

**Mississauga. Strong. Ready.**



# 2021 Budget

Presentation to Budget Committee  
November 2020

MiWay

# Contents



1 What we do

2 How we do it

3 What's driving plans

4 Proposed Plan & Budget

5 Summary

6 Appendix

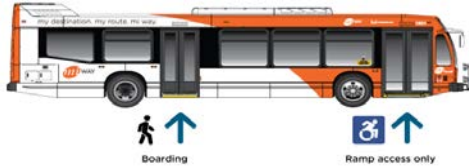
# 1 What we do

MiWay provides Mississauga with a **shared travel choice**

that is **friendly, reliable and respects the environment**

We help to connect people to their destinations with ease.

# Response to COVID-19



Free service and rear-door boarding started Saturday, March 21



Reduced boarding standards to promote physical distancing and ongoing service adjustment to manage demand



Plexiglass barrier created and installed in-house; all buses treated with a long lasting antimicrobial coating



Paper transfer chutes designed and installed in-house

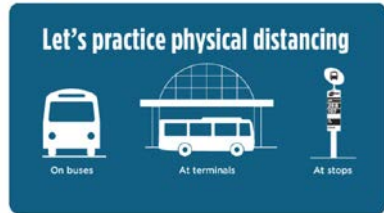


Physical distancing measures implemented to support employees

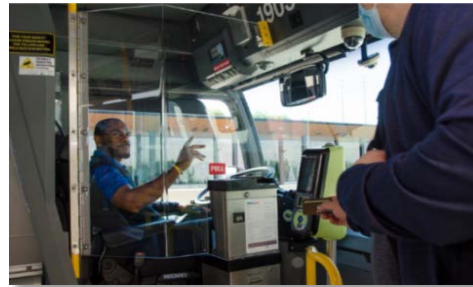
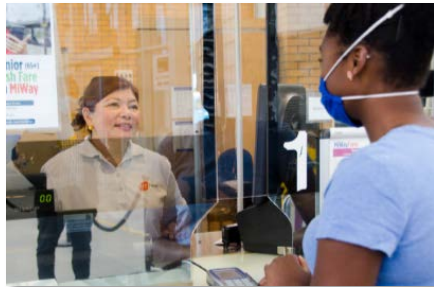
# Response to COVID-19



Enhanced Customer communication on social channels on safety protocols



Community outreach to distribute masks at terminals



Physical distancing measures implemented to support employees and to protect customers



Resumed fare collection and front-door boarding on Thursday, July 2

# Services & Levels



79 Routes\*



31% sheltered stops\*



41 million rider trips\*



1.6 million service hours\*

\*Note: Information based on 2019 data (Pre COVID-19 )

# Services Hours Overview

Service Type	2019 Total Service Hours		2020 Service Hours (Forecasted based on September 7, 2020 Signup)		2021 Service Hours (FORECAST - No Growth)	
	Hours (Actual)	%	Hours	%	Hours	%
Weekday	1,411,405	85%	1,342,954	85%	1,342,954	85%
Saturday	141,739	9%	136,078	9%	136,078	9%
Sunday/Holiday	101,233	6%	96,828	6%	96,828	6%
<b>Total</b>	<b>1,654,378</b>	<b>100.0%</b>	<b>1,575,860</b>	<b>100.0%</b>	<b>1,575,860</b>	<b>100.0%</b>

*Note: 2020 Total Service Hours based on September 7, 2020 Board Period*

*Signup refers to the process of selecting work assignments by operators before a new board period begins.*

*Board Period refers to time period (every 6-8 weeks) where route and schedules are adjusted.*

# Accomplishments

## MiIdea

388 ideas/insights submitted by employees and 237 implemented

Business improvements through Lean



\$369K in cost savings and avoidance over 79 projects

### MiExcellence



Hybrid Buses and Battery Electric cars



City Centre Transit Terminal Infrastructure Renovation well underway



New PRESTO devices installed on buses and new self-serve Reload Machines at terminals



New departure boards and washrooms at Westwood Square Terminal





## 2 How we do it

# Organization

## Our workforce includes:

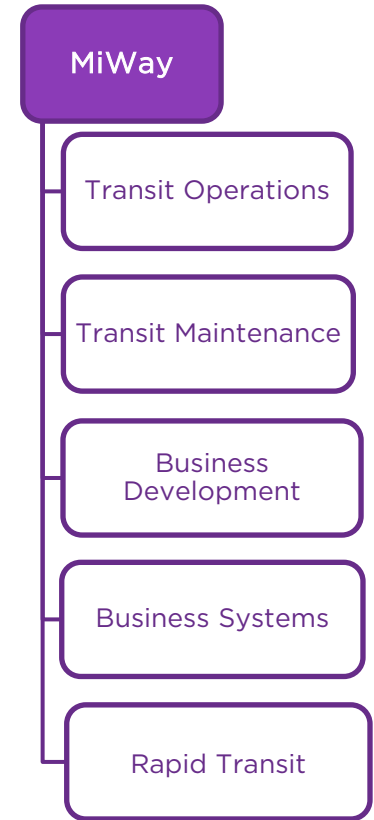
- Transit Operators
- Maintenance
- Operations Management
- Route Planning & Scheduling
- Infrastructure Management
- Customer Service
- Marketing
- Revenue

## Staff affiliations include:

- Unions: ATU | UFCW
- Canadian Urban Transit Association/  
Ontario Public Transit Association
- Professional Engineers Ontario
- Ontario Professional Planners  
Institute | Canadian Institute of  
Planners
- Ministry of Trades & Development/  
Ontario College of Trades

## Workforce Trends

- Transit Operator recruitment challenges - hiring competition from other transit systems
- 29% of Supervisors eligible for retirement by 2024
- Launched Mechanic Apprentices Program to address skilled hiring challenges



# Efficiency

## Completed Lean Initiatives

Updated Operator sign-up process resulting in a reduction in time of 25%; decrease in people resources from four to three and paper costs cut by half



Created standard work for unplanned detour entries, resulting in a savings of two minutes (10.5%) per incident



**Service Alert**

Implemented a visual management board and standard work for bus interior cleans, reducing 'the basic clean overdue per unit' as a percentage of the fleet by 40%



# Driving Efficiency

## Transforming with Technology

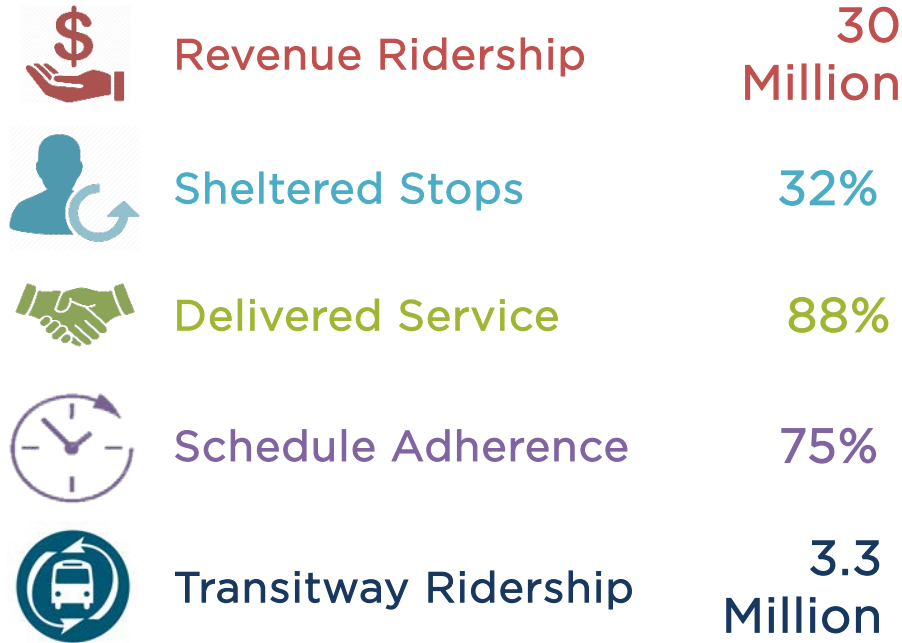
MiWay continues to focus on delivering enhanced customer service information, modernizing information technology, and using new technology to improve decision-making and increase efficiencies.

- Vehicle Intelligence - Reduce vehicle breakdowns and improve vehicle efficiency
- Next Vehicle Information System - Enhance displays at the City Centre, Kipling and Malton Transit Terminals and Mississauga GO Stations
- On-time performance (OTP) management tools - provides a macro view of the overall performance of our service delivery
- Enterprise Asset Management - MiWay team implemented a new asset management system for all vehicles in May 2020



# How we're doing (Post Covid-19)

## Performance Measurement



Note: Data above reflects impact of COVID-19 (September 2020).

## Awards and Recognition

MiWay Marketing Wins National Leadership Award for Youth Campaign



IN THE FUTURE?

### 3 What's driving plans

# Citizens Guide Our Plans

...via their Council:

City Vision and Values

City Strategic Plan

Transportation Master Plan

MiWay Five Transit Service Plan

MiWay Customer Charter

# Advancing the Strategic Plan



**move**  
developing a transit oriented city



**belong**  
ensuring youth, older adults and new immigrants thrive



**connect**  
completing our neighbourhoods



**prosper**  
cultivating creative and innovative businesses



**green**  
living green



Mississauga Transitway





# Service Area Goals



1. Recover ridership and restore customer confidence
2. Continue focus on the customer through the Customer Experience Program
3. Build and maintain a network that meets the needs of customers and supports a transit oriented city
4. Integrate higher-order transit services and interregional connections
5. Continue to develop and improve online self-serve options and technology to operate efficiently and better serve our customers

# Trends Affecting the Service

- Continued stable growth in MiWay ridership (pre-COVID-19)
- Ridership significantly impacted by the pandemic; Ridership improving but MiWay is still missing approximately 56% of riders <sup>1</sup>
- **Focus on ridership recovery** to remain viable and maintain service levels to meet the needs of customers
- 78% of MiWay's fare revenue comes from PRESTO and will continue to grow
- Advancements in vehicle green/electric technology
- Microtransit and on-demand service



<sup>1</sup>Note: Information based on data available at the time of publication (September 2020).

# Fare Strategy and Ridership Recovery

- Freezing regular fares in 2021 to support ridership recovery strategy
- Increasing fare revenue by focusing on getting customers back on the system



move  
belong  
connect  
prosper  
green

## 4 Proposed Plan & Budget

# Highlights

## Urban Mobility

Move bus service from Islington Station to the new **Kipling Mobility Hub** in 2020

## Transportation Master Plan

Deliver on the short-term Action Plan items identified and participate and partner on other initiatives as they relate to transit

## Investing in Canada Infrastructure Program

Accessing the program to advance priority projects within the city

## The Road to Electrification

Continuing investment in new technologies including new hybrid electric buses and additional battery electric charge-off cars

## People & Culture

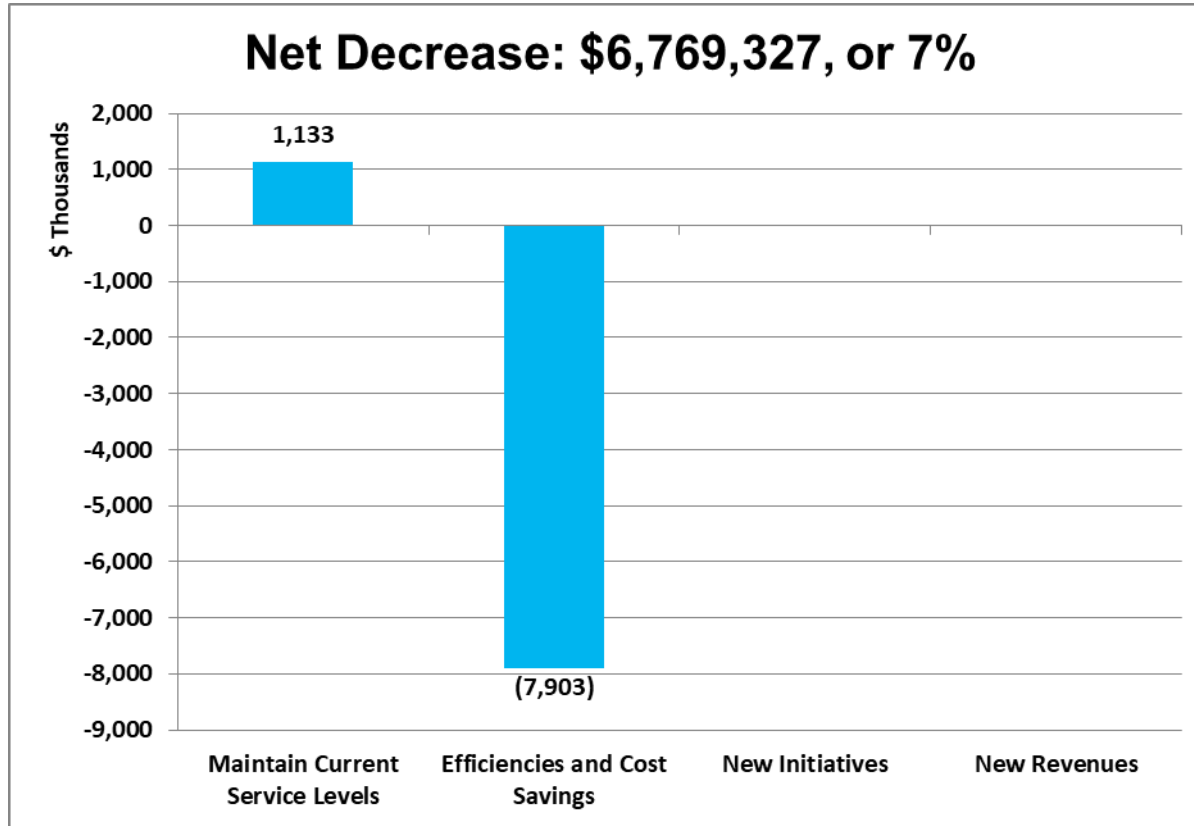
Rollout of MiWay's first **Customer Charter** – a public commitment to our customers on what they can expect from MiWay and as we look to restore customer confidence moving forward

## Operating Adjustments

In response to lower ridership and drastically reduced revenues, service levels are continuously monitored and adjusted which in turn will reduce the operating expenses in 2021



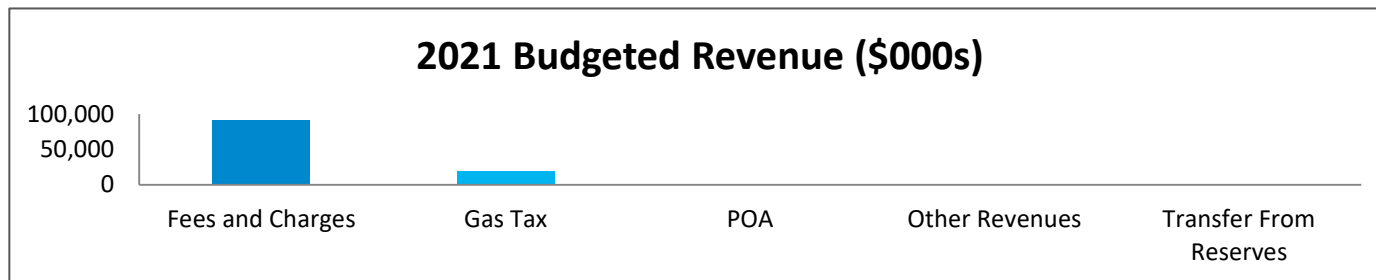
# 2021 Operating Changes



# Proposed 2021-2024 Operating Budget

Description	2019 Actuals (\$000s)	2020 Approved Budget (\$000s)	2021 Proposed Budget (\$000s)	2022 Forecast (\$000s)	2023 Forecast (\$000s)	2024 Forecast (\$000s)
Labour & Benefits	146,290	152,833	149,727	152,655	158,011	163,200
Operational Costs	46,442	49,050	45,498	45,952	47,188	49,030
Facility, IT and Support Costs	1,506	1,567	1,256	1,256	1,256	1,256
Transfer To Reserves & Reserve Funds	125	125	125	125	125	125
<b>Total Gross Expenditures</b>	<b>194,363</b>	<b>203,576</b>	<b>196,606</b>	<b>199,988</b>	<b>206,579</b>	<b>213,611</b>
Total Revenues	(95,020)	(93,555)	(93,355)	(93,355)	(94,207)	(95,833)
Transfer From Reserves & Reserve Funds	(12,278)	(18,500)	(18,500)	(18,500)	(18,500)	(18,500)
<b>Total Net Expenditures</b>	<b>87,066</b>	<b>91,521</b>	<b>84,752</b>	<b>88,134</b>	<b>93,873</b>	<b>99,278</b>

Note: Numbers may not balance due to rounding.



# Operating Adjustments In Response To COVID-19

- Due to decline in ridership, MiWay cancelled two express services Route 100 – Airport Express and Route 185 – Dixie Express. Both routes have local routes as alternatives. MiWay will continue with the cancellation of these services saving \$3.6M in 2021
- MiWay will move to Kipling Bus Terminal by year end which will reduce the length of 11 routes that currently go to Islington station by 1.5-2 km each way. This will result in savings of \$4.0M in 2021 while maintaining the same frequency and spans of service





# Proposed New Initiatives

Description	BR #	2021 FTE Impact	2021 Proposed Budget (\$000s)	2022 Forecast (\$000s)	2023 Forecast (\$000s)	2024 Forecast (\$000s)	2021 to 2024 FTE Impact	2021 to 2024 Capital (\$000s)
<b>New Initiative</b>								
Transit Service Change	5906	0.0	0	0	1,096	3,189	52.0	5,940
MiWay Training Department Staffing Requirement	5911	0.0	0	0	58	109	1.0	13
<b>Total New Initiatives</b>		<b>0.0</b>	<b>0</b>	<b>0</b>	<b>1,154</b>	<b>3,298</b>	<b>53.0</b>	<b>5,953</b>
<b>Total</b>		<b>0.0</b>	<b>0</b>	<b>0</b>	<b>1,154</b>	<b>3,298</b>	<b>53.0</b>	<b>5,953</b>

Note: Numbers may not balance due to rounding.



# Completed Projects

4 projects completed in 2020 YTD and include:

- Transit Capital Bus Maintenance - Major Component Rehabilitation
- Transit Revenue Equipment – Replacement of automatic coin wrapper machine.
- Transit Bus Stops/Pads (Accessibility Plan) - Replacement
- Transit MiWay Signs - 15 new bus stop pole markers built

# Progress on Existing Projects

97 existing projects. Highlights include:

- Transit Bus acquisition – 11 hybrid buses expected to be delivered by December 2020
- Transit Kipling Subway Inter-Regional Terminal – Funds have been committed to Metrolinx
- Transit Electrification Study
- Transit Capital Bus Maintenance - Major Component Rehabilitation
- Transit Information Systems (ITS) and Hastus upgrades

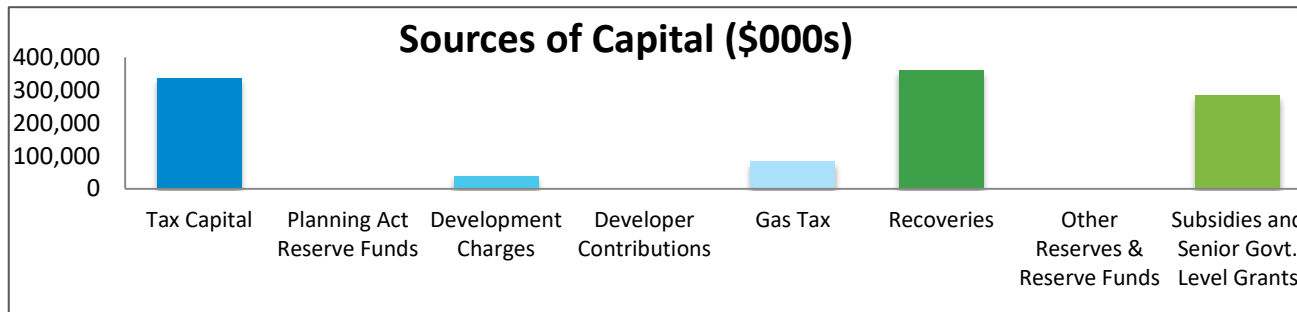
# New Projects for 2021 and Beyond

- Bus replacement program - 409 diesel buses to be replaced with Hybrid buses (2021-2030)
- Dundas Bus Rapid Transit (BRT), Lakeshore Higher Order Transit (HOT) and the Downtown Mississauga Terminal and Transitway Connection (DMTTC) - (2021-2026)
- Hurontario Light Rail Transit Implementation - Corridor Enhancements - (2021-2024)
- Express Bus Corridor enhancements - (2021-2030)
- Major bus component rehabilitation - (2021-2030)

# 2021-2030 Capital Budget & Forecast

Program Expenditures	2021 Proposed Budget (\$000s)	2022 Forecast (\$000s)	2023 Forecast (\$000s)	2024 Forecast (\$000s)	2025-2030 Forecast (\$000s)	2021-2030 Total (\$000s)
Buses	17,800	107,600	92,700	94,200	228,600	540,900
Higher Order Transit	3,000	69,200	63,200	91,007	219,900	446,307
On-Street Facilities	1,759	2,113	1,359	1,759	9,354	16,344
Other Transit	3,570	920	670	470	1,920	7,550
Transit Buildings	3,550	13,000	10,300	9,700	34,400	70,950
Transit Vehicles and Equipment	1,485	1,760	3,925	2,480	11,850	21,500
<b>Total</b>	<b>31,164</b>	<b>194,593</b>	<b>172,154</b>	<b>199,616</b>	<b>506,024</b>	<b>1,103,551</b>

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

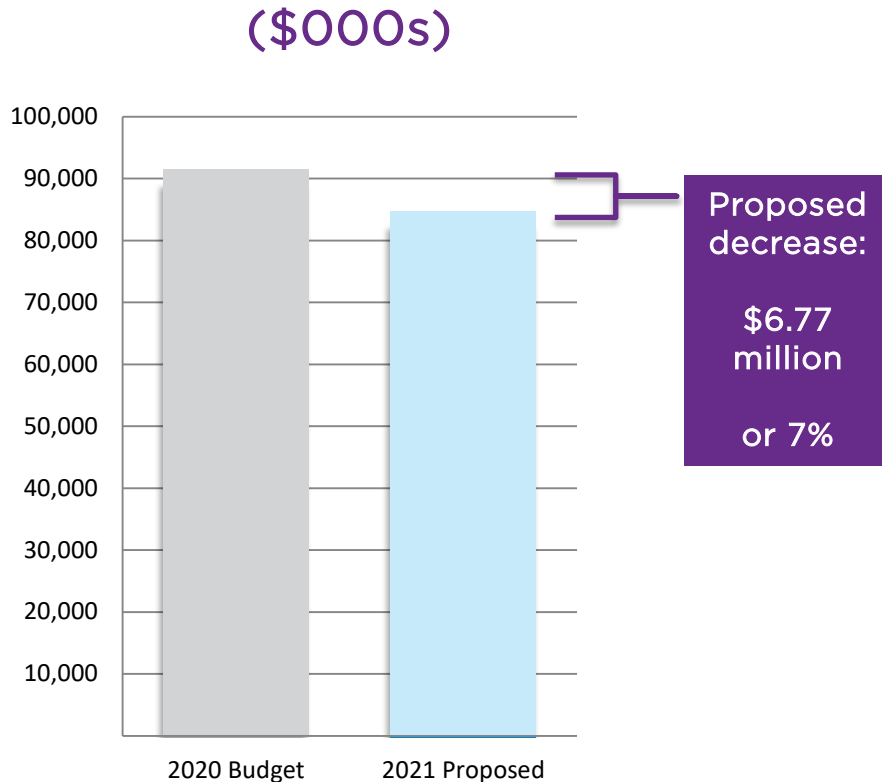




# 5 Summary

# Net Operating Budget

# Impact

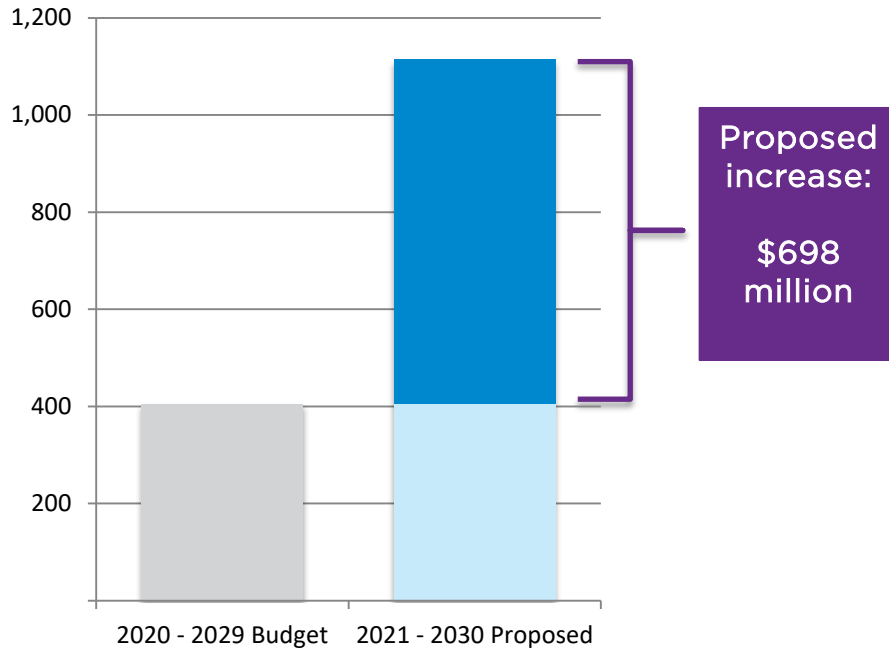


- Proposed \$84.7M for 2021 budget
- Savings due to cancellation of two express services and transition to Kipling Bus Terminal
- Minor adjustments to services levels
  - Labour Adjustments and Other Fringe Benefit Changes
  - Diesel Cost reduction due to price
  - Fleet Maintenance, Building Supplies, Utilities and Uniforms

# 10-Year Capital Plan

# Impact

(\$000s)



- Replacing Diesel buses with Hybrid buses
- Dundas Bus Rapid Transit, Lakeshore Higher Order Transit and the Downtown Mississauga Terminal and Transitway Connection (DMTTC)
- Proposed \$1,104 million for 2021-2030 10-year Capital Program



**Mississauga. Strong. Ready.**



Thank you