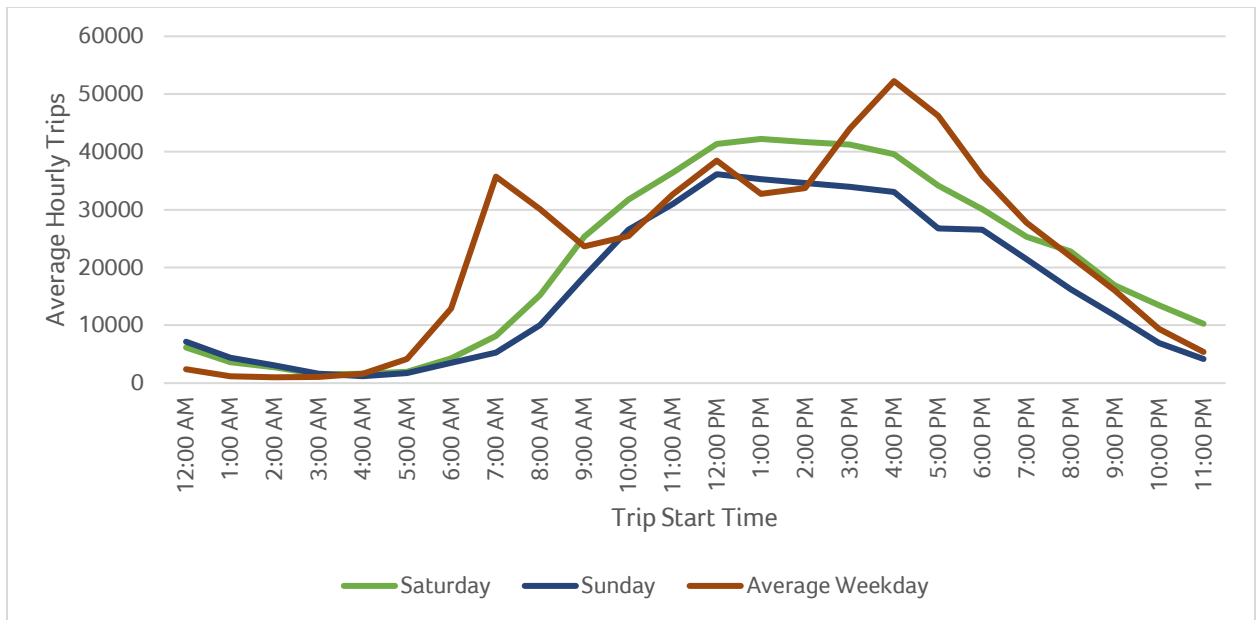


Figure 6: Travel Demand in Regina by Hour (All Modes)

### 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 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:

## 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.

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. <b>Paratransit</b> service will be available to eligible passengers who reside within the service area.
	Route Structure	<ul style="list-style-type: none"> <li>• <b>Main Routes</b> 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.</li> <li>• <b>Local Routes</b> 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.</li> <li>• <b>University Routes</b> 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.</li> <li>• <b>On Demand</b> 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.</li> <li>• <b>School Routes</b> 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.</li> </ul>
	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 <b>Main Routes</b> is 600 metres, while the walking distance for all other routes is 400 metres.

Guideline Type	Guideline Category	Guideline
	<p><b>New Service Warrant</b></p>	<ul style="list-style-type: none"> <li>• The new service area should be greater than 600 metres from existing <b>Main Routes</b> and/or greater than 400 metres from existing <b>Local Routes</b> and must be adjacent to areas served by transit.</li> <li>• If the area is in a low-density and/or emerging development area, <b>On Demand</b> service is recommended to develop a ridership base.</li> <li>• If the area is adjacent to an existing <b>On Demand</b> zone, the zone may be redefined with additional <b>Local</b> service added to higher-ridership areas of the existing zone.</li> <li>• <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.</li> <li>• 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.</li> <li>• 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.</li> </ul>
	<p><b>Discontinuation of Service</b></p>	<ul style="list-style-type: none"> <li>• <b>Local Routes</b>, which fall below 10 passengers per hour should be discontinued or converted to <b>On Demand</b> services.</li> <li>• <b>Local Routes</b> between 10 and 15 passengers per hour should be modified or restructured.</li> <li>• If <b>Main Routes</b> 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.</li> <li>• <b>Main Routes</b> should not be discontinued.</li> <li>• <b>On Demand</b> service should be replaced with a fixed route service if it exceeds 15 passengers per hour.</li> </ul>
<p><b>Design</b></p>	<p><b>Location of Bus Stops</b></p>	<ul style="list-style-type: none"> <li>• Minimum bus stop spacing along any route should be 150 metres.</li> <li>• 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.</li> <li>• Bus stops should be connected to safe, accessible pathway networks and road crossings that maximize access to surrounding areas, regardless of road network limitations.</li> </ul>
	<p><b>Passenger Shelter Coverage</b></p>	<p>25% - 30% of stops should have shelters, and shelters at stops with more than 100 daily boardings should be heated.</p>

Guideline Type	Guideline Category	Guideline
	<b>Bus Bays</b>	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.
	<b>Premium Stops</b>	<ul style="list-style-type: none"> <li>• <b>Transit Hubs</b> will have good access and be located close to major destinations, connect all service types, with dedicated spaces for <b>Paratransit</b> vehicles and riders, feature large, well-lit, and heated shelters for passengers, passenger information and ticketing options.</li> <li>• <b>Neighbourhood Hubs</b> 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.</li> </ul> <p>Both hub types should contain passenger safety features, such as sufficient lighting, emergency assistance intercoms and potentially CCTV monitoring.</p>
	<b>Frequency of Service</b>	<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><b>Peak Period Weekdays</b>  Main – 10 minutes  Local – 20 minutes  University – 15 minutes  School – as required</p> <p><b>Off-Peak Period Weekdays</b>  Main – 15 minutes  Local – 30 minutes  University – 20 minutes</p> <p><b>Early Mornings/Late Evenings</b>  Main – 30 minutes  Local – 45 minutes  University – 45 minutes</p> <p><b>Weekends and Holidays</b>  Main – 15 minutes  Local – 30 minutes  University – 30 minutes</p>
	<b>Ridership Levels</b>	<p><b>Main Routes:</b></p> <ul style="list-style-type: none"> <li>• <u>Minimum</u>: 25 passenger boardings per revenue hour</li> <li>• <u>Target</u>: 40 passenger boardings per revenue hour</li> </ul> <p><b>Local Routes:</b></p> <ul style="list-style-type: none"> <li>• <u>Minimum</u>: 10 passenger boardings per revenue hour</li> <li>• <u>Target</u>: 20 passenger boardings per revenue hour</li> </ul> <p><b>Paratransit:</b></p> <ul style="list-style-type: none"> <li>• <u>Minimum</u>: 2 passenger boardings per revenue hour</li> <li>• <u>Target</u>: 3 passenger boardings per revenue hour</li> </ul> <p><b>On Demand:</b></p> <ul style="list-style-type: none"> <li>• <u>Minimum</u>: 5 passenger boardings per revenue hour</li> <li>• <u>Target</u>: 10 passenger boardings per revenue hour</li> </ul>

Guideline Type	Guideline Category	Guideline
	<b>Hours of Service</b>	All transit services should have the following minimum hours of service: <b>Monday – Friday</b> 5:30 a.m. – 12:30 a.m. <b>Saturdays</b> 6:30 a.m. – 12:30 a.m. <b>Sundays/Holidays</b> 7:30 a.m. – 11:00 p.m. Paratransit services should be available at any time that other transit services are operating.
	<b>Transfers</b>	Buses at designated transfer points should wait no longer than three minutes for arriving buses. The designation of timed transfers should be limited to non-standard operations, such as school services.
	<b>Vehicle Occupancy</b>	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. 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.
	<b>Schedule Adherence</b>	No bus should leave early from any time point. Buses should not leave more than four minutes late from the time point, 95% of the time.
Paratransit	<b>Trip Denial Rate</b>	A maximum trip denial rate of 1% should be maintained.
	<b>Booking Wait Time</b>	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.
	<b>Trip Duration</b>	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.

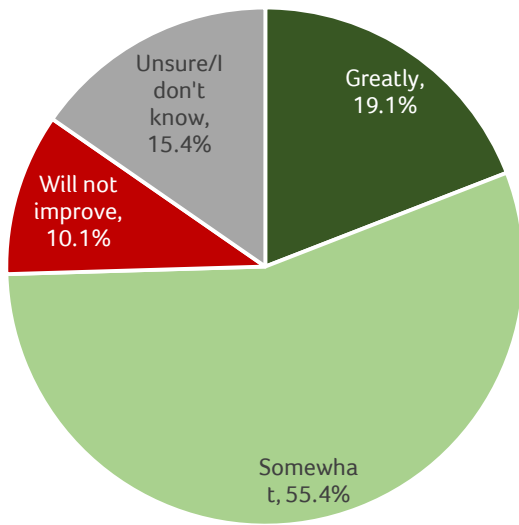


Figure 7: Whether Proposed Network & Service Types will Improve Regina Transit

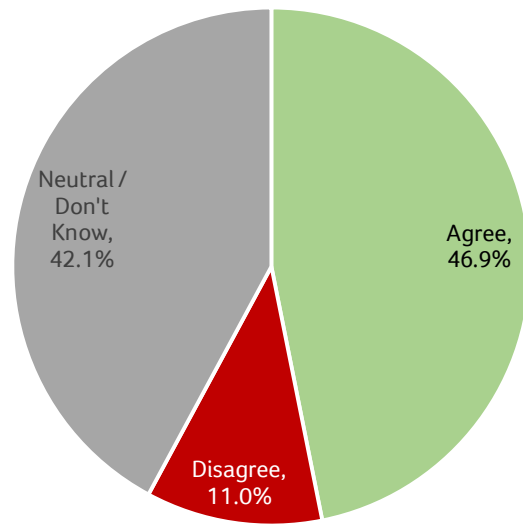


Figure 8: Whether the Proposed Downtown Network will Improve Regina Transit

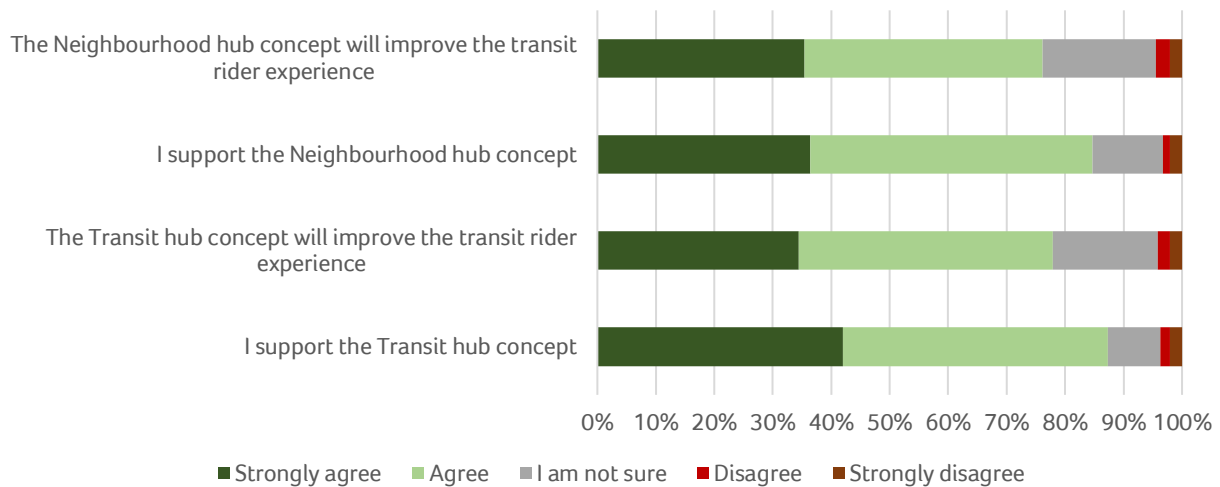


Figure 9: Support for Transit and Neighbourhood Hubs

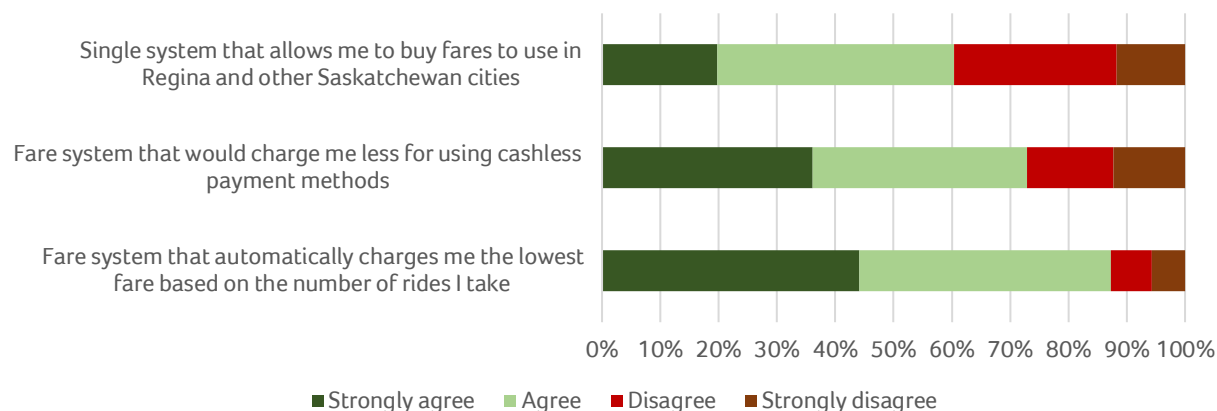


Figure 10: Support for Proposed Fare System Features

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

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.

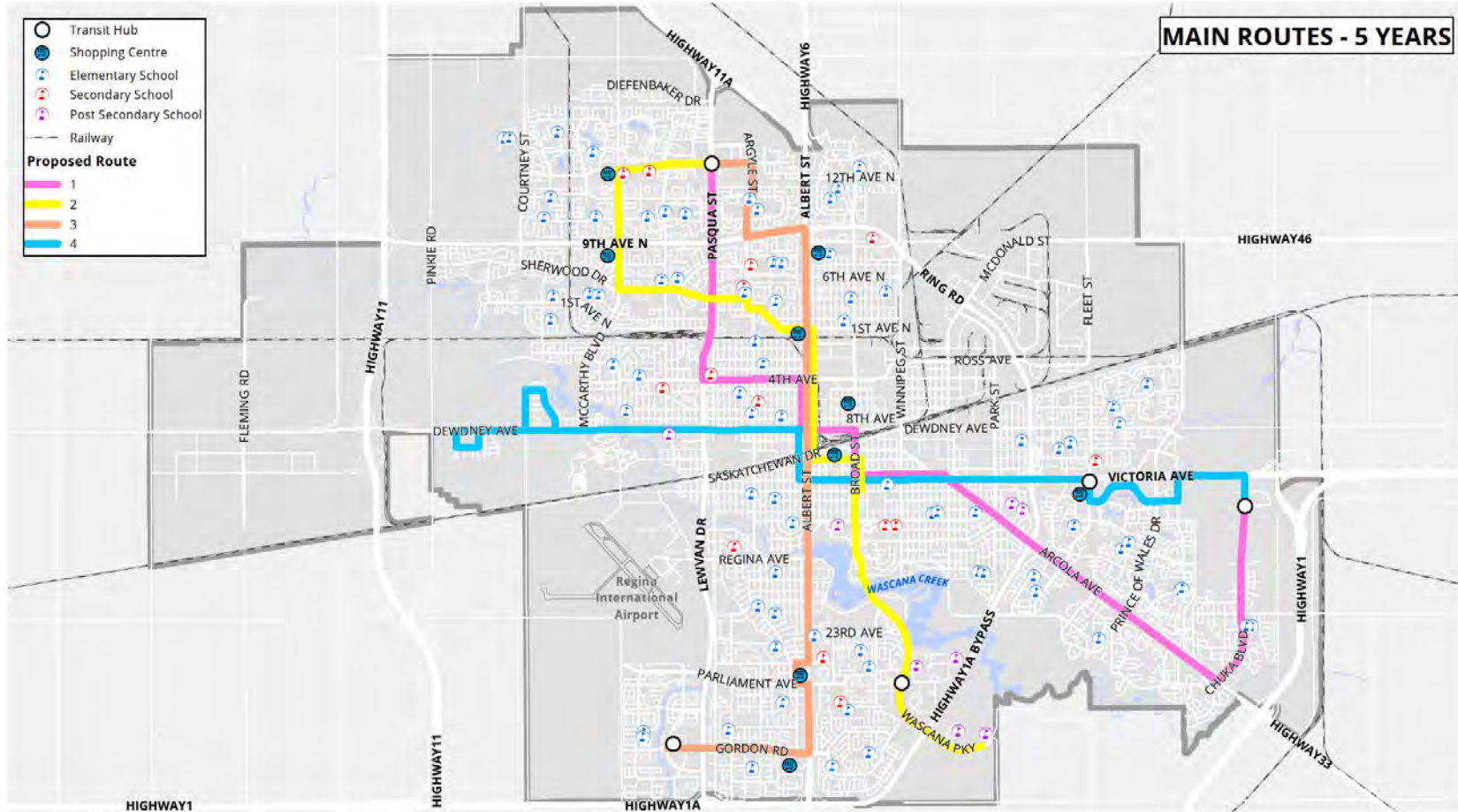


Figure 11: Proposed Main Route Network

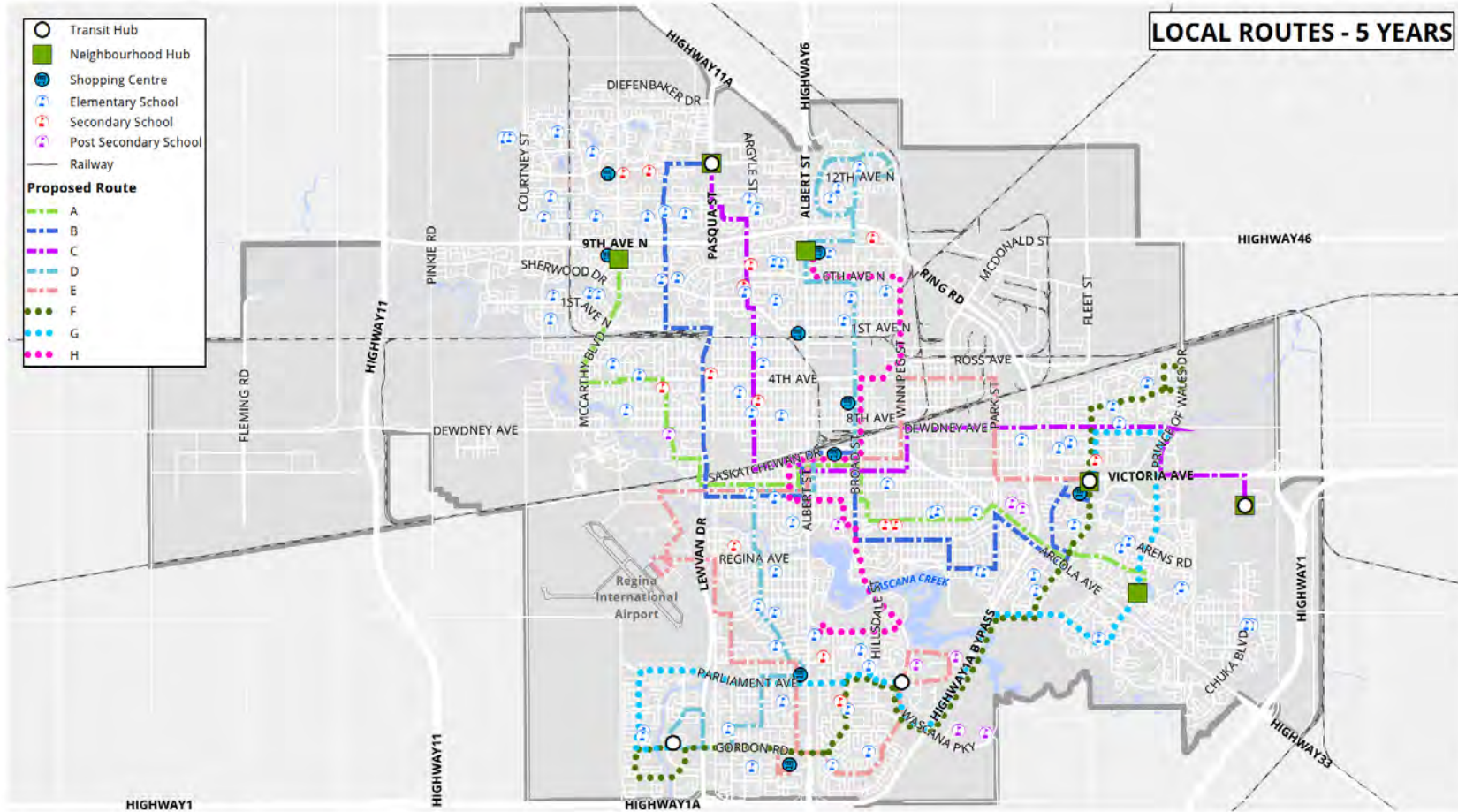


Figure 12: Proposed Local Route Network

## 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
<b>Local Routes</b>			
20 minutes	30 minutes	30 minutes	30 minutes
<b>University Routes</b>			
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**.

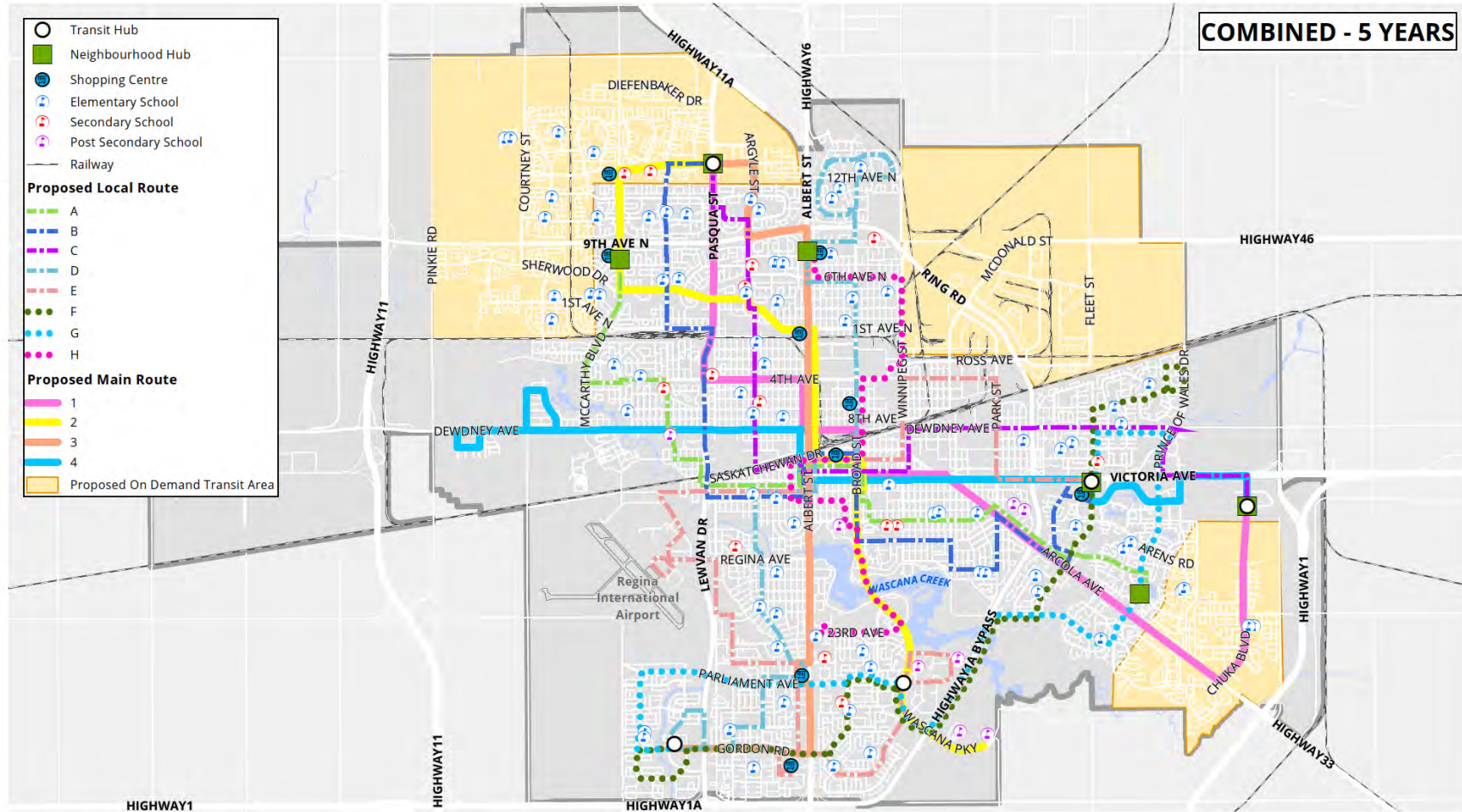


Figure 13: Proposed Combined Network Map

## Paratransit

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**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

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**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.

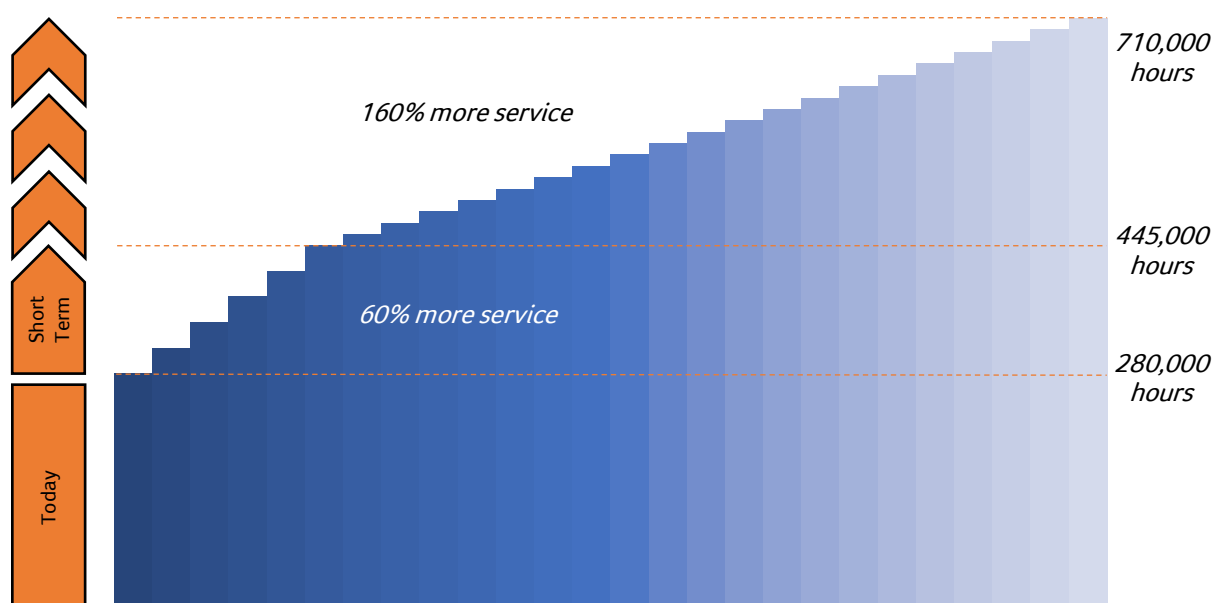


Figure 15: Proposed Service Hour Growth

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"> <li>Enhanced service coverage</li> <li>Expanded hours of operation</li> <li>Significantly improved service frequency</li> <li>Shorter journey times</li> </ul>	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

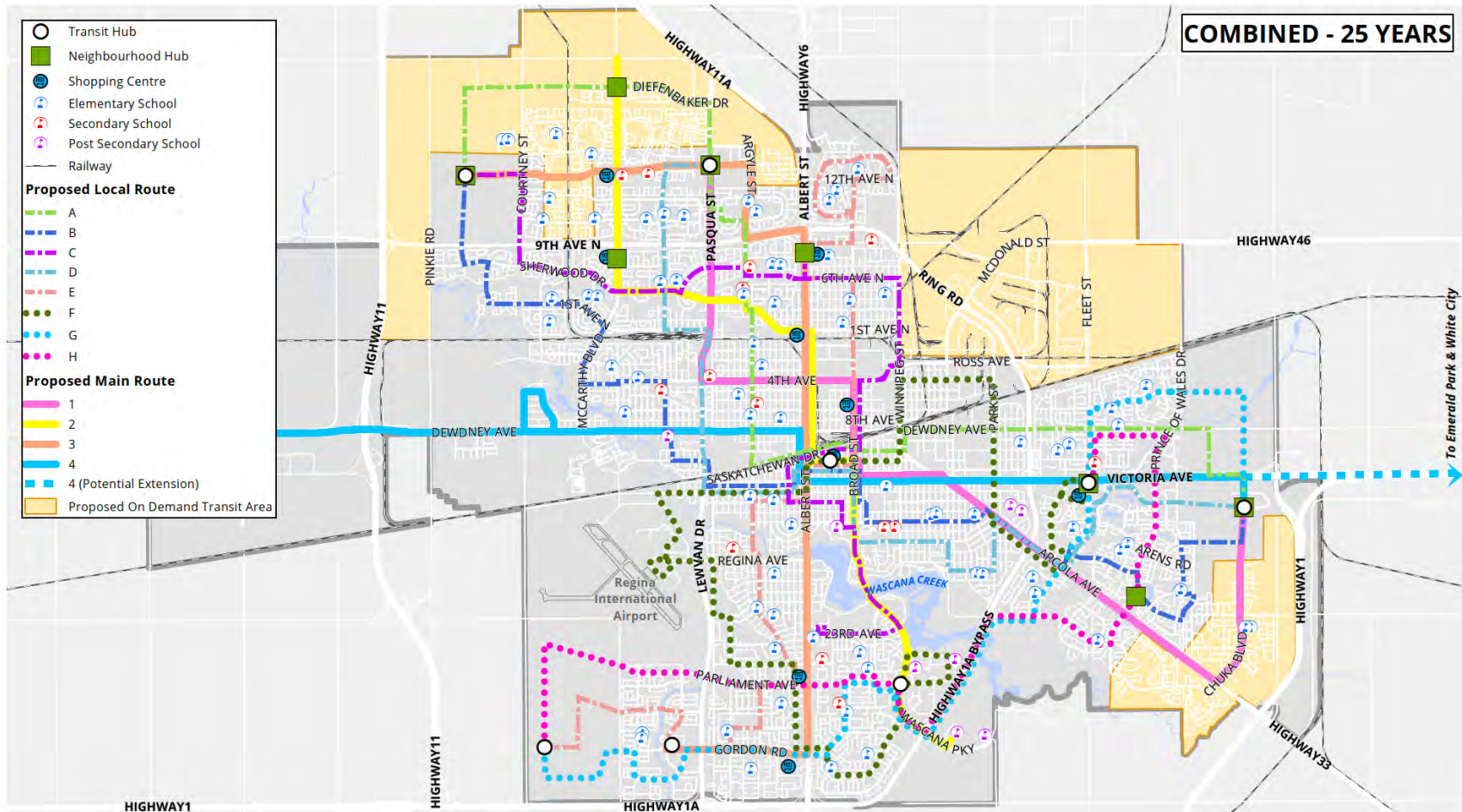


Figure 16: Conceptual Long Term Network

# 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**.

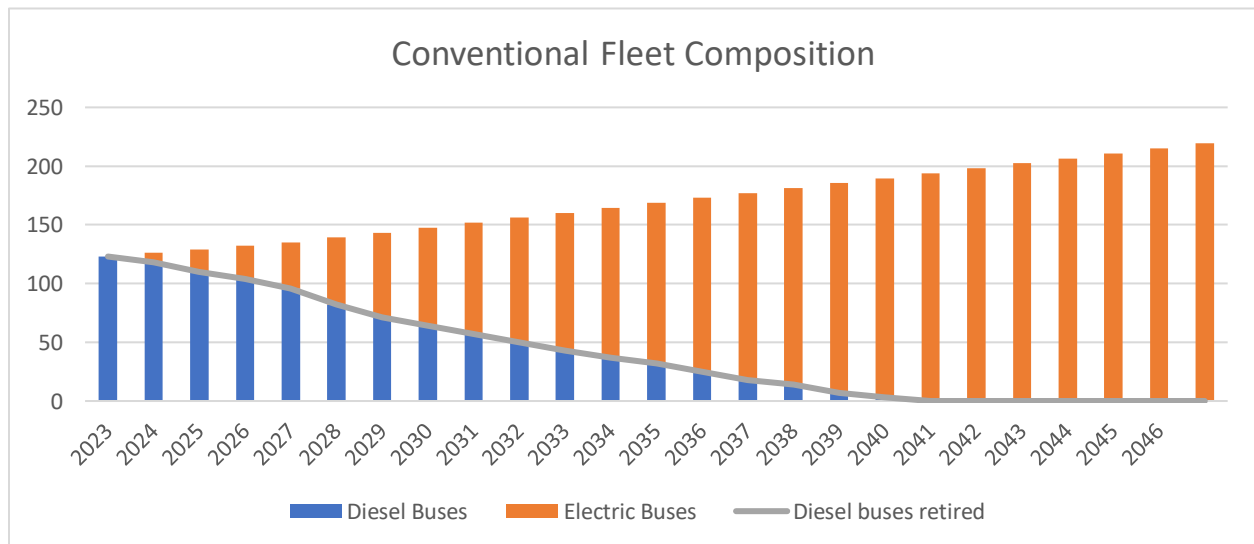


Figure 17: Projected Fleet Composition

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

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

**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.

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
<b>Total Vehicles</b>	35	49	67
<b>Expansion (On Demand) Vehicles</b>	0	6	0
<b>Expansion (Paratransit) Vehicles</b>	2	12	18
<b>Replacement Vehicles</b>	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
<b>Service and Fleet</b>			
<b>Revenue Service Hours</b>	290,00	440,000	740,000
<b>Peak Buses</b>	91	100	172
<b>Staff Requirements</b>			
<b>Operators</b>	188	220	366
<b>Other Transportation Operations</b> <i>(includes scheduling, dispatch, radio control, supervision)</i>	11	23	38
<b>Vehicle Mechanics</b>	21	21	34
<b>Other Vehicle Maintenance and Servicing</b> <i>(includes storage and supervision)</i>	22	28	46
<b>General and Administration</b> <i>(includes GM's office, planning, marketing, HR, finance, etc.)</i>	13	30	49
<b>TOTAL</b>	<b>255</b>	<b>321</b>	<b>532</b>

## 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
	<b>Revenue</b>				
Fare Revenue (\$1,000,000s)	\$10.13	\$8.00	\$18.15	\$28.87	\$41.08
	<b>Operating Costs</b>				
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>
	<b>Capital Costs</b>				
Total Annual Cost (\$1,000,000s)	N/A	N/A	\$66.80 <i>Entire period</i>	\$119.18	\$30.05

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

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.

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

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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.