



MISSISSAUGA

2015 budget

MiWay

2015-2018 Business Plan
and 2015 Budget

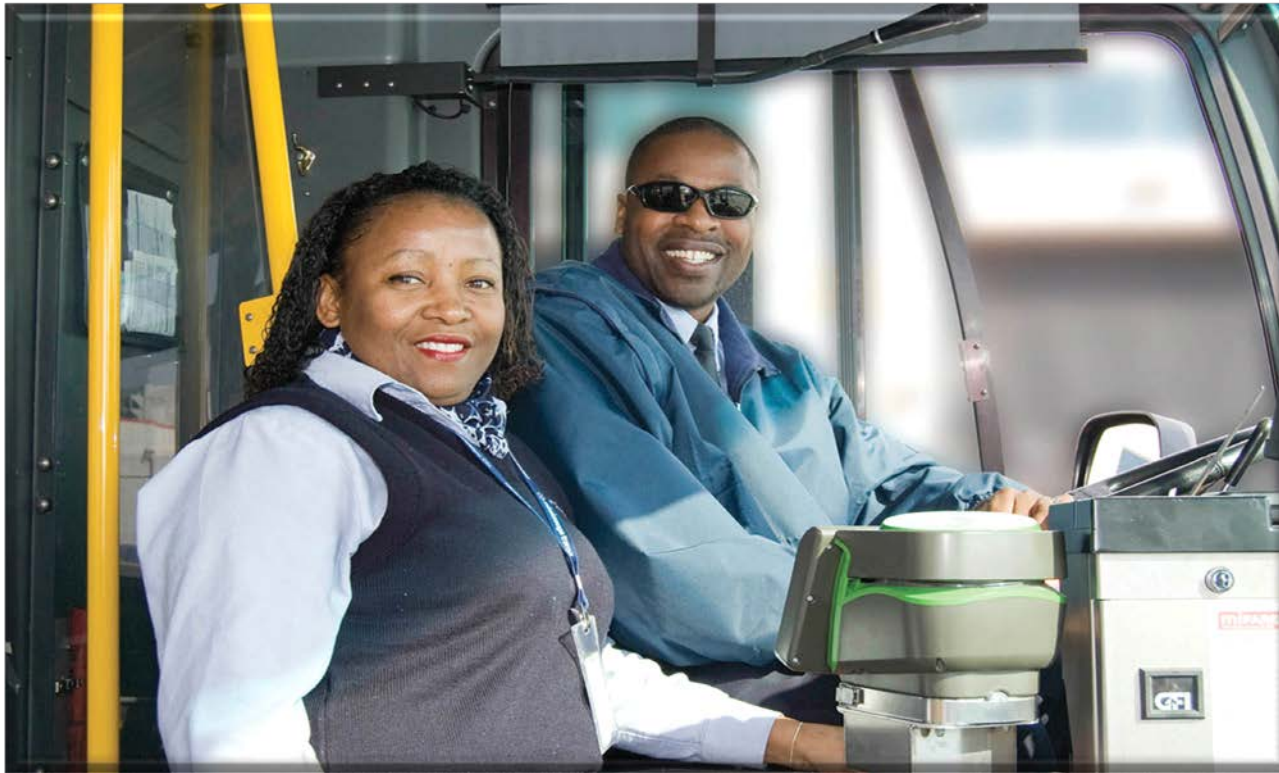
Agenda

- Existing Core Services
 - Vision and Mission
 - Service Delivery Model
 - Service Level Issues and Trends
- Service Area Information
 - Accomplishments
 - Benchmarks
 - Looking Ahead
- Proposed Budget
- Balanced Scorecard
- Summary

Existing Core Services



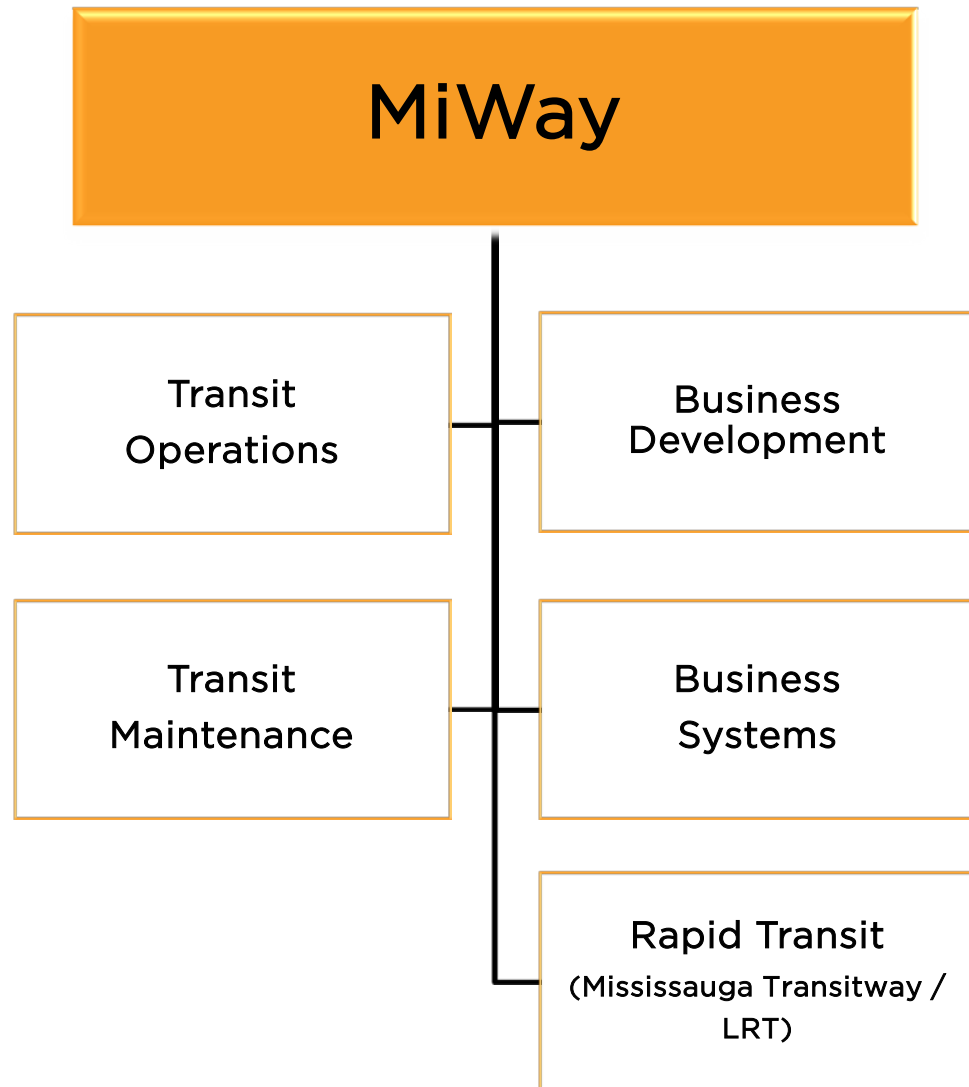
MiWay Vision and Mission



Vision - A lifestyle choice to your destination.

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

Service Delivery Model



Customer Strategy Delivery

- The customer is at the core of our business model.
- Our service delivery model aims to balance:
 - Customer expectations;
 - Cost of delivering attractive service with value;
 - Good employee relationships; and
 - Sound financial management.
- Our goal is to have a customer service delivery model designed to integrate customer service into the strategic and operational mindset of all staff in the organization.
- To achieve this goal MiWay recommends a customer service strategy beginning in 2015–BR#1274.



Family of Transit Services

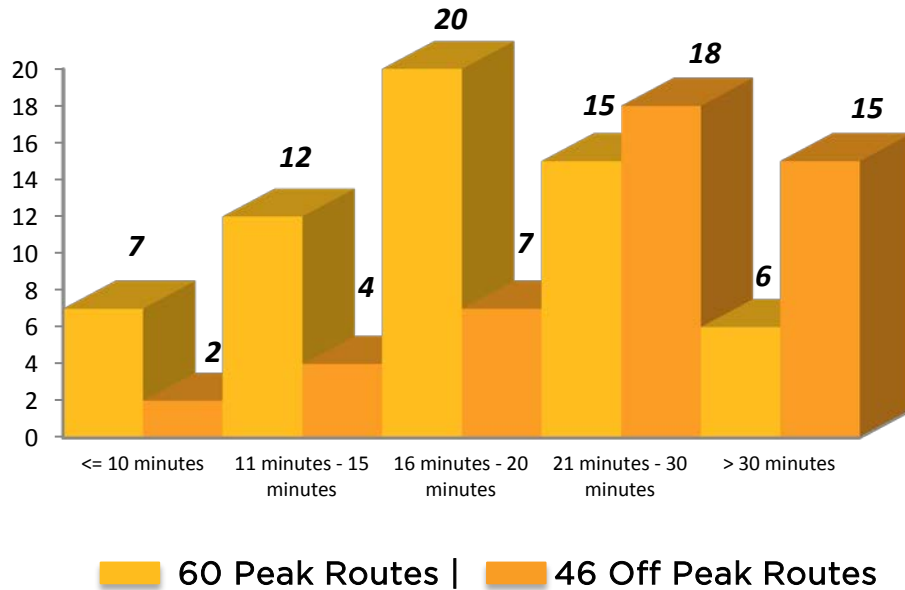
MiWay operates a family of transit services

- *Mississauga Transitway Services* – MiExpress 107 & 109 | MiLocal 21;
- *MiExpress* (6 routes) – Express service, serving limited stops;
- *MiLocal* (63 routes) – Local service, serving all stops;
- *School Routes* (14 routes) – High School specific; and
- *GO Shuttles* – Service to GO stations.

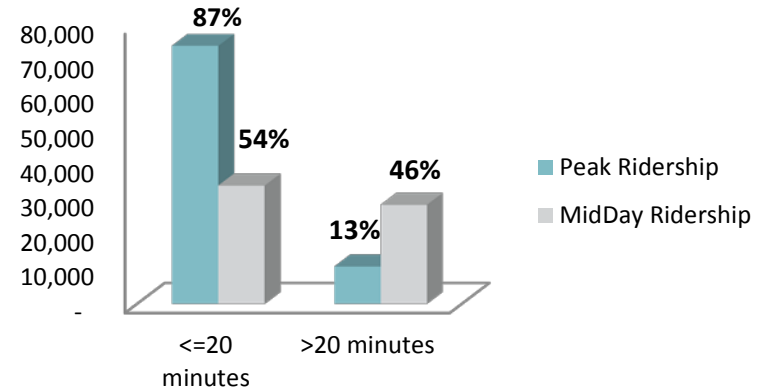


Current Service Levels

Weekday Frequencies



Weekday Ridership Peak Midday split by Route Frequency



Note: Based on September 2014

Current Service Levels - Resources

- 1,250 staff total
- Over 930 Transit Operators
- 34 Customer Service Representatives
- 84 routes
- 463 buses
- Over 3,600 bus stops
- 21 Transit terminals



Service Hour Overview

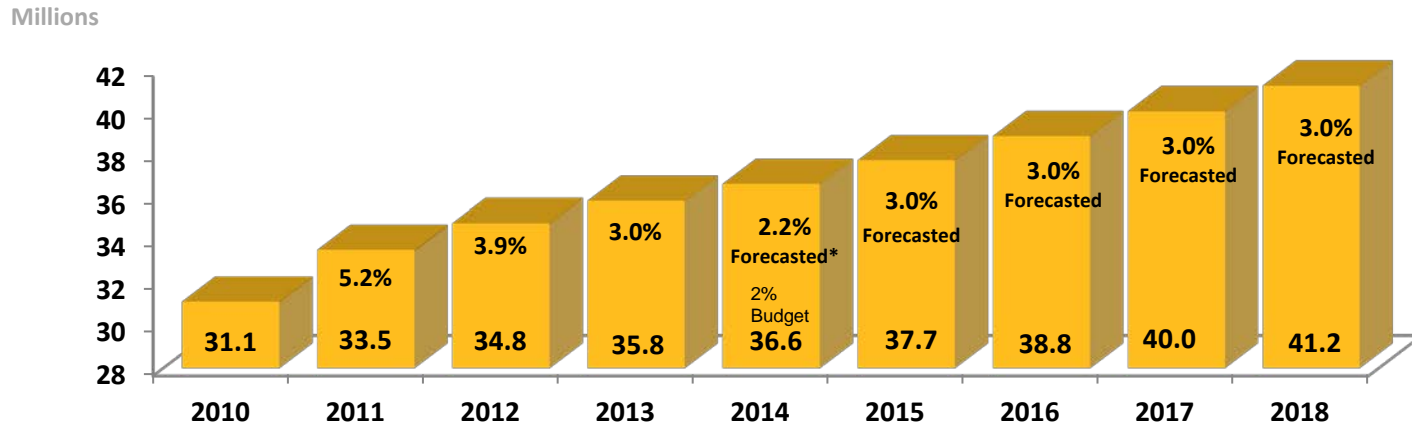
Service Type	2013 Service Hours		2014 Service Hours		2015 Budgeted Service Hours	
	Hours	%	Hours	%	Hours	%
Weekday	1,184,179	87.0%	1,221,702	87.2%	1,257,372	87.2%
Saturday	108,995	8.0%	110,429	7.9%	113,709	7.9%
Sunday/Holiday	67,794	5.0%	68,952	4.9%	71,002	4.9%
Total	1,360,967	100.0%	1,401,083	100.0%	1,442,083	100.0%

2015 Service Hour allocation is based on ridership demand and distribution.

2015 Service Hours are estimated based on MiWay Service Growth Budget Request calculation.

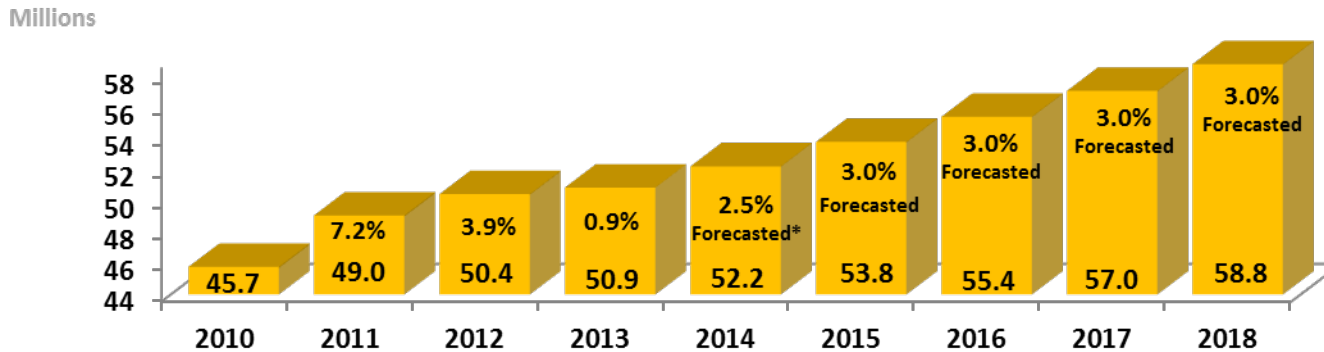
Annual Ridership & Boardings

Annual Revenue Ridership (Millions)



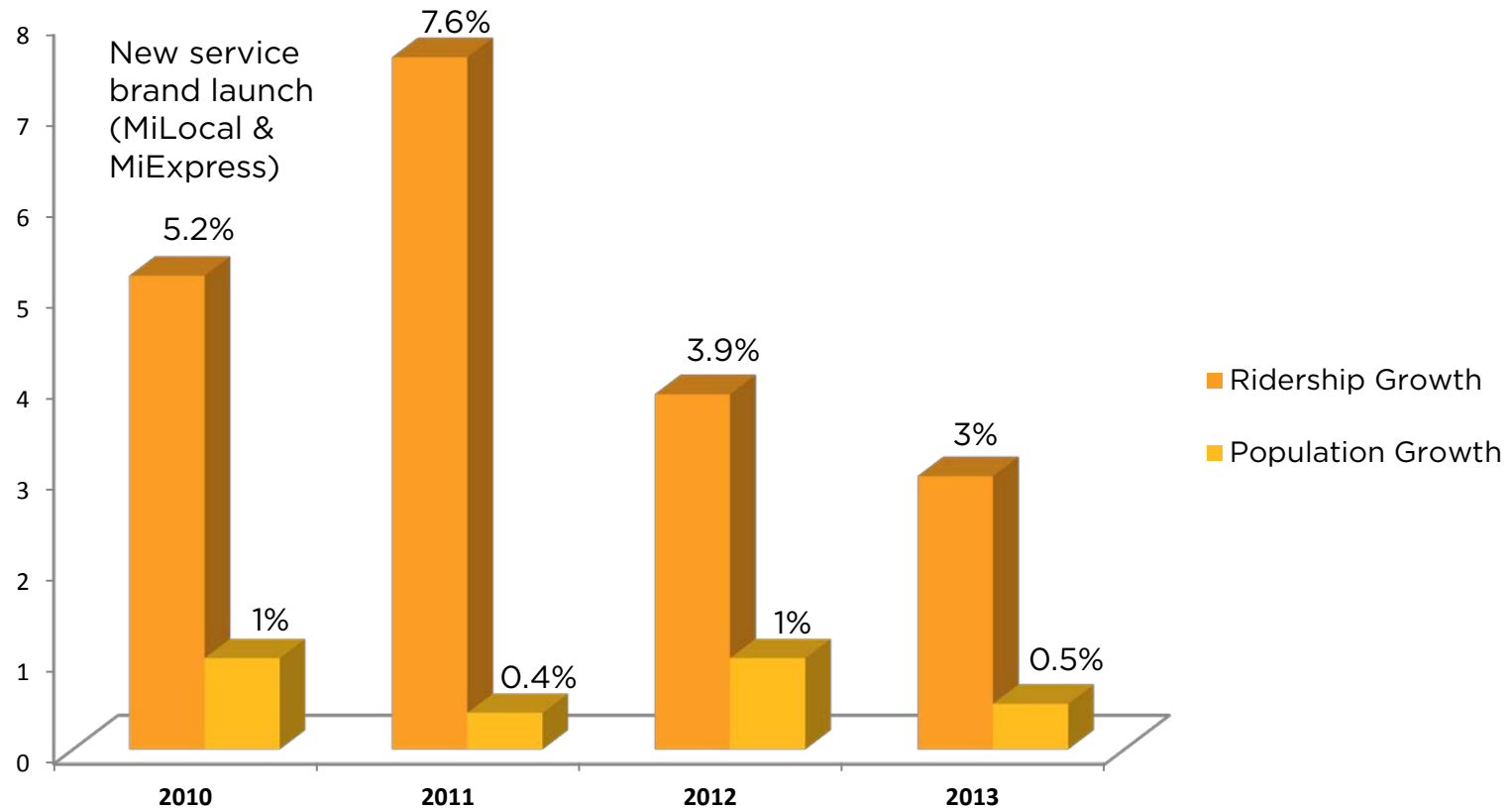
*Note: 2014 forecasted Annual Revenue Ridership is based on Revenue Ridership Model (RRM) Period 8

Annual Boardings (Millions)



Note: 2014 forecasted Annual Boardings is based on Revenue Ridership Model (RRM) Period 8

Ridership Growth vs Population Growth



Momentum for growth will continue with the opening of the Mississauga Transitway and the completion of the 5 Year Transit Service Plan.

Service Level Issues & Trends








Service Trends in Transit

- Sustained growth in riders;
- Two-way flow in commuter travel both in and out of Mississauga;
- Congestion is reducing our travel speeds;
- Customer want great service frequencies;
- Mississauga Transitway and Light Rail Transit services are necessary to encourage more riders;
- Cross-boundary travel and GO Transit connections remain important for customers; and
- 61% of customers travel within Mississauga, 26% to and from Toronto, 8% to and from Brampton and 2% to and from Oakville.

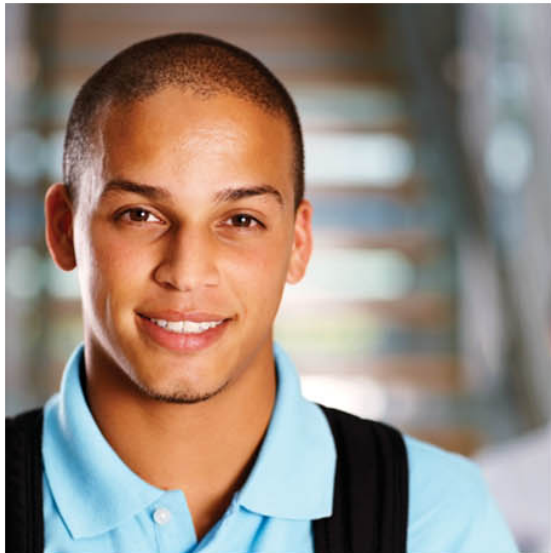
Customer Service Level Trends

Customer contact growth online is trending:

-  **Customer Call Centre (905-615-INFO)**
> 34,000 calls/month - a decrease of 5.5%.
-  **CityLink 24-hr automated schedule system**
> Three million customer calls annually - a decrease of 13%.
-  **MiWay Mobile site (m.miway.ca)**
> Approximately 1.57 million visits in 2013 - an increase of 36%.
-  **Click n' Ride (online trip planner)**
> Over 1.6 million visits annually - a decrease of 16%.
-  **Twitter - @MiWayHelps**
> Pilot program launched in March 2014 - currently has 375 followers.



Service Area Information

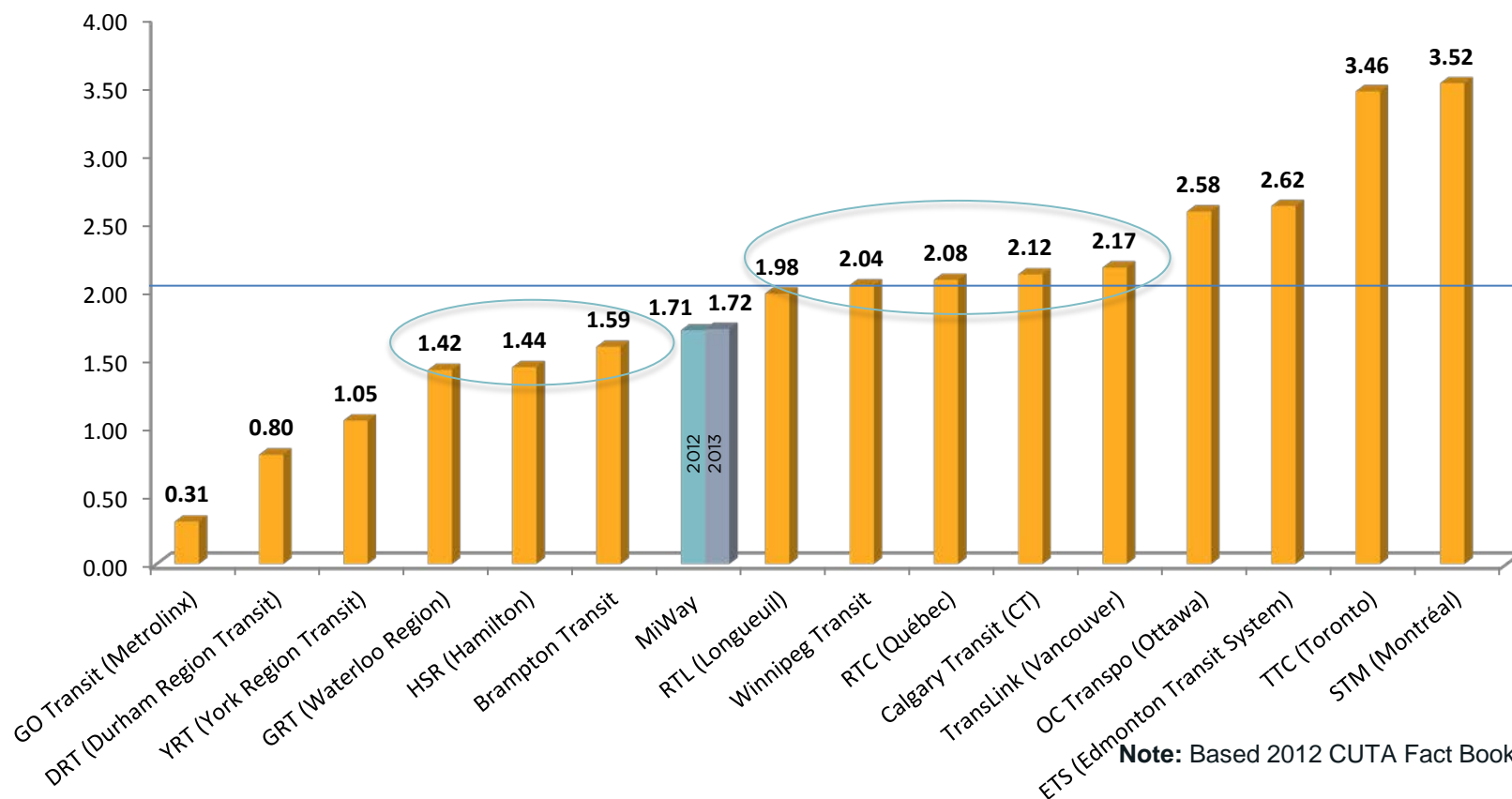


Accomplishments

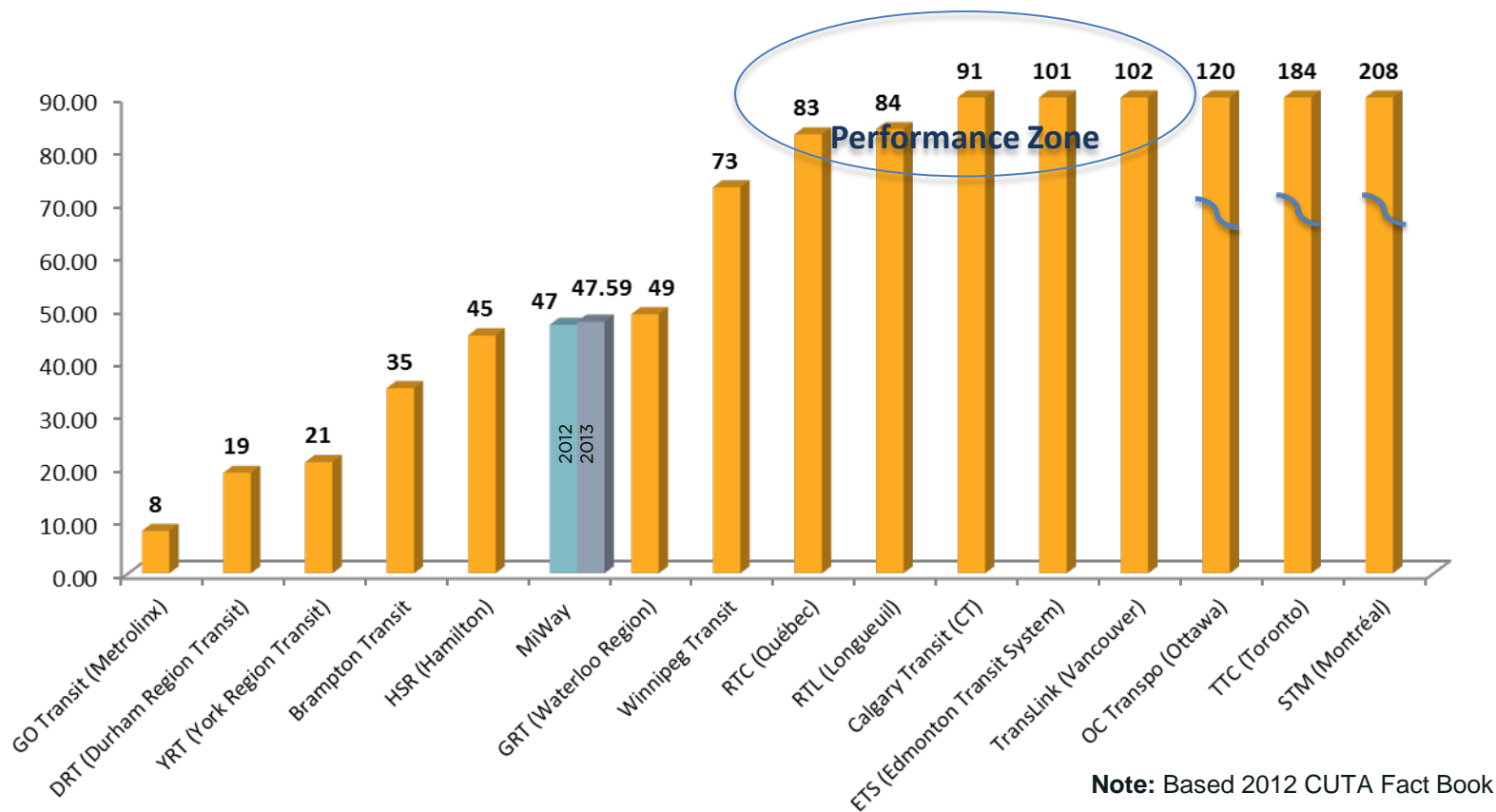
Growth in Riders	A continued growth in ridership is outpacing population and employment growth. MiWay reached a record of over 50 million boarding in 2013.
High Customer Marks	High customer satisfaction scores of 82% in both 2011 and 2013.
More Service	MiWay has added 125,010 hours in service since 2010.
Youth Friendly Transit	Freedom Pass, High School Ambassador program, U-Pass program. Successful programs for all youth.
Business Service Improvements	More MiExpress service to get to work faster, more shelters and convenient stops. Meadowvale Business Park and the Airport Corporate Centre area.
Customer Service Improvements	Transit Operators recruitment program in partnership with HR that puts customer service skills first. Successful program and partnership.
Accessibility Improvements	Improvements include fully accessible buses and stops, internal/external stop announcement and an accessible website.
PRESTO	PRESTO fare cards are accepted on all MiWay buses. Customers can now purchase and reload cards at two Mississauga Community Centre locations - Erin Meadows and South Common.
Mississauga Transitway	Phase one stations - Central Parkway, Cawthra, Tomken and Dixie - opened to the public on Monday, November 17. Customers can experience the transitway on MiLocal Route 21 and MiExpress Routes 107 and 109.
Light Rail Transit	Metrolinx has joined Mississauga and Brampton as a co-proponent on the Hurontario-Main LRT Transit Project Assessment Process (TPAP). A Statement of Completion was issued to the Ministry of the Environment and Climate Change to formally complete TPAP on September 17, 2014.

Benchmarks for MiWay

Service Hours per Capita comparison between MiWay and other Canadian transit systems servicing populations greater than 400,000



Rides per Capita comparison between MiWay and other Canadian transit systems servicing populations greater than 400,000



Performance Zone - Transit services which offer some form of rapid transit
 For MiWay to deliver on the City's commitment to be a transit-oriented city, movement into the 100 rides per capita zone is required.

Looking Ahead

Goals	Actions
Build and maintain a network that meets the needs of residents and supports a transit orientated city	MiWay Five - A service plan that will guide the direction for transit over the next 5 years - underway
Integrate higher-order transit services and interregional connections	Mississauga Transitway - several opening phases Light Rail Transit - Hurontario
Grow riders by capturing choice riders	3 Year Business marketing strategy to grow riders - completed
Build customer loyalty by encouraging riders to use MiWay more often	Customer service and loyalty programs are being implemented through the marketing strategy - ongoing
Develop a customer service strategy that integrates exceptional customer service into the strategic and operational mindset of all employees at MiWay	MiWay is recommending a new Customer Service Strategy beginning in 2015 to focus on the customer and provide excellence in customer service from the inside out
Maintain strong customer satisfaction scores for MiWay	Customer Satisfaction Survey - every two years
GO Service - Improved alignment between GO services and MiWay	Explore opportunity for partnership with GO on transit initiatives to drive customers to use local transit service to key GO Train stations

Focus on the Customer

- Customer Service Strategy - Focusing the team on the customer at the centre of our business;
- Enhanced customer communication through online channels;
- Real-time bus schedules - current and accurate information to make travel easy for customers;
- Continue to improve customer satisfaction scores; and
- Customer Charter Program to improve service quality and demonstrate MiWay's commitment to bettering the customer's experience.



PRESTO Fare Card Strategy

PRESTO Purchase/Card reloading stations

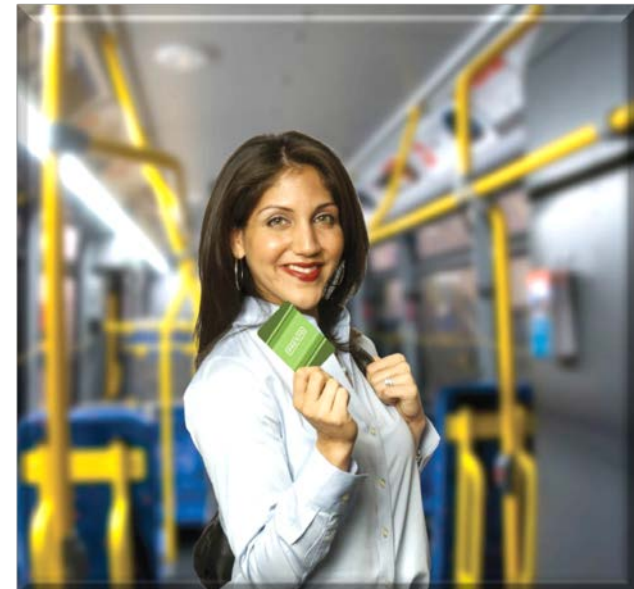
- Improved reloading locations currently available at CCTT, Islington and 3 Community Centres - remaining centres by year-end;
- Card reloading available online at prestocard.ca and at GO Train and Bus Stations; and
- More Mississauga PRESTO purchase and reloading locations required.

Paper Media Elimination

- Fare strategy will identify need to eliminate paper media and move customers to PRESTO; and
- Move toward PRESTO fare card and cash only by 2017.

System Maintenance

- PRESTO Equipment Maintenance - BR#1309



PRESTO Usage

Period	Revenue Generating Rides	Trips
2011	303,412	489,142
2012	2,898,573	4,672,897
2013	7,159,478	11,748,450
2014 (As of Aug-14)	6,321,308	10,420,173
Total	16,682,771	27,330,662

- Over 16 million rides have been taken on MiWay using PRESTO as their fare payment; and
- Between 36-38% of MiWay fares collected in 2014 are from PRESTO (to August 2014).

Looking Ahead - Infrastructure

Rapid Transit

Infrastructure Improvements

- Preliminary Design of Downtown Transitway Connection - BR#1275;
- Hurontario LRT Project Office City Staff - BR#1277; and
- Hurontario LRT - Associated Municipal Construction Infrastructure Works (\$5M starting in 2018 for five years - funded from Federal Gas Tax)

Infrastructure Improvements - Unfunded

- Downtown Transitway Connection Design and Construction; and
- Hurontario LRT Design and Construction.



Looking Ahead - Infrastructure Facilities

Infrastructure Improvements

- Improvements to the City Centre Transit Terminal (2014-2015);
- Transit Shelter Management;
- Bus Cleaning Facility - Malton;
- Second Downtown Transit Terminal; and
- New Meadowvale Satellite Garage.



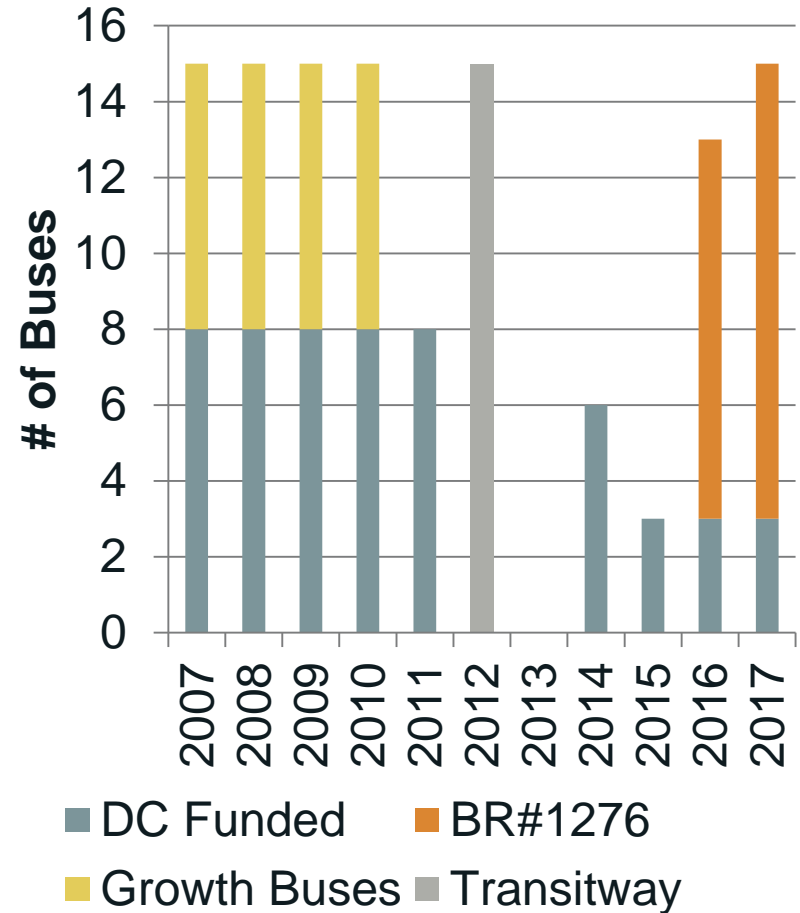
Looking Ahead - Infrastructure Buses

Bus Replacement/Growth Schedule

- Continued need to address congestion and service growth - BR#1276;
- DC funded buses are limited in the future due to declining receipts; and
- Ongoing fleet renewal.

Growth - Unfunded

- To achieve 3% growth per year requires an additional 12 buses
- Unfunded for 2018



Low Income Discount Transit Pass

- Joint pilot project between Region of Peel and MiWay;
- Fare costs shared equally between Region, City and participant;
- 250 recipients of Ontario Works (OW) or Ontario Disability Support Program (ODSP);
- Participants will be provided a PRESTO card with \$120 of value per month;
- Surveys will determine prior transit usage and types of trip being taken;
- 2014 pilot costs from September to December will be absorbed in the 2014 transit budget;
- The full year 2015 costs of \$120,000 will be required to complete the pilot program; and
- Full program details found in BR#1334.

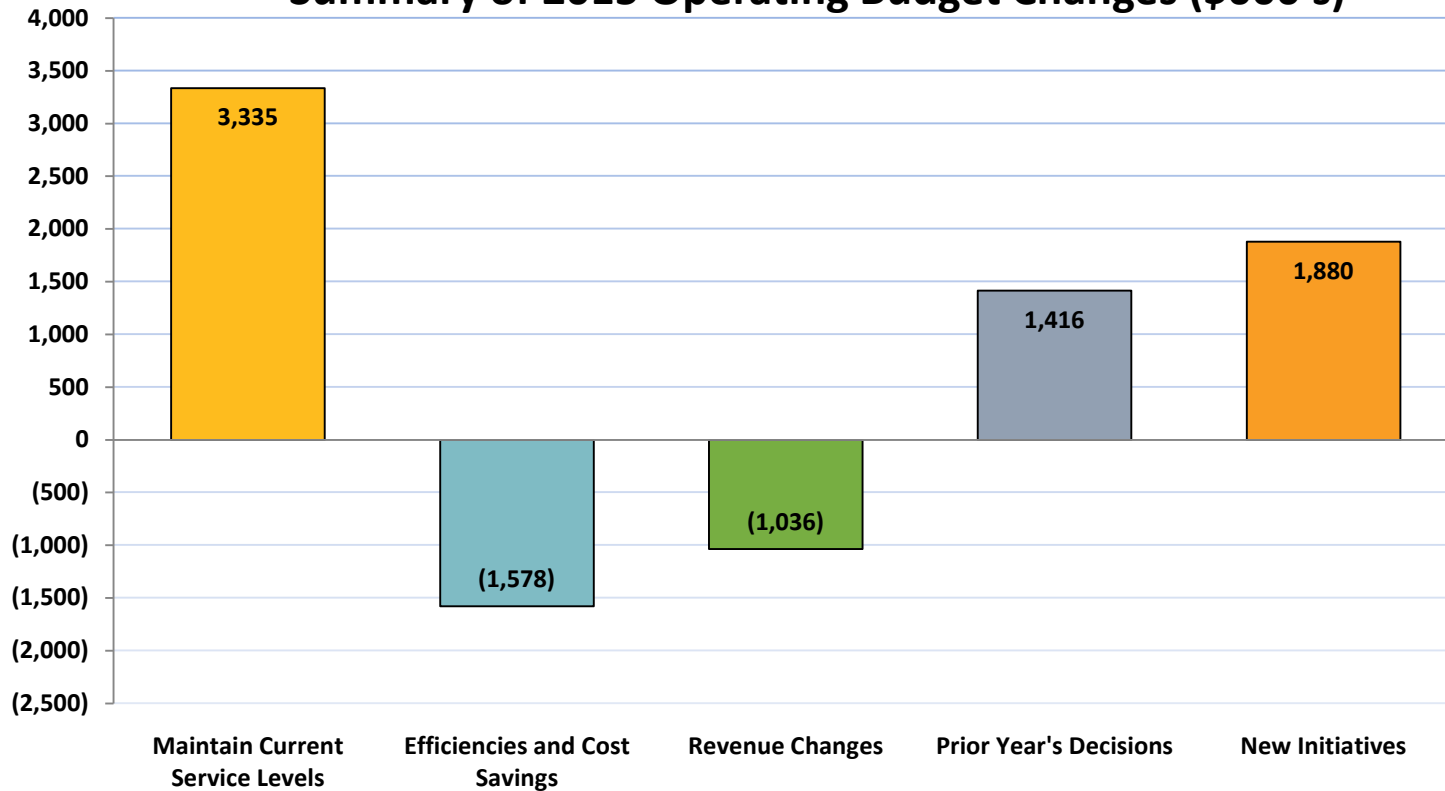
Proposed Budget



2015 Budget Summary

Net increase - 6.9%

Summary of 2015 Operating Budget Changes (\$'000's)



Maintain Current Service Levels

Description	2015 Proposed Budget (\$000's)	2016 Forecast (\$000's)	2017 Forecast (\$000's)	2018 Forecast (\$000's)
Labour and Benefits	1,982	3,105	2,225	2,261
Operational Costs Increases				
Diesel increase of \$0.05 per litre	1,000	1,000	1,000	1,000
Property Taxes - Transit Buildings	490	50	60	60
Vehicle Maintenance Inventory Relief	0	360	0	0
Presto Commission Expense	350	10	10	10
Utility Costs	200	151	130	144
Biodiesel increase due to elimination of provincial exemption	170	0	0	0
Transit Operator Safety Media Campaign	50	0	0	0
Business Market Research	0	150	(150)	150
Business Development-Marketing	0	350	(350)	350
Presto Centralization	0	0	2,000	0
CAD/AVL Maintenance Net Reduction (2014 one-time funding)	(420)	300	0	0
Uniforms - Operating Budget Reserve Return	(750)	0	0	0
Other Changes	263	(194)	57	58
Operational Costs Increases	1,353	2,176	2,756	1,772
Maintain Current Service Level Total	3,335	5,282	4,982	4,034

Note: Numbers may not balance due to rounding.

Efficiencies and Cost Savings

Description	2015 Proposed Budget (\$000's)	2016 Forecast (\$000's)	2017 Forecast (\$000's)	2018 Forecast (\$000's)
Efficiencies and Cost Savings				
Labour Cost reduction due to Long Term Disability	(1,248)			
Contractor & Professional Services	(260)			
Staff Development	(70)			
Other Efficiencies and Cost Savings		(1,578)	(1,578)	(1,578)
Efficiencies and Cost Savings	(1,578)	(1,578)	(1,578)	(1,578)

Note: Numbers may not balance due to rounding.

Revenue Changes

Description	2015 Proposed Budget (\$000's)	2016 Forecast (\$000's)	2017 Forecast (\$000's)	2018 Forecast (\$000's)
Current Revenue Changes				
Adjustment for Provincial Gas Tax	800	0	0	0
Revenue Increase - 2% Ridership Growth	(1,500)	(1,500)	(1,500)	(1,500)
Transit Fare Increase	(750)	(1,000)	(1,000)	(1,000)
Bus Shelter Revenue	(90)	(167)	(283)	(250)
Revenue Reduction	0	1,000	0	0
Uniforms - Operating Budget Reserve Return	750	0	0	0
Other Changes	(246)	0	0	
Current Revenue Changes	(1,036)	(1,667)	(2,783)	(2,750)

Note: Numbers may not balance due to rounding.

Prior Year's Decisions

Description	2015 Proposed Budget (\$000's)	2016 Forecast (\$000's)	2017 Forecast (\$000's)	2018 Forecast (\$000's)
Annualized Prior Years Budget Decisions				
3% Service Growth - 2014	1,521	0	0	0
Fare Increase Revenue - 2014	(104)	(250)	0	0
Other Changes	0	4	(4)	(4)
Annualized Prior Years Budget Decisions	1,416	(246)	(4)	(4)

Note: Numbers may not balance due to rounding.

Proposed New Initiatives

Description	BR #	2015 FTE Impact	2015 Proposed Budget (\$000's)	2016 Proposed Budget (\$000's)	2017 Proposed Budget (\$000's)	2018 Proposed Budget (\$000's)	2015 to 2018 FTE Impact	2015 to 2018 Capital (\$000's)
New Initiative								
Mississauga Transitway - Maintenance and Operations	1272	2.0	195	963	2,726	2,757	17.0	0
MiWay Customer Service Strategy *	1274	3.0	0	0	0	0	0.0	0
Downtown Transitway Connection	1275	0.0	0	63	129	66	0.5	3,000
MiWay Service Growth	1276	27.0	1,468	4,873	8,503	12,279	114.0	11,090
Hurontario LRT	1277	0.0	50	773	738	753	5.0	0
PRESTO Equipment Maintenance	1309	1.0	47	87	88	89	1.0	0
Low Income Transit Pass Pilot Program	1334	0.0	120	0	0	0	0.0	0
Total New Initiative		33.0	1,880	6,760	12,184	15,943	137.5	14,090
Total			1,880	6,760	12,184	15,943		14,090

* Initiative funded from Provincial Gas Tax for 2015-17 at \$475k per year

Note: Numbers may not balance due to rounding.

2015 Staff Requests

2015 Full Time Staffing Request			
Initiative	Staff Description	Full Time Equivalent	2015 Operating Impact (\$000's)
Mississauga Transitway-Maintenance and Operations - BR#1272	Security Officer	1	41
	Maintenance Contract Coordinator	1	54
MiWay Service Growth-BR#1276	Transit Operators	27	1,180
MiWay Customer Service Strategy-BR#1274	Customer Service Project Manager**	1	108
	Customer Service Coordinator**	1	76
	Trainer**	1	87
Presto Equipment Maintenance-BA#1309	Presto Equipment Technician	1	41
	Presto Analyst-Contract Conversion	0	5
Conversion from Temporary to Permanent-BAU	Hastus Analyst-Contract Conversion	0	6
Total Operating		33	1,599

** Contract staff

Proposed 2015-2018 Operating Budget

Description	2015 Proposed Budget (\$000's)	2016 Forecast (\$000's)	2017 Forecast (\$000's)	2018 Forecast (\$000's)
Labour and Benefits	124,562	130,109	136,471	141,483
Operational Costs	38,504	39,548	42,501	43,586
Facility, IT and Support Costs	927	946	966	986
Total Gross Expenditures	163,993	170,603	179,937	186,055
Total Revenues	(102,095)	(102,057)	(105,372)	(108,054)
Total Net Expenditure	61,898	68,547	74,565	78,002

Please note - Proposed New Initiatives and Revenues include allocations to other services.

Capital Budget Overview

Priority 2015 projects are funded:

- Continued funding for Mississauga Transitway
 - \$36M cash flowed over 2015 - 2016; and
 - \$5M increase from previous Council approval.
- Mississauga Transitway - Downtown Transitway Connection preliminary design costs - \$2M

2016 - 2024 Highlights

- 381 Replacement Buses - Funded from Federal Gas Tax; and
- 78 Growth Buses.

2015-2024 Capital Budget

Program Expenditures	2015 Proposed Budget (\$000's)	2016 Forecast (\$000's)	2017 Forecast (\$000's)	2018 Forecast (\$000's)	2019-2024 Forecast (\$000's)	Total 2015-2024 (\$000's)
Buses	3,200	18,928	23,685	31,389	199,007	276,210
Higher Order Transit	36,000	27,465	0	5,000	20,000	88,465
On-Street Facilities	640	290	425	425	1,740	3,520
Other Transit	250	2,500	1,650	400	1,150	5,950
Transit Buildings	2,360	7,360	13,560	10,460	2,360	36,100
Transit Vehicles and Equipment	185	685	2,275	345	2,220	5,710
Total	42,635	57,229	41,595	48,019	226,477	415,955

Note: Numbers may not balance due to rounding. Numbers are gross.

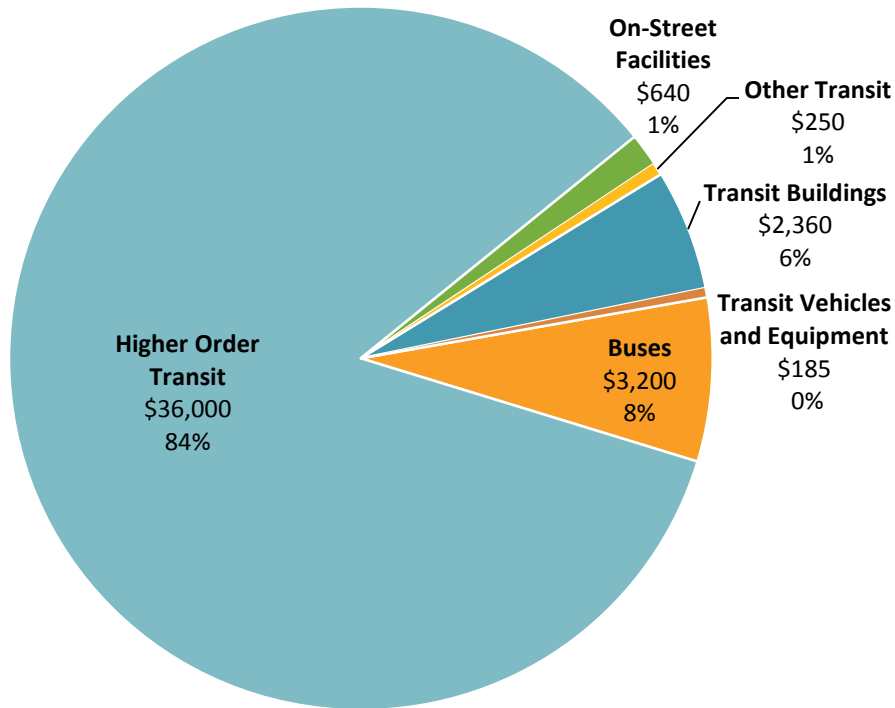
2015-2024 Capital Budget by Funding Source

Funding	2015 Proposed Budget (\$000's)	2016 Forecast (\$000's)	2017 Forecast (\$000's)	2018 Forecast (\$000's)	2019-2024 Forecast (\$000's)	Total 2015-2024 (\$000's)
Development Charges	270	4,210	8,611	11,967	20,028	45,086
Federal Gas Tax	5,365	23,553	32,984	36,053	206,449	304,404
Provincially Funded Reserves	17,725	0	0	0	0	17,725
Recoveries from Others	9,000	2,000	0	0	0	11,000
Tax	275	4,788	0	0	0	5,063
Debt	10,000	22,677	0	0	0	32,677
Total	42,635	57,229	41,595	48,019	226,477	415,955

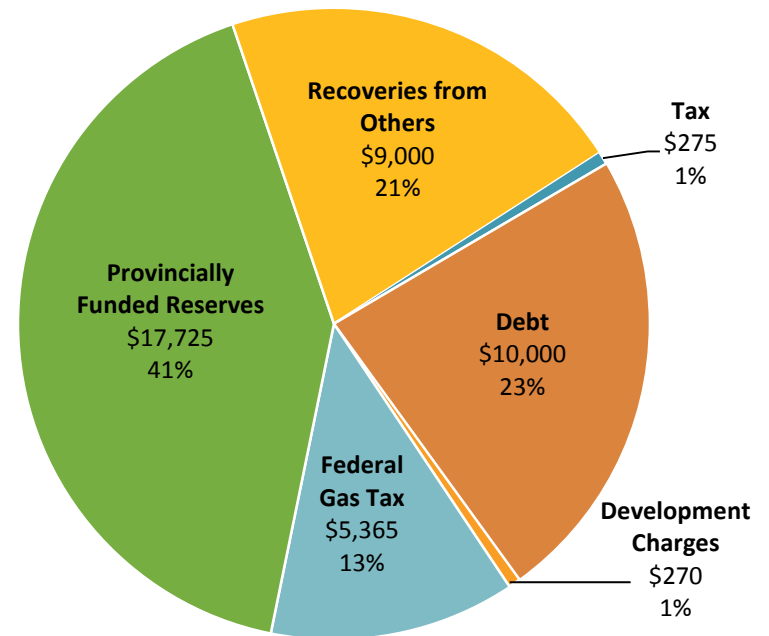
Note: Numbers may not balance due to rounding.

2015 Proposed Funded Capital Budget

2015 Capital Program Expenditures (\$000s)
Total Expenditures \$42,635k

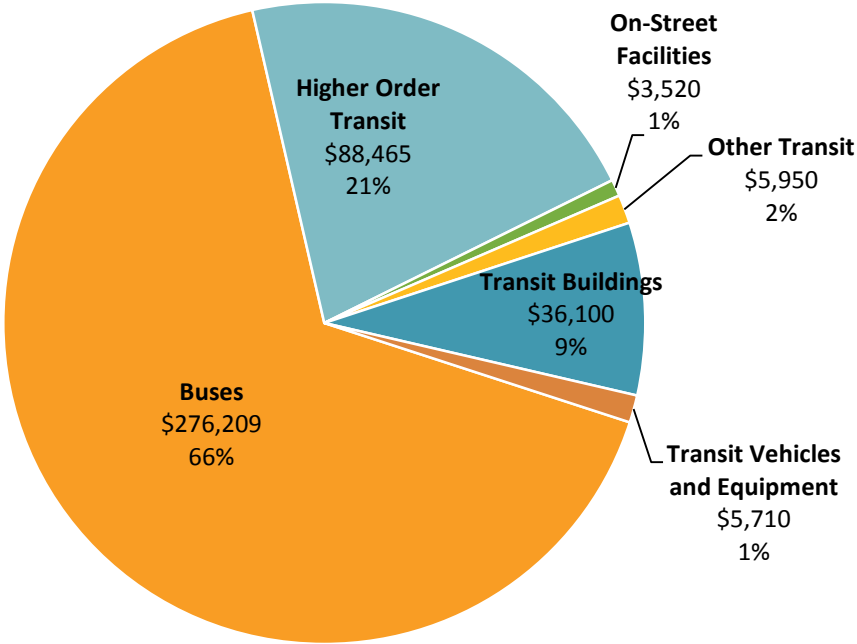


2015 Capital Program Funding Source (\$000s)
Total \$42,635k

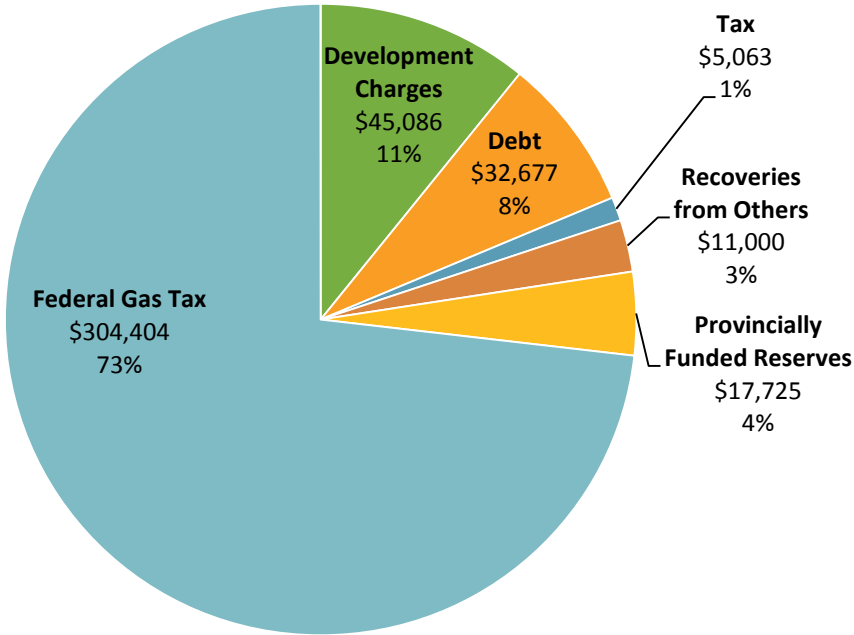


2015-2024 Proposed Funded Capital Budget

2015-2024 Capital Program Expenditures (\$000s)
Total Expenditures \$415,955k



2015-2024 Capital Program Funding Sources (\$000s)
Total Revenues \$415,955k



Mississauga Transitway – Capital Costs

Total Investment in Mississauga - \$457M

City of Mississauga

City Centre Transit Terminal to Orbitor Station

Gross Costs	Millions
Land Acquisition	\$12.5
Preliminary Design	\$15.8
Design & Construction	\$282.9
Bus Acquisition	\$6.6
TOTAL	\$317.8M

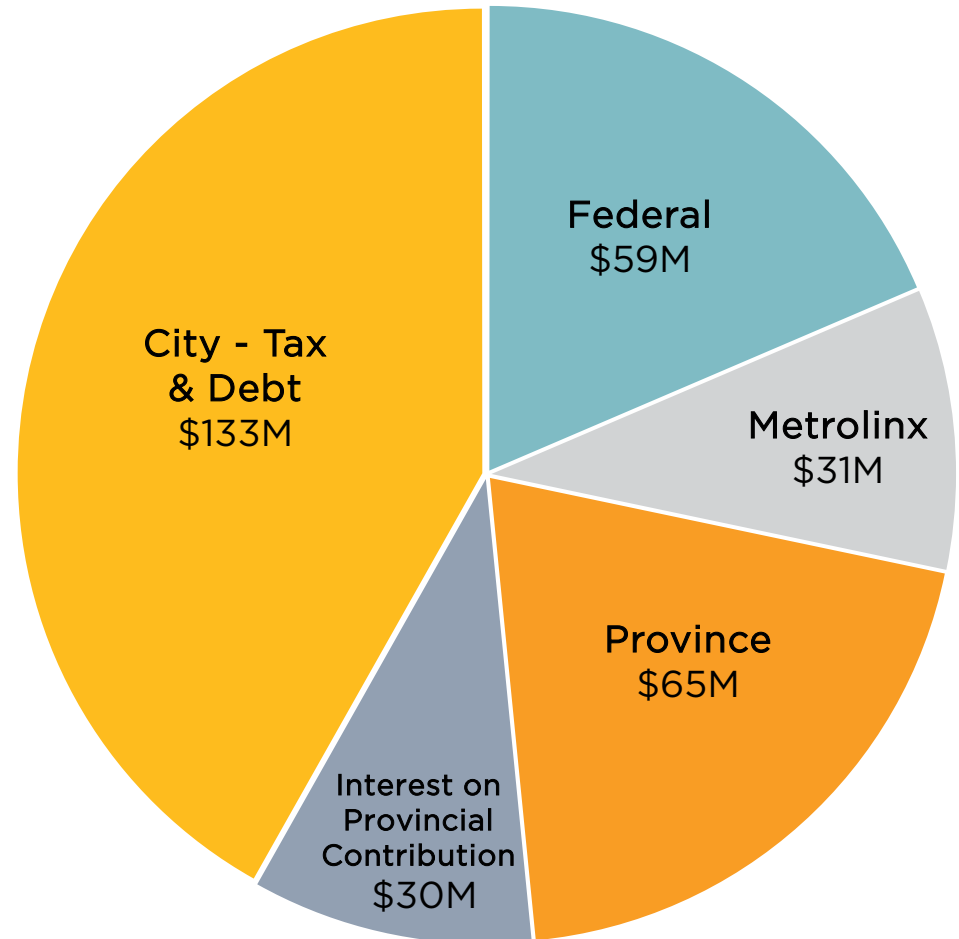
GO/Metrolinx

West & East Segment Construction Costs

Gross Costs	Millions
Transitway West	\$61.4
Renforth Station (East)	\$78.0
TOTAL	\$139.4M*

*GO/Metrolinx is unable to provide associated land costs.

City Funding Source - \$318M



Balanced Scorecard

Measures for MiWay	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan
Financial									
Revenue Ridership	31,083,100	33,448,800	34,761,500	35,789,013	36,580,000	37,677,400	38,807,722	39,971,954	41,171,112
Municipal Operating Contribution per Capita	\$69	\$81	\$80	\$91	\$94	\$97	\$100	\$103	\$106
Revenue to Cost Ratio	47%	46%	49%	49%	47%	47%	47%	48%	50%
Customer									
<i>Customer Contact</i>									
Feedback & Information Requests	408,612	465,834	443,046	447,476	451,951	456,470	461,035	470,255	479,660
Customer Contact Resolution Rate	96%	84%	87%	90%	92%	92%	94%	94%	94%
<i>Self-Service Option</i>									
CityLink, Clickn'Ride, Mobile Site	6,298,200	7,485,200	7,673,300	7,826,700	7,983,300	8,143,000	8,305,800	8,471,916	8,641,354
Customer Satisfaction Survey	n/a	82%	n/a	82%	n/a	82%	n/a	82%	n/a
Employees/Innovation									
Employee Satisfaction Survey	63%	n/a	63.5%	n/a	65%	n/a	67%	n/a	68%
Preventable Accidents/100,000 kms.	0.29	0.24	0.24	0.25	0.25	0.25	0.25	0.25	0.25
Lost Time Frequency (# of LTI / 200,000 hours)	18.3	16.4	14.9	6.28	6.0	6.0	6.0	6.0	6.0
Internal Business Process									
Schedule Adherence (+3) min. / (-) 7 minutes	N/A	N/A	87%	87.7%	90%	90%	92%	92%	92%
Fleet Availability - above daily requirements	N/A	1.13	1.16	1.12	1.12	1.10	1.10	1.08	1.08
Boarding per Trip	1.47	1.47	1.45	1.42	1.42	1.44	1.45	1.46	1.48

2015 Summary (Wrap-up & Highlights)

- Operating budget increase is 6.9% including \$1.6M in operational savings.
- Continued focus on the customer.
- **2015 Initiatives**
 - PRESTO Maintenance;
 - Low Income Transit Pass Pilot Program;
 - Customer Service Strategy;
 - MiWay Service Growth;
 - Mississauga Transitway – Downtown Transitway Connection;
 - Mississauga Transitway – Maintenance & Infrastructure; and
 - Hurontario LRT Project Office.

