Transit Executive Committee Agenda

Wednesday, October 4, 2023, 1:30 p.m.
Regional Council Chambers
Regional Headquarters Building
605 Rossland Road East, Whitby

If this information is required in an accessible format, please contact 1-800-372-1102 ext. 2097.

Note: This meeting will be held in a hybrid meeting format with electronic and in-person participation. Committee meetings may be viewed via live stream.

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8. Advisory Committee Resolutions
   There are no advisory committee resolutions to be considered
9. Confidential Matters
   There are no confidential matters to be considered
10. Other Business
11. Date of Next Meeting
    Wednesday, November 8, 2023 at 1:30 PM
12. Adjournment
    Notice regarding collection, use and disclosure of personal information:

    Written information (either paper or electronic) that you send to Durham Regional Council or Committees, including home address, phone numbers and email addresses, will become part of the public record. This also includes oral submissions at meetings. If you have any questions about the collection of information, please contact the Regional Clerk/Director of Legislative Services.

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The Regional Municipality of Durham

MINUTES

DURHAM REGION TRANSIT EXECUTIVE COMMITTEE

Wednesday, September 6, 2023

A regular meeting of the Durham Region Transit Executive Committee was held on Wednesday, September 6, 2023 in the Council Chambers, Regional Headquarters Building, 605 Rossland Road East, Whitby, Ontario at 1:30 PM. Electronic participation was offered for this meeting.

1. Roll Call

Present: Commissioner Crawford, Chair
Commissioner Schummer, Vice-Chair*
Commissioner Anderson
Commissioner Brenner*
Commissioner Carter*
Commissioner Garrod
Commissioner Roy
Commissioner Wotten
Regional Chair Henry
***denotes Commissioners participating electronically**

Also Present: Commissioner Jubb*
Commissioner Kerr*

Absent: None

Present: M. Barta, Systems Support Specialist, Corporate Services – IT
E. Baxter-Trahair, Chief Administrative Officer
A. Chung, Systems Support Specialist, Corporate Services – IT
S. Ciani, Committee Clerk, Corporate Services – Legislative Services
W. Holmes, General Manager, Durham Region Transit
K. Hornburg, Deputy General Manager, Business Services
L. Huinink*, Director, Rapid Transit and Transit Oriented Development
D. Margiotta*, Manager of Operations, Conventional East
A. McKinley, Deputy General Manager, Maintenance
A. Naeem*, Solicitor, Legal Services
C. Norris, Deputy General Manager, Operations, Durham Region Transit
Z. Osime-Fakolade, Program Manager, Community Engagement and Change Management, Durham Region Transit
K. Smith, Committee Clerk, Corporate Services – Legislative Services
N. Taylor*, Treasurer, Durham Region Transit, and Commissioner of Finance

V. Walker, Committee Clerk, Corporate Services – Legislative Services
* **denotes staff participating electronically**

2. Declarations of Interest

There were no declarations of interest.

3. Adoption of Minutes

Moved by Commissioner Roy, Seconded by Commissioner Anderson,
(31) That the minutes of the regular Durham Region Transit Executive Committee meeting held on Wednesday, June 7, 2023, be adopted.
CARRIED

4. Presentations

4.1 Bill Holmes, General Manager, re: General Manager's Verbal Update

Bill Holmes, General Manager, Durham Region Transit (DRT) provided a verbal update to the Committee.

B. Holmes welcomed Kris Hornburg, Deputy General Manager, Business Services who joins Durham Region Transit (DRT)from the City of Toronto. He advised that K. Horburg will lead a number of key initiatives including plans for the electric infrastructure and equipment as part of the fleet electrification plan, negotiation of a multi-year U-Pass agreement with post-secondary institution partners, and other innovative programs that support the growth and development of Durham DRT services.

Z. Osime-Fakolade provided an update on some of the summer engagement activities that occurred with cutomers and residents and the promotion of DRT to current and future generations of public transit riders.

B. Holmes advised that several service enhancements were implemented Sepember 5, 2023, in consideration of DRT's social equity guidelines, increasing post-secondary travel, and new conventional service as part of the ridership recovery plan. He advised that waste management across all DRT bus stops was standardized resulting in a reduction in operating expenses and generating additional advertising revenue.

B. Holmes provided an overview of the significant fire event at DRT's facility at 710 Raleigh Avenue in the City of Oshawa that destroyed three bus bays, 19 12-meter buses, and significantly damaged the adjacent facilities. B. Holmes thanked DRT staff for their resiliency and commitment to continuing to deliver public transit for Durham residents during the facility clean-up and restoration of services.

B. Holmes responded to questions from the Committee regarding collaboration that occurs between Durham's Accessibility Advisory Committee and DRT staff with respect to specialized services; the replacement plan for buses destroyed in the fire, and options available once the Toronto Transit Commission (TTC) buses are returned after the allotted 30 day loan, and whether an extension by TTC is possible; the costs incurred from the fire at the Raleigh DRT site, how much would be covered by insurance, and how much would need to be found in the budget to cover the remaining costs; the new metrics available through the recently launched new On Demand platform; the response to the new 507 route that runs from Orono to Newcastle and into Bowmanville; the lack of notice/communication from Metrolinx when they implemented the GO Transit schedule changes on September 2, 203 and that affects shared DRT customers; and whether the bulk youth bus pass program is available to all schools boards in Durham Region.

5. Delegations

There were no delegations heard.

6. Correspondence

There were no communication items considered.

7. Reports

A) General Manager's Report – September 2023 (2023-DRT-16)

Report #2023-DRT-16 from B. Holmes, General Manager, Durham Region Transit, was received.

In response to a question from the Committee regarding the pilot outreach program to support homeless and vulnerable individuals interacting specifically with DRT, B. Holmes provided a brief overview of how the pilot program will work, and when the anticipated start of the pilot program would be.

Moved by Commissioner Garrod, Seconded by Commissioner Anderson,
(32) That Report #2023-DRT-16 of the General Manager, Durham Region Transit, be received for information.

CARRIED

B) Charter Policy (2023-DRT-17)

Report #2023-DRT-17 from B. Holmes, General Manager, Durham Region Transit, was received.

Moved by Commissioner Garrod, Seconded by Commissioner Anderson,

(33) A) That the DRT Charter Policy (Attachment #1 to Report #2023-DRT-17 of the General Manager, Durham Region Transit) be approved; and

B) That the General Manager of Durham Region Transit be authorized to make such revisions and updates to the Charter Policy as necessary.

CARRIED

C) Specialized Transit Update (2023-DRT-18)

Report #2023-DRT-18 from B. Holmes, General Manager, Durham Region Transit, was received.

Moved by Commissioner Garrod, Seconded by Commissioner Anderson,

(34) That Report #2023-DRT-18 of the General Manager, Durham Region Transit, be received for information.

CARRIED

D) Appointment of Members to the Durham Region Transit Advisory Committee (2023-DRT-19)

Report #2023-DRT-19 from B. Holmes, General Manager, Durham Region Transit, was received.

Moved by Commissioner Garrod, Seconded by Commissioner Anderson,

(35) A) That the Durham Region Transit Executive Committee (TEC) appoint Rosemary Smith, representing the Durham Association for Family Resources to the Transit Advisory Committee as a member from a community group representing persons with disabilities in Durham Region; and

B) That the Durham Region Transit Executive Committee (TEC) appoint Ian Giffin to the Transit Advisory Committee representing the Township of Uxbridge.

CARRIED

8. Advisory Committee Resolutions

There were no advisory committee resolutions considered.

9. Confidential Matters

There were no confidential matters considered.

10. Other Business

There was no other business considered.

11. Date of Next Meeting

The next regularly scheduled Durham Region Transit Executive Committee meeting will be held on Wednesday, October 4, 2023 at 1:30 PM in the Council Chambers, Regional Headquarters Building, 605 Rossland Road East, Whitby.

12. Adjournment

Moved by Commissioner Anderson, Seconded by Commissioner Garrod,
(36) That the meeting be adjourned.
CARRIED

The meeting adjourned at 2:24 PM

Respectfully submitted,

M. Crawford, Chair

S. Ciani, Committee Clerk

If this information is required in an accessible format, please contact 1-800-372-1102 ext. 3702

The Regional Municipality of Durham Report

To:	Durham Region Transit Executive Committee
From:	General Manager, Durham Region Transit
Report:	#2023-DRT-20
Date:	October 4, 2023

Subject:

General Manager's Report – October 2023

Recommendation:

That the Transit Executive Committee recommends

That this report be received for information.

Report:

1. Purpose

1.1 This report is submitted at each Transit Executive Committee (TEC), for information.

2. Background

2.1 The General Manager Report provides regular updates on key performance measures and summaries of current activities and transit issues in Attachment #1.

3. Previous Reports and Decisions

3.1 Not applicable

4. Financial

4.1 There are no financial impacts associated with this report.

5. Relationship to Strategic Plan

5.1 This report aligns with/addresses the following strategic goals and priorities in the Durham Region Strategic Plan:

a. Service Excellence

6. Conclusion

6.1 For additional information, contact: Bill Holmes, General Manager, at 905-668-7711, extension 3700.

7. Attachments

Attachment #1: General Manager's Report – October 2023

Respectfully submitted,

Original Signed by

Bill Holmes
General Manager, DRT

Recommended for Presentation to Committee

Original Signed by

Elaine C. Baxter-Trahair
Chief Administrative Officer

General Manager's Report
October 4, 2023
TEC
Attachment #1

Performance Measures Dashboard

Safety

Key performance indicator	Description	Latest Measure	Current	Target[1]	Current Variance to Target (per cent)	YTD Status[2] (per cent)
Collisions	Number preventable collisions per 100,000 km	August	0.24	0.68	✓ -64.9	✓ -12.1

Ridership

Scheduled						
Ridership (x1,000)	Number passengers	August	807	593	✓ 36.0	✓ 57.1
PRESTO Ridership	Customers paying using PRESTO (per cent)	August	96.2	81.5	✓ 14.7	✓ 9.0
Bus full occurrences	Number operator reported occurrences	August	69	18	✗ 283	✗ 490
Demand Responsive						
Ridership - Specialized	Number customer trips	August	10,854	7,921	✓ 37.0	✓ 36.0
Unaccommodated Rate - Specialized	Trip requests not scheduled (per cent)	August	NA[3]	NA[3]		
Ridership – On Demand	Number customer trips	August	12,803	10,281	✓ 24.5	✗ -12.1

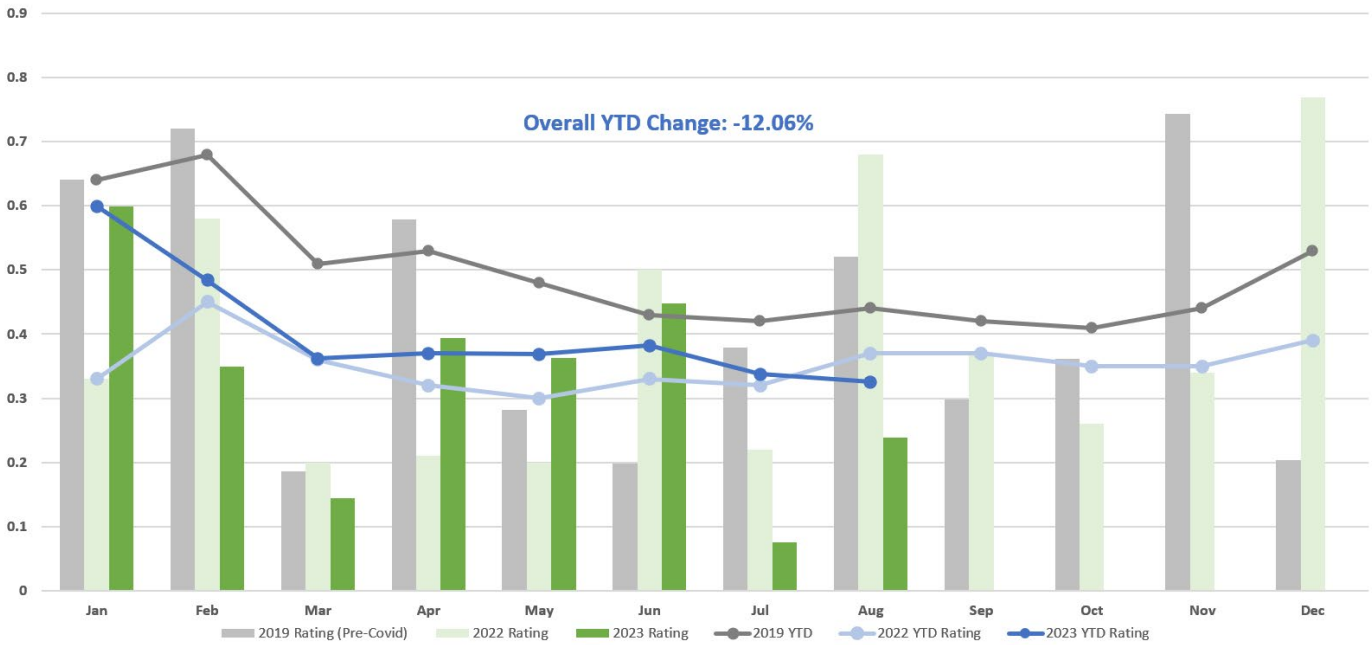
Service Delivery

Scheduled						
On time performance	On-time departures from all stops (per cent)	Service Period 3[4]	69.1	72.4	✗ -3.3	✗ -3.0
Service availability	Scheduled service delivered (per cent)	Service Period 2[4]	96.7	97.6	⚑ 0.9	✓ 0.3

[1]Target is 2022 measure for the same period
[2]Year to Date (YTD) compared to previous year
[3]Unaccommodated rate to be reported starting September 2023
[4]June 19, 2023 through September 4, 2023

Safety

Preventable collisions rate per 100,000 km



Definition: A preventable collision is one in which the driver failed to do everything reasonable to avoid the collision. The preventable collision rate is the number of preventable collisions per 100,000 kilometres of travel for all Durham Region Transit (DRT) vehicles.

A collision may not be reportable to police based on the Highway Traffic Act, but for DRT purposes all collisions are documented and investigated. DRT's objective is to reduce annual preventable collisions by ten per cent relative to the previous year.

Analysis

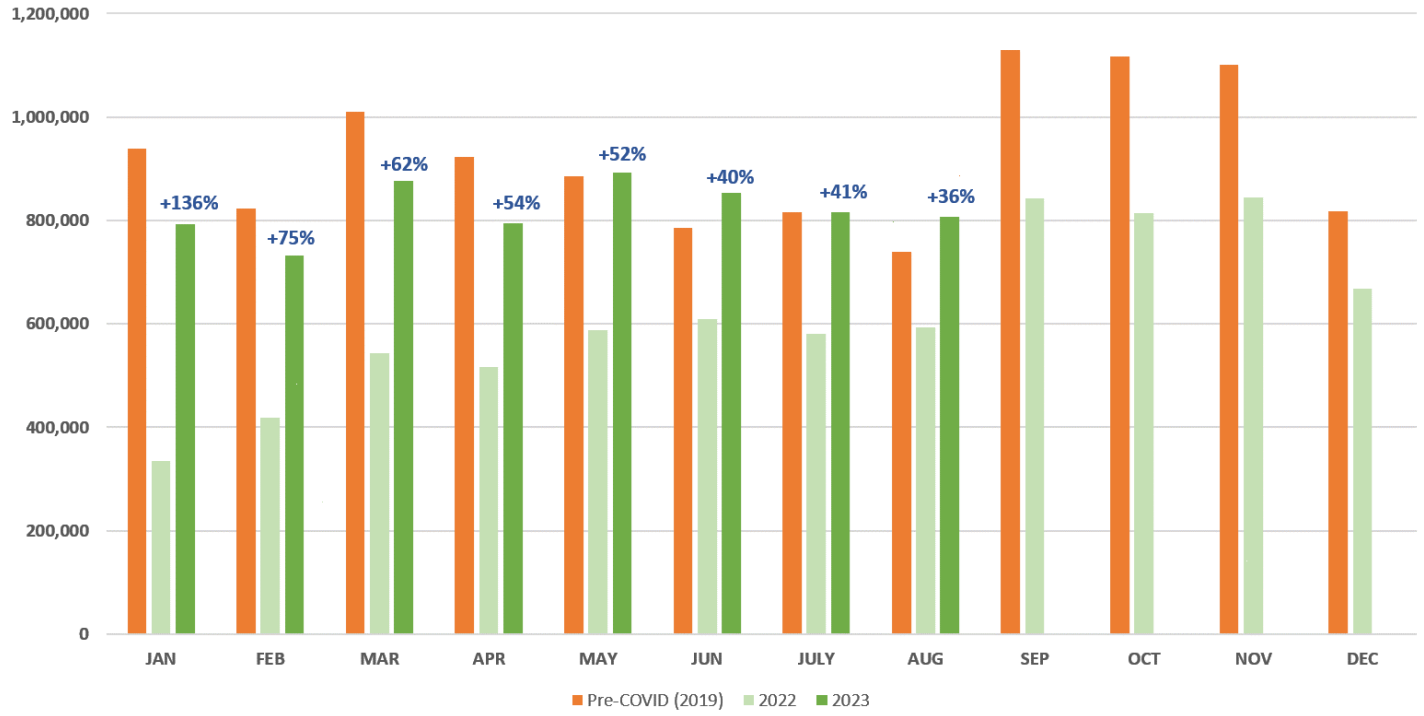
The August preventable collision rate was 0.24 per cent compared to a rate of 0.68 per cent for the same period in 2022. The year-to-date collision rate is 12 per cent lower than the 2022 rate.

Action Plan

Operations continue to implement their safety management system including promotion and communication, managing employee performance, and requiring remedial training for all employees involved in a preventable collision.

Ridership

Scheduled transit



Definition: Ridership is the sum of all passenger trips. A passenger trip is a one-way trip from origin to destination regardless of the number of transfers that may be required. Ridership data is calculated from fare box data and data from PRESTO and demand response.

Results

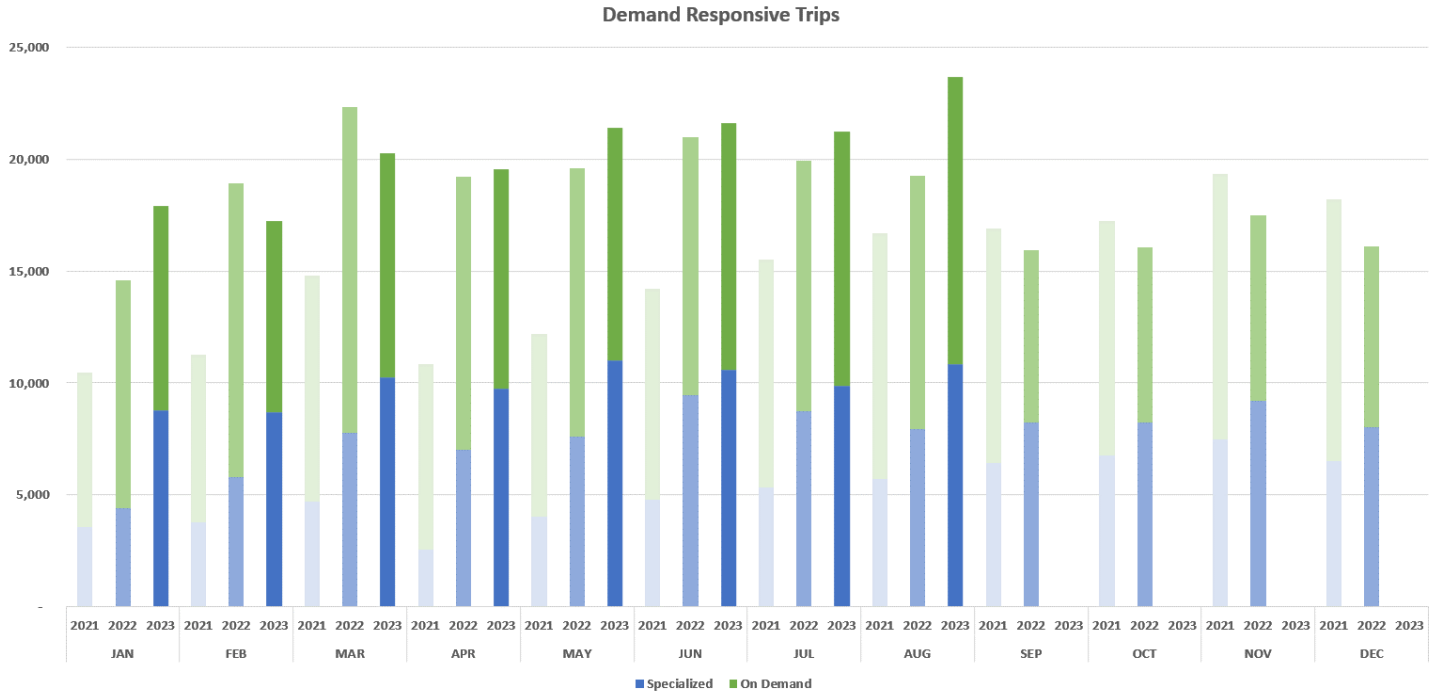
August ridership on scheduled service was 36 per cent higher than the same month in 2022, and approximately 57 per cent higher year to date. Weekly boardings regularly exceeded pre-pandemic levels for the same weeks in 2019.

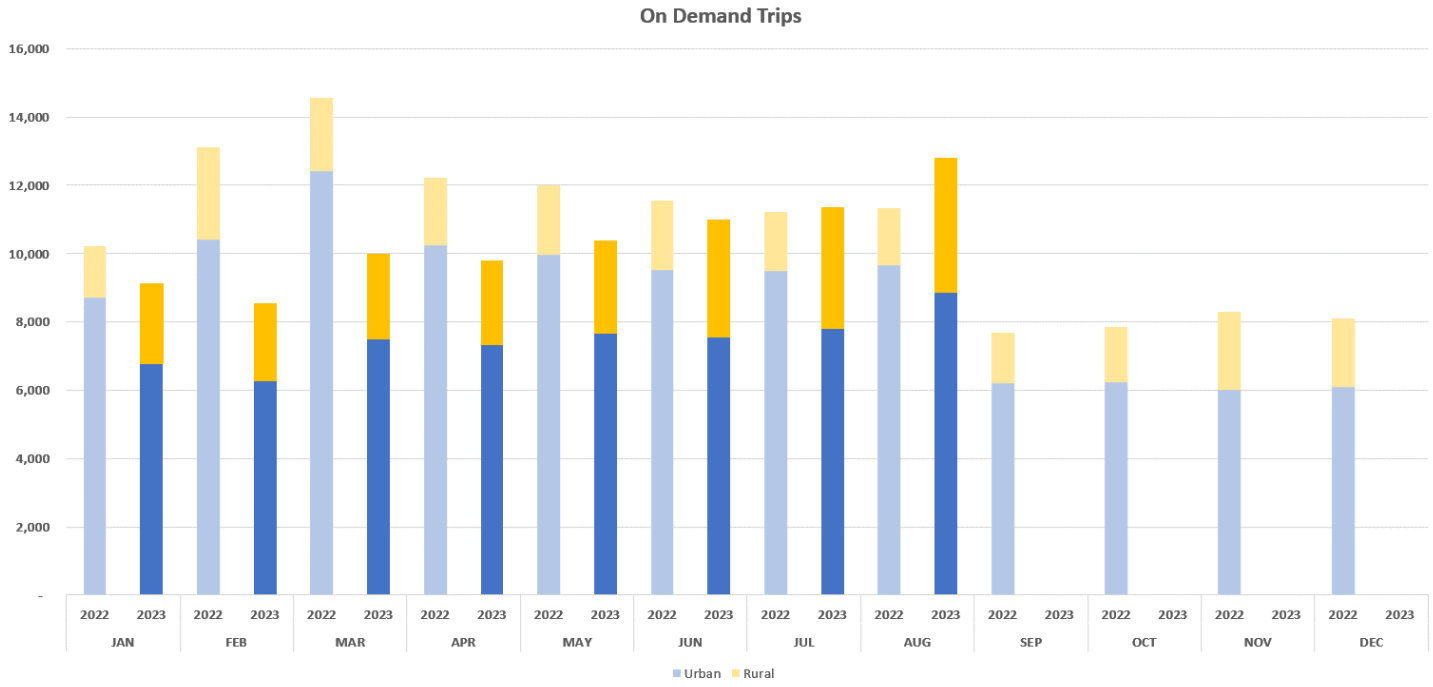
Travel patterns continue to evolve during the ridership recovery period. Boardings during the first two weeks of September have exceeded 2019 levels by up to 10 percent.

Action Plan

Ridership levels continue to be monitored to ensure adequate network capacity to meet increasing demand and changing travel patterns.

Demand Response Transit





		AUG 2023	YTD 2023
RURAL	Uxbridge	1,303	8,653
	Brock	626	3,956
	Scugog	1,047	8,355
	Pickering	335	1,713
	Whitby	664	753
	Oshawa	-	-
	Clarington	2,784	18,141

		AUG 2023	YTD 2023
URBAN	Pickering	1,312	8,540
	Ajax	1,080	8,001
	Whitby	1,539	13,078
	Oshawa	1,116	7,513
	Clarington	969	4,310

Note: Rural Uxbridge and Scugog figures include trip pickups within urban Uxbridge and Port Perry areas.

Definitions:

Trips: A trip is considered a one-way passenger trip from origin to destination, regardless of the number of transfers that may be required.

Unaccommodated Rate (Specialized): An unaccommodated Specialized transit trip is one where DRT is unable to schedule a trip for the specific requirement requested by the customer, the customer declined to accept the trip option provided by the booking agent, or DRT did not have available capacity to accommodate the trip request.

Results

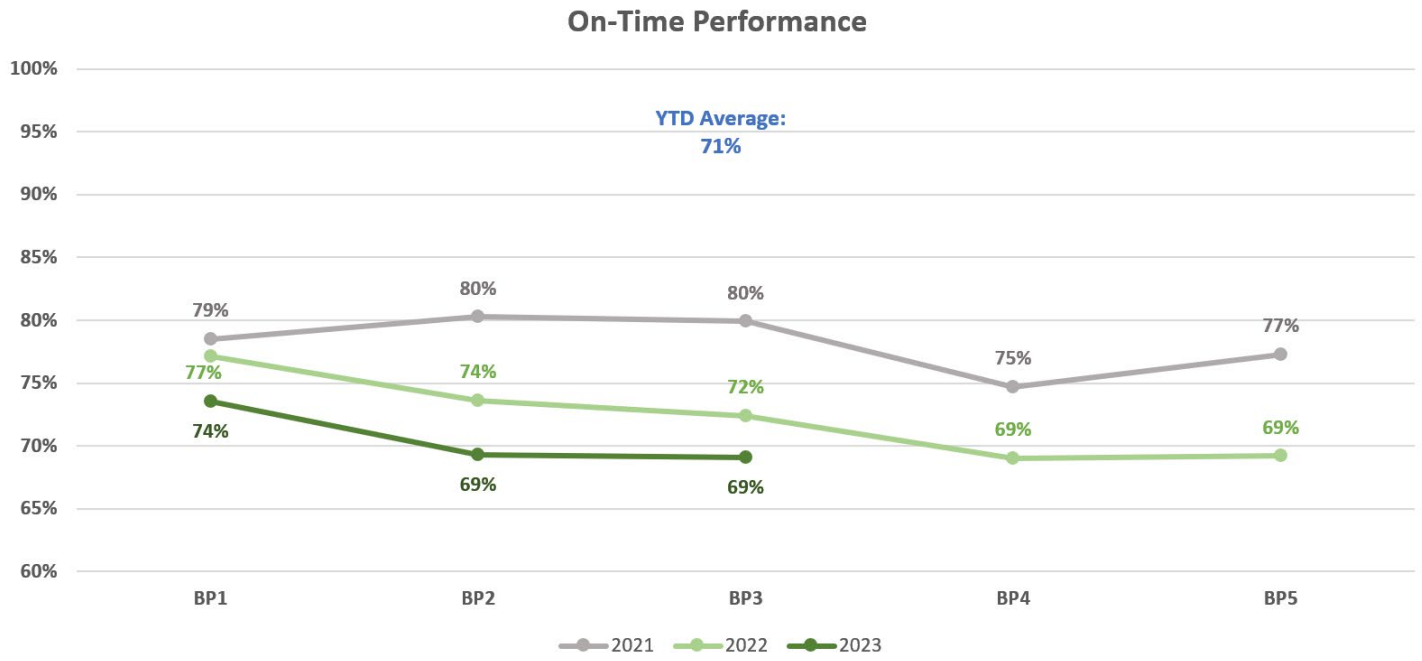
On Demand delivered a total of 23,657 trips in August 2023, including 10,854 trips for customers registered with Specialized transit. Total On Demand trips delivered in August 2023 were 30 percent higher than August 2022, including a 37 percent increase in Specialized transit trips.

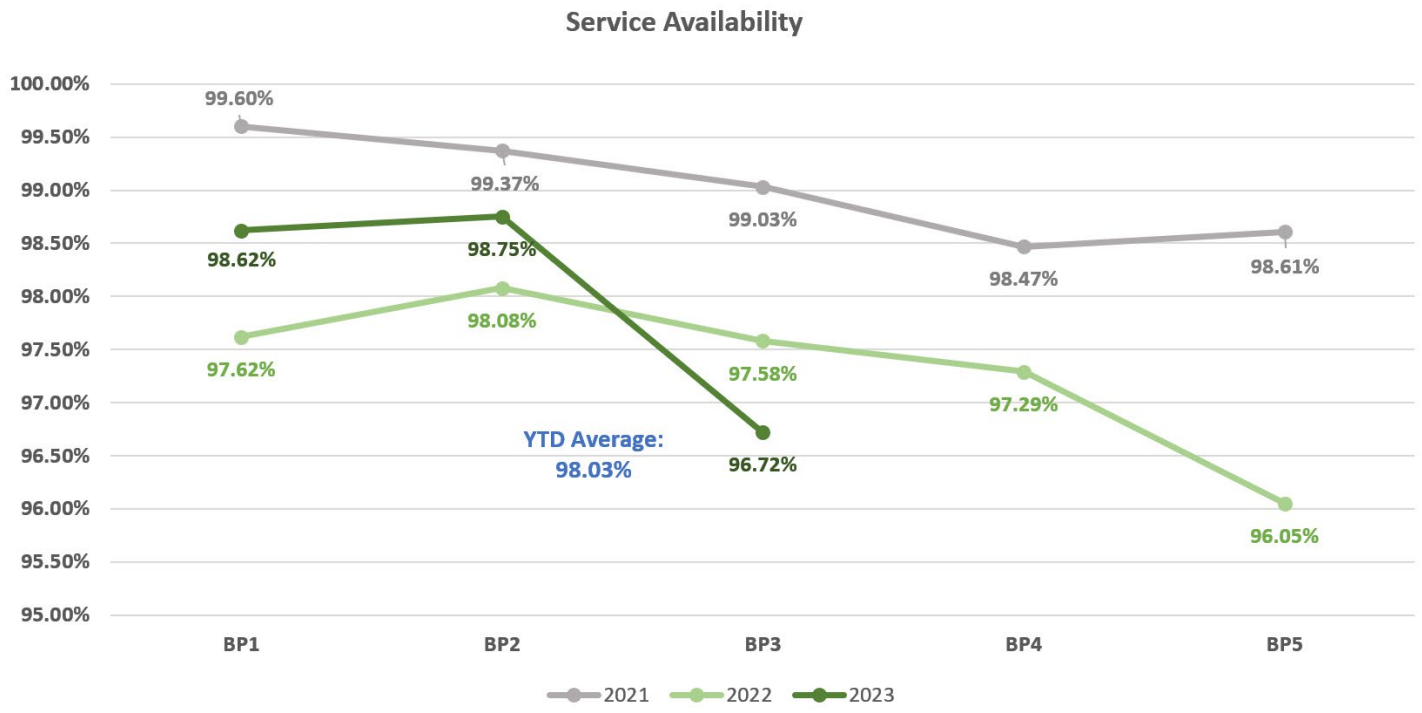
The On Demand platform used in August was unable to report unaccommodated trips.

Action Plan

As part of the service model transition program, DRT expedited the transition of On Demand services to the third party vendor to increase capacity. Effective September 5, 2023, all On Demand trips were delivered by DRT's third-party contractor (Voyago).

On Time Performance and Availability (conventional)





Definition

On Time Performance (OTP) is a measure of the per centage of buses departing a bus stop no more than zero minutes early and five minutes late. The annual OTP target is 80 per cent. OTP is reported for each service period.

Service availability is a measure of the actual service delivered by DRT as a per centage of scheduled revenue service. The service availability target is 99.5 per cent. Service availability is reported for each service period.

Results

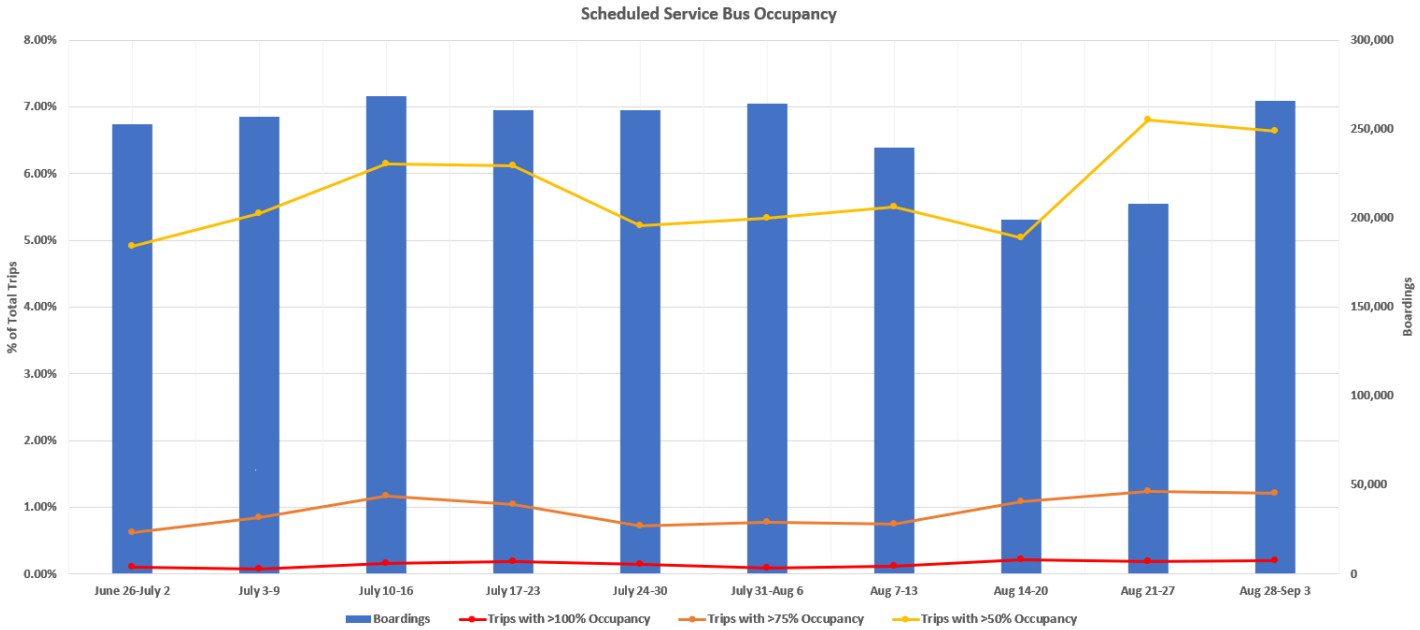
OTP for board period three (June 19, 2023 through September 4, 2023) of 2023 was approximately 69 per cent; two and a half per cent lower than the same period in 2022 (72.4 per cent) and unchanged from the previous 2023 board period.

Service availability for board period three dropped to 96.7 percent and was significantly impacted by the emergency service changes required in response to the fire on August 16, 2023

Action Plan

OTP continues to be impacted by increasing delays due to congestion experienced across major roads in the Region. DRT continues to collaborate with Works to identify transit priority measures, while continuing to focus on adding additional revenue service across the network towards a reliable and frequent transit service available to residents to truly influence transportation behaviours and the necessary modal shift to public transit.

Scheduled Service Maximum Bus Occupancy



Definition

Maximum bus occupancy is a measure of the maximum number of riders on a scheduled service vehicle at any point of a trip, currently expressed as a per centage of the overall vehicle capacity. The data accounts for the differences in capacity for regular and articulated buses.

Results

Throughout August, approximately 94 per cent of all trips were below 50 per cent of maximum occupancy, with approximately one per cent of trips exceeding 75 per cent maximum occupancy. Less than 0.5 per cent of trips exceeded planned bus capacity.

Action Plan

Significant service enhancements were implemented September 5, 2023, in anticipation of ridership reaching pre-pandemic levels. Where trips experience capacity limits, Transit Control continue to assign supplemental service when available to mitigate impacts to customers.

Updates

No information updates for October 2023.

If this information is required in an accessible format, please contact 1-800-372-1102 ext. 3702

The Regional Municipality of Durham Report

To:	Durham Region Transit Executive Committee
From:	General Manager, Durham Region Transit
Report:	#2023-DRT-21
Date:	October 4, 2023

Subject:

Stations, Terminals, and Hubs Strategy

Recommendation:

That the Transit Executive Committee recommends

That this report be received for information.

Report:

1. Purpose

1.1 The purpose of this report is to inform the Transit Executive Committee on the DRT strategy for stations, terminals and hubs as part of the transit network. The strategy identifies customer amenities and requirements to support passenger journeys for DRT's service delivery models (scheduled and demand response).

2. Background

2.1 In 2016, DRT launched its latest Five-Year Service Strategy that articulated the vital role of stations and terminals in providing an attractive and effective passenger experience. The strategy also identified potential terminal and station locations to support the proposed network and enhance the passenger experience.

2.2 In December 2017, the Durham Transportation Master Plan included several recommendations, including stations and terminals. Direction 2 highlighted the need to elevate the role of integrated public transit including rapid transit with the goal of transit being convenient and reliable across the Region. Action 13 recommended that transit station and terminal needs be identified, including needs

for upgrades to existing facilities and physical footprint and operational parameters for future facilities. These needs were recommended to be identified as early as possible in the planning process to enable protection of land and permit long term financial planning.

2.3 In 2021, DRT launched The Route Ahead, a plan to influence transit services during the pandemic recovery period as DRT rebuilds ridership, adapt service to new and emerging travel behaviours, and build the foundation for future service growth.

2.4 In January 2023, TEC and Regional Council approved the DRT Transit and Financing Strategy (2023-2032), that identified priorities for infrastructure, accessibility and passenger amenities by highlighting investments in new infrastructure and amenities for an enhanced customer experience while enabling expanded operational activities. The priorities included a new Harmony, Pickering Parkway and Windfield Farms terminals with improved customer information, amenities and operational support, and new transit Hubs offering improved customer amenities and information, while supporting integration of On Demand and Specialized transit services (in addition to future integration with active transportation).

3. Previous Reports and Decisions

3.1 Report #2020-DRT-08 DRT's Transit Stop Guidelines provided a framework for the placement and design of transit stops within the region. The guideline provides the location review process by stakeholders, assists local area municipalities during their project design activities, and support a consistent and improved transit stop environment throughout the region that meets the current and future expectations of DRT customers and the community.

3.2 Report #2020-DRT-12 DRT's Rural Review identified specific passenger infrastructure meant to support the efficient and effective deployment of transit services in Durham's rural areas.

3.3 Report #2021-DRT-20 DRT's The Route Ahead 2022-2025 was approved by TEC at its meeting on September 8, 2021, to inform the planning and implementation of transit services during the pandemic recovery period to support mobility needs of Durham residents and businesses.

3.4 Report #2023-DRT-05 Transit Service and Financing Strategy (2023-2032), approved by TEC and Council in February 2023, identified the commitment to unprecedented 10-year investment in DRT services, including a 127 percent

increase in revenue services, significant capital investments for fleet electrification, and priorities for infrastructure, accessibility and passenger amenities

4. Discussion

4.1 Integrating Mobility Options

The DRT transit network operates as a single cohesive network, offering On Demand, local, base, and PULSE rapid bus service. Together they provide transit mobility options to all residents of Durham Region. Existing active transportation options, such as walking and cycling, and new mobility options, such as scooter, bike and e-bike sharing programs, are key in providing first and last mile access to the transit network.

4.2 Hubs

Transfer hubs will provide connections between On Demand and scheduled bus routes and offer options for pedestrians or cyclists to leverage paths, trails, and in some cases parking infrastructure.

Hubs will be located at major intersections where scheduled bus routes are frequent, supporting longer distance trips across the Region or into Toronto and York Region. Hubs will be located based on criteria supporting a consistent, and customer-focused design across the transit network.

4.3 Terminals and Stations

Terminals and stations are key places where passengers move seamlessly through the transit system, connecting between buses, On Demand vehicles, surrounding destinations, and in the cases of stations, the GO rail service.

They are critical to service efficiency, reliability, and availability, and support the human aspect of transit service delivery by providing key infrastructure for customers, transit operators, and staff. They also play an important role for access and egress points to the transit network where pedestrian and cyclist access is particularly important.

The Stations and Terminals located within Durham Region are strategically located along east-west in the south along the Highway 401 / GO Lakeshore East corridor and the Highway 407 corridor to the north, with facilities located in each of the five municipalities along the Lakeshore. Their strategic locations provide a convenient transfer point for passengers between DRT services, access to key destinations,

and will support future growth of the transit system to align with growth across the Region.

New terminals are required to replace existing locations that do not support operational requirements where DRT is unable to provide enhanced amenities to customers, and to support growth of the greenfield development in the Region.

4.4 Rapid Transit Stations

Planned rapid transit lines, such as the Simcoe Street Rapid Transit and Durham-Scarborough Bus Rapid Transit, further enhance frequent, reliable and direct mobility options across the Region. Rapid Transit Stations located along the routes will be supported by amenities similar to a transit hub, providing a consistent customer experience. Where feasible, rapid transit services may serve DRT terminals to facilitate connections with other local routes.

5. Relationship to Strategic Plan

5.1 This report aligns with/addresses the following strategic goals and priorities in the Durham Region Strategic Plan:

a. Environmental Sustainability

- Expand sustainable and active transportation

b. Economic Prosperity

- Position Durham Region as the location of choice for business
- Enhance communication and transportation networks to better connect people and move goods more effectively

c. Service Excellence

- Optimize resources and partnerships to deliver exceptional quality services and value

6. Conclusion

6.1 The Station, Terminals, and Hubs Strategy, informs how infrastructure will be planned to provide customer focused and convenient on-street and off-street transfer points between scheduled DRT routes and Demand Response services, and with regional rail and bus service.

DRT will make such revisions and updates to the strategy as necessary. Implementation of the strategy is subject to approval through the Region's business plans and budget process.

7. Attachments

Attachment #1: Stations, Terminals and Hubs Strategy

Respectfully submitted,

Original Signed by

Bill Holmes
General Manager, DRT

Recommended for Presentation to Committee

Original Signed by

Elaine C. Baxter-Trahair
Chief Administrative Officer

Stations, Terminals, and Hubs Strategy

Issued: October 2023

Revised: NA

Contents

1 Vision, Mission, and Principles

1.1 Vision

The public chooses DRT service because it is convenient and meets their mobility needs.

1.2 Mission

To deliver efficient and effective mobility solutions across the Region of Durham in the most sustainable way possible.

1.3 Principles

- Every customer trip counts.
- We provide value to customers, our stakeholders, and our community.
- We mitigate the environmental impact of our operations.
- We provide customer-centric integrated services that enable independent, spontaneous, and worry-free travel.
- We are accountable for decisions and transparent in sharing successes and failures.

2 Foreword

Effective infrastructure is key to influencing ridership by providing convenient on-street and off-street transfer points between and among regional rail and bus service, scheduled DRT routes and Demand Response services, for customers of all abilities.

Stations and terminals are the anchor points of the transit system. GO Transit train stations and DRT terminals are generally the busiest locations in DRT's system. These are locations where many customers start and end their journey or transfer to another service. DRT does not currently own any station or terminal infrastructure and several existing terminals owned by third parties are at or near capacity. Stakeholders have initiated planning and design work to expand and improve these facilities with targeted investments that will benefit most customers. As DRT and public transit expands across the Region, and particularly across the lakeshore municipalities, new transit infrastructure will be essential to maximize operational efficiencies and meet customer expectations of a convenient and integrated transit network.

Transit hubs will provide convenient on-street transfer points between scheduled and Demand Response services and active transportation. The active transportation network provides a vital link between a customer's origin and destination and DRT service.

Compared to regular on-street bus stops, hubs will include enhanced shelters, amenities and improved on-road facilities to accommodate multiple vehicles and vehicle types. Hubs will be:

- Linked into the surrounding active transportation network and include bike racks.
- Strategically located to allow for easy transfers between scheduled and Demand Response services.
- Designed to accommodate customer accessibility requirements and future mobility opportunities.
- Planned in collaboration with our partners on the regional and local cycling plans to ensure cycling infrastructure links with DRT services.
- Accommodate cyclists, with bike racks installed at select stops across the network with the goal of having most of the urban area within a 10-minute bike ride of the PULSE rapid bus network.

Future dedicated rapid transit lines, including the Simcoe Street Rapid Transit, and Durham-Scarborough Bus Rapid Transit will further enhance frequent, and direct transit across the Region. Rapid Transit Stations located along the route, and not at a terminal location, will be supported by amenities similar to a transit hub, providing a consistent customer experience. Where feasible, rapid transit services will connect with DRT terminals to facilitate connections with the transit netowrk.

Infrastructure outlined in this report will support an integrated, accessible, and customer-focused network that supports a variety of travel patterns and customer needs and operational requirements of DRT and employees.

3 Related Plans & Strategies

Infrastructure presented within this strategy is consistent with industry best-practice and approved policies and strategies shaping the vision of transit and transportation in Durham Region and the Greater Golden Horseshoe.

- DRT Bus Stop Guidelines
- DRT Rural Transit Review
- The Route Ahead Service Strategy: 2022-2025
- Durham Region Strategic Plan
- Envision Durham
- Durham Region Transportation Master Plan
- Metrolinx Regional Transportation Plan
- Greater Golden Horseshoe Transportation Plan

DRT has liaised directly with key stakeholders in planning, traffic safety, accessibility, and development at Regional and Local Area Municipalities, seeking feedback to align with the strategy and upcoming work that may impact infrastructure development.

4 Strategy

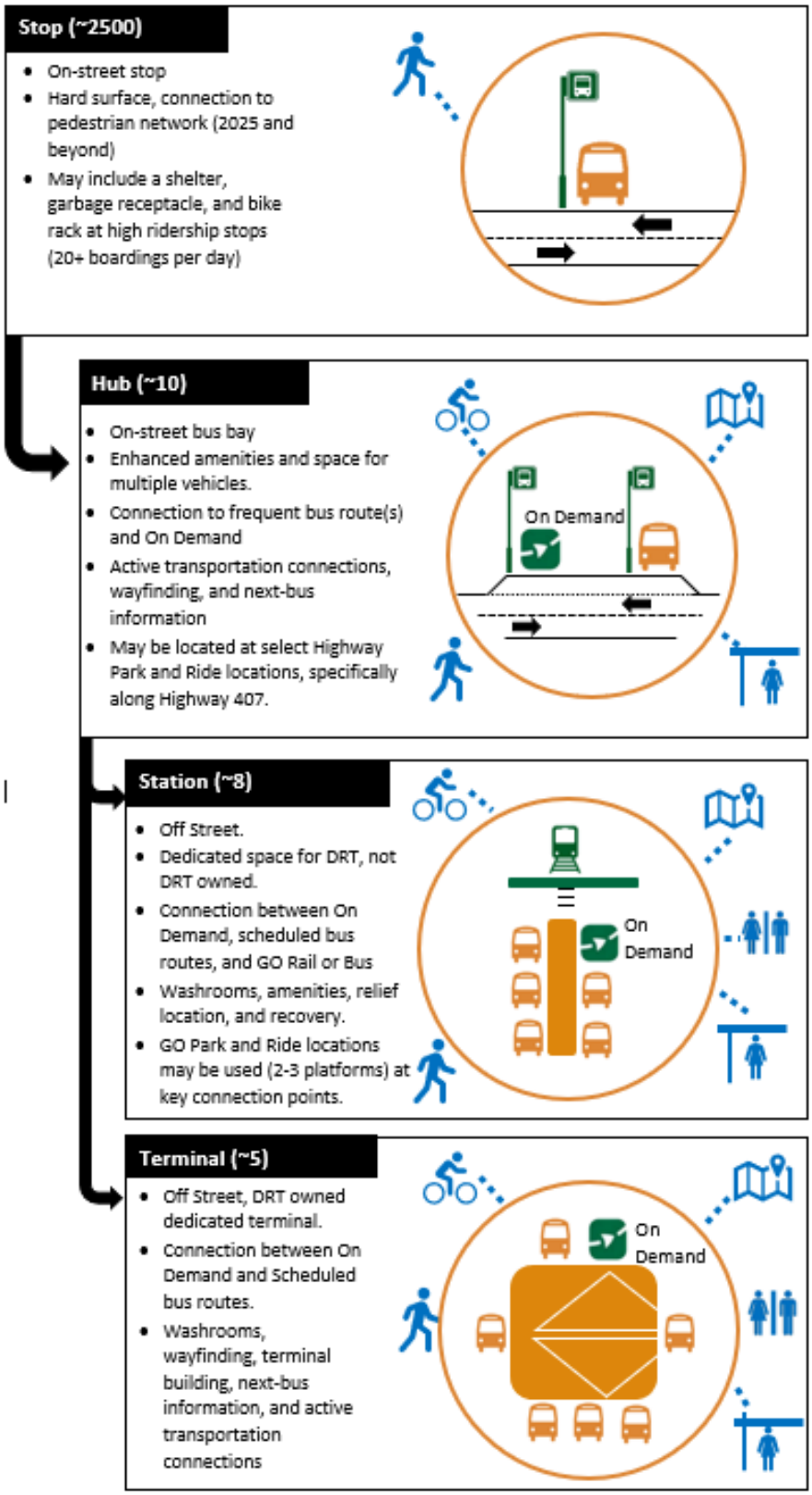
4.1 Network Integration

Mobility options and the needs and expectations of residents are evolving. New electric bicycle and scooter technology has enabled sharing pilot programs and the increasing volume of hybrid work environments is changing ridership day to day, requiring DRT to protect for future trends in the transit network and infrastructure requirements.

To be successful, DRT services must be planned to operate as one cohesive network, offering On Demand, local, base, and PULSE rapid bus services to meet a variety of travel requirements that offer convenient transfers in a customer-centric environment. To support this breadth of service, a variety of connecting infrastructure is necessary.

DRT infrastructure, including bus stops, terminals, and stations, are usually the location of a customers initial interaction with the transit network. Transfer hubs will provide connections between On Demand and scheduled bus routes, offering the option for pedestrians or cyclists to capitalize on paths, trails, and parking infrastructure. Stations and terminals will offer a connection hub, maintaining service reliability with effective recovery and relief locations, wayfinding, and amenities to protect customers from inclement weather. These elements work collaboratively to provide a positive customer experience and support an integrated DRT network (Figure 1).

Figure 1: Integrated Transit Network Infrastructure



4.2 Operational Support

To provide an efficient, reliable, and accessible system, facilities and infrastructure must exist to support operational requirements throughout the network. Terminals and stations enable transit service to reset between trips to maintain service reliability and minimize non-productive travel to transit garages. Planned infrastructure will support:

- **Recovery:** Recovery between trips ensures that subsequent trips remain on-time, and cascading delays are avoided.
- **Clear roadways:** Dedicated terminals and stations remove buses from the live lane, ensuring that recovery, relief, or staging of vehicles does not impede traffic flow. In the event of delays, dedicated platforms ensure sufficient space for all vehicles.
- **Increased Capacity:** Terminals are designed to support continued ridership and service growth. Dedicated recovery, growth, and route-specific platforms will mitigate congestion, protect for future service needs, and provide a consistent customer and operator experience.
- **Essential amenities:** Terminals and stations provide operators with access to basic amenities including washrooms and break rooms to support a healthy workplace.
- **Relief:** Structuring the network to enable an operator to start and/or end their shift at a terminal or station significantly improves system efficiency and productivity as buses are not required to return to the garage between shifts.

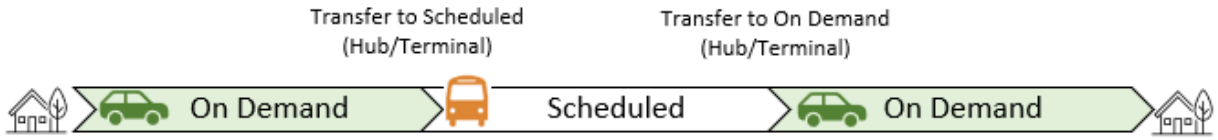
New transit facilities will be required to provide effective transit services for new growth and greenfield development in the Region. Planned growth and entirely new communities in Seaton, Kedron, North Brooklin, Bowmanville, and beyond will require infrastructure to support new service delivery. DRT must establish landmark facilities early in the development cycle to protect for future growth and establish transit as a reliable travel option.

4.3 Hubs

A transfer hub is an enhanced on-street transit stop for On Demand and conventional vehicles to use at the same time. Hubs are designed to support all customers transferring between services within a fully accessible environment.

On Demand Specialized transit customers with conditional eligibility will use a combination of On Demand and scheduled bus service to complete their trip, depending on their origin and destination (Figure 2).Typically, the integrated trips would be those where the origin and destination are a significant distance apart.

Figure 2: Integrated On Demand Trip



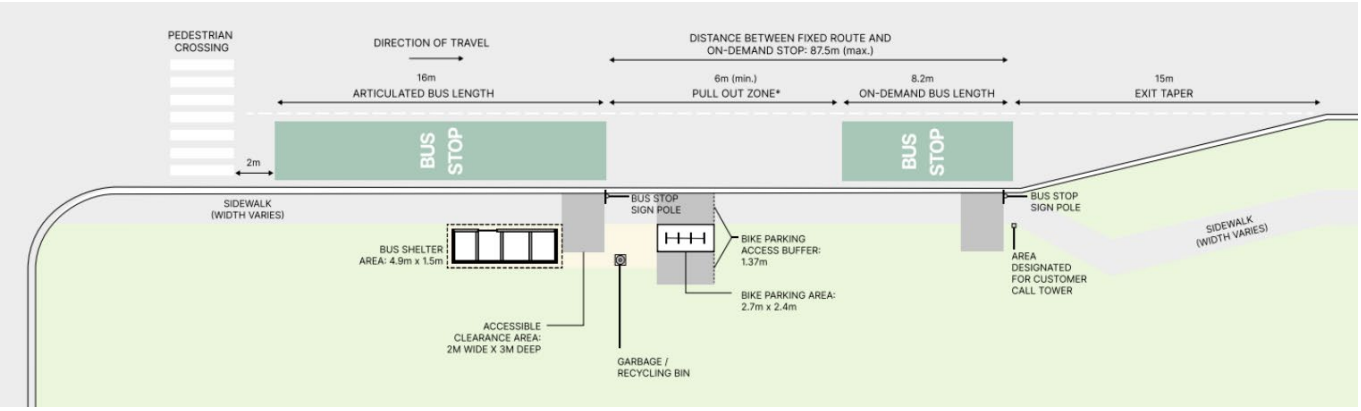
The deployment of integrated On Demand requires a network of transfer locations spread across the Region, accommodating a variety of travel patterns, and supporting a safe environment for all customers.

4.3.1 Design

Hubs will be located at major intersections where scheduled bus routes are frequent, supporting longer distance trips across the Region or into Toronto and York Region. Hubs are designed with equity in mind, benefiting all customers, regardless of their ability.

Hubs will be configured within a bus bay large enough to support a 60-foot articulated bus, that may include a dedicated transit priority queue jump lane to indicate that only buses are able to travel through the intersection from that lane. Additionally, the design will include pavement markings which identify the bus bay as a transit only zone at the far side of the intersection. This concept is illustrated in **Figure 3.**

Figure 3: Conceptual Hub Design

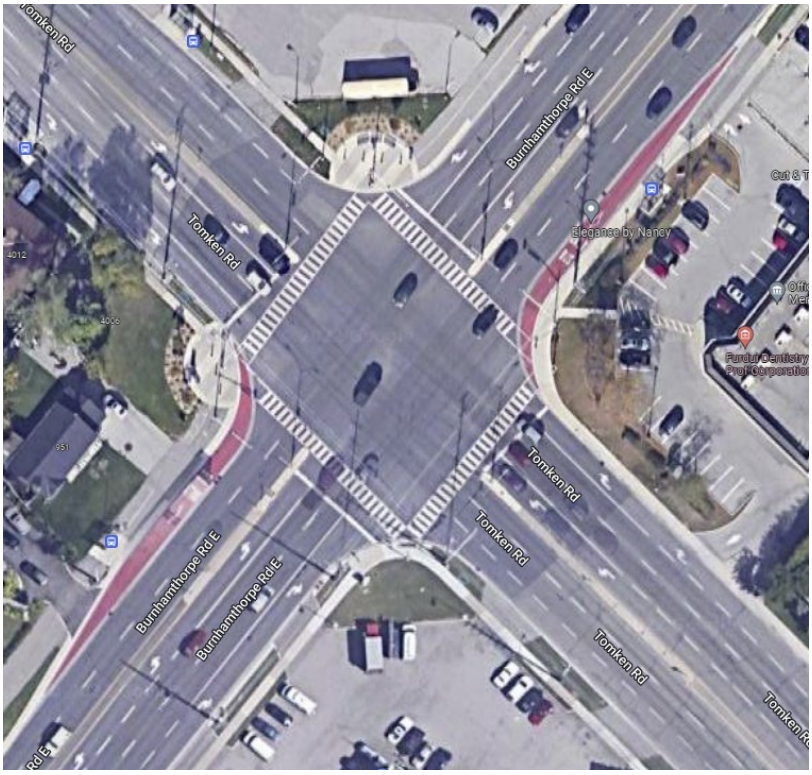


This type of transit priority queue jump lane and open bus bay can be found along Burnhamthorpe Road East in the City of Mississauga **(shown in Figure 4).** In this example, buses queue in the right-turn lane and travel straight through the intersection during the green light. Signage along the near side intersection approach lane identifies that the lane is right turn only with exception for buses. The far side bus bays are coloured red and identified with “Bus Only” pavement markings to discourage passenger vehicles from entering the bay.

Figure 4: Bus Only Queue Jump Lane, Mississauga Ontario

Figure 5 demonstrates this concept on multiple corners of a major intersection, as intended with DRT transfer hubs. The specific configuration of an intersection will depend on nearby infrastructure including stations or terminals, operating bus routes, and available right-of-way.

Figure 5: Far-side bus bays, Burnhamthorpe Road, Mississauga



An ideal configuration will require a right of way of approximately 45m in length, and 3.5m in width on the far-side of the intersection, inclusive of the merging space back into mixed traffic. If the full right of way requirement is not available, alternative configurations may be considered including:

- First in, first out bus bay: shorter bus bay which allows one vehicle to serve at a time.
- Off-street bus bay: in select locations, space may be available to pull buses off-street into a dedicated stop location, such as a transit loop.

Hub design may be unique to each location dependent on adjacent development, available right of way, and pedestrian connections. Each hub location will be designed in consultation with local area municipalities, Regional Works, utilities providers, and other location-specific stakeholders.

4.3.2 Amenities

Hubs are uniquely planned to support connecting service delivery models (On Demand and Scheduled) and provide enhanced customer amenities and accessibility features, outlined in **Table 1** below.

Table 1: Hub Infrastructure

Element	Details
Accessible Hard Surface	In accordance with AODA legislation, accessible hard surfaces will be present, connecting all doors of the bus to the pedestrian network.
Active transportation network	Active transportation connections maintain a safe and accessible walking paths, but also encourage first-mile, last-mile connections to transit infrastructure.
Shelter	Large shelter (at least one) will be installed at each hub, with an estimated size of 1.5m x 5m. Where feasible, additional shelters or larger size shelters will be considered to provide customers a waiting area protected from inclement weather.
Benches	Benches provide a higher level of infrastructure for passenger comfort. At least one bench, accommodating two seats, will be in each shelter, or on the hard surface.
Waste Receptacle	Waste receptacles will be installed at all hubs.
Bicycle Parking	Bicycle racks will be installed at all hubs, connected to bicycle/multi use paths if applicable. Per current design guidelines, bicycle racks will accommodate up to four standard bicycles.
Shared Active Transportation	Hubs will be considered as part of future bike share or e-bike share pilot programs, enabling e-bike chargers and bicycle parking.
Wayfinding and customer information	Hubs will include enhanced signage and wayfinding, including real-time next-bus information and service alerts, customer phone and social media contact information, braille signage, and auditory announcements with key service alerts, notices of service change.
Lighting	Overhead lighting, via solar bus shelter lighting, overhead streetlights, or another comparable design will be included at all hubs, promoting safe and accessible travel at all hours.
Branding	The hubs will leverage planned DRT branding style guide to provide consistent and familiar customer experience.
Public Art	Hubs are an ideal location to display public art, which may include benches, artwork, colourful glass on shelters, or creative architecture, and will be considered on a case-by-case basis based on available space and sightlines. A framework will be developed to determine how public art is selected in

Customer Call Tower	Space for two-way communication with DRT customer service will be protected for further consideration in the future, should such technology be pursued. Alternatively, a call-tower enabling emergency communication directly to 911 may be installed.
Fixed Electrical Power Connections	To support the enhanced real-time next-bus information, real-time customer service alerts, lighting, and future requirements to support shared active transportation modes (bike and scooter), hubs will be built and equipped with electrical power supply.
Pick up and drop off	For hubs located in Durham's rural areas, locations will provide opportunities for pick up and drop off areas.
Park and Ride	For hubs located in Durham's rural areas, locations will provide opportunities for park and ride in partnership with local municipalities.

As a conceptual reference, many of the elements outlined in Table 1 have been successfully implemented by transit agencies(Figures 6 to 9).

Figure 6: Bus stop with real-time schedules, seating, shelter and bicycle parking, Netherlands

Figure 7: Bus stop with large accessible pad, seating, shelter, and integrated active transportation, Kansas City

Figure 8: Public Art Integration to Bus Shelter, Metro Vancouver

shelter, pedestrian tactile surface, linear stop, Calgary Alberta

Figure 9: Transfer Hub comparable amenities: garbage can, bench, canopy

4.3.3 Location Selection

The location of DRT Hub's will be established using standard criteria supporting the construction of infrastructure, developing a consistent brand, and customer-focused design across Durham Region. Initial hub selection will be based on the criteria highlighted in Table 2. Hub location(s) with the highest overall score in each area will be selected for design and construction.

Table 2: Location Selection Criteria

Criteria	Details	Proposed Weight
Available Right of Way	Right of way required for transit hub must be available for Durham Region use (if not Regionally owned).	Pass/Fail
Transit Frequency	Urban transfer hubs are to be located on PULSE rapid bus routes or on routes where a minimum of 15-minute headway is available seven days per week. from early morning until late night (approximately 7am to 10 pm). Rural transfer hubs must be located where a scheduled bus route operates 7 days per week.	Pass/Fail
Utilities	Electrical supply to support lighting, next-bus information or other technology must be available.	Pass/Fail
Network Connectivity	The number of routes operating at the hub provides flexibility in integrated travel. In addition to the frequent bus route indicated above, a minimum of one additional bus route must operate; more bus routes will receive a higher score.	30%
Pedestrian Connection	Sidewalk connections must exist to all transfer hubs. Pedestrian connections along both corridors, and on both sides of the intersection preferred.	30%
Transit Ridership	Implementation at high-ridership intersections drive maximum impact of transfer hubs. At a minimum, bus stops must meet DRT standards for shelters and garbage receptacles, meeting a ridership of 20 boardings per day. Higher scoring allocated to highest ridership intersections.	30%
Integrated Active Transportation	Built or planned dedicated bicycle lanes or multi-use paths to support additional active transportation options.	10%
Total		100%

To support coverage and equitable access across the Region, 10 transfer hub intersections are expected to be developed between 2023-2032 (Table 3**).**

Table 3: Planned Hub Distribution, 2023-2032

Municipality	Planned Hubs	Rationale
Ajax	2	• Access to several frequent cross-regional routes • No DRT-owned terminal in Ajax to support integration. • High ridership in urban areas
Whitby	2	• Access to several frequent cross-regional routes • No DRT-owned terminal in Whitby to further support integration • Recommend one location in Brooklin, aligned with future development. • High ridership in urban areas
Pickering	2	• Access to several frequent cross-regional routes • Location north of Highway 2; distance from Pickering Parkway Terminal/Pickering Station • Recommend one location in Seaton, aligned with development. • High ridership in urban areas
Uxbridge	1	• High On Demand ridership in rural areas • High need for transfers to the 905
Scugog (Port Perry)	1	• High On Demand ridership in rural areas • High need for transfers to the 905
Oshawa	1	• Access to several frequent cross-regional routes. • Recommend location in connection with future Shirley Road Park and Ride. • High ridership in urban areas.
Clarington (Bowmanville)	1	• Growing market with expansion of Lakeshore East GO line, located adjacent to the new GO rail station. • High On Demand ridership in rural areas.

4.4 Terminals and Stations

4.4.1 Overview

The primary role of stations and terminals is the efficient and seamless movement of customers between different modes of transportation. They are critical to service efficiency, reliability, and availability, and support the human aspect of transit service delivery by providing key infrastructure to transit operators. They also play an important role for access and egress points to the transit network where pedestrian and cyclist access is particularly important.

A station encompasses a bus terminal within it, but also includes an interface with GO Transit's commuter rail operation. The infrastructure and service integration between DRT bus and GO rail services is key to reach high use of alternative transportation modes when accessing rails services.

The key components of bus terminal function include the following:

- Bus Bays and Platforms: Designated stopping locations for buses to accommodate pick-up and drop-off functions, typically signed for specific routes through static or variable signage. May be arranged in a saw-tooth, linear or drive through configuration to allow efficient ingress and egress of vehicles.
- Ingress & Egress Points: Access points for buses between the bus terminal and the public right of way, typically crossing the sidewalk and curb bike lane (where existing).
- Building Envelope: Terminal station buildings including footprint on the site plan.
- Pedestrian Crossings: Designated places for interaction with pedestrians and buses.
- Recovery Space: Spaces for buses to take scheduled recovery time or to park while out of revenue service, may be separate from or combined with the pick-up/drop-off bay.
- Operator Facilities: Washrooms and break space for bus operators during recovery.
- Future-Ready Utilities: Provisions for future systems such as dynamic signage and electrification infrastructure for buses and other modes.
- Active Transportation Integration: Interface between bus terminal and active modes such as walking and cycling and their associated infrastructure.

DRT bus terminals are strategically located throughout Durham Region, providing a convenient transfer point for passengers between DRT services, access to key destinations, and support of service excellence including vehicle recovery locations, and amenities. Existing DRT terminals were constructed based on the number of routes serving each area at the time. As the Region continues to grow, DRT continues to

introduce new and expanded routes, expand On Demand service, and increase frequency on key corridors. DRT must consider the expansion of terminals to the network to accommodate service growth.

4.4.2 Existing Infrastructure

4.4.2.1 Terminals

DRT currently operates from of the Oshawa Centre Terminal, Pickering Parkway Terminal located on Pickering Parkway adjacent Pickering Town Centre, and Harmony Terminal located in the Smart Centres Oshawa Plaza. These locations lack sufficient capacity to support planned growth, amenities required by employees, and amenities expected by of DRT customers.

Oshawa Centre Terminal

The Oshawa Centre Terminal is owned by and located within the Oshawa Centre. It is composed of a u-shape linear sidewalk supporting approximately six standard buses and six standard transit shelters. Operator washrooms and crew room are available in a space leased by DRT. Approximately 4,500 customer trips occur at Oshawa Centre Terminal daily and customer amenities are limited.

The future Thornton Station on the GO Lakeshore East line will serve as DRT's new terminal replacing the current Oshawa Centre Terminal. DRT service will continue to support customers travelling to the Oshawa Centre through it's on-street transit stops on Gibb Street, Stevenson Rd and King Street.

Harmony Terminal

The current Harmony Terminal is located within the Smart Centres Oshawa Plaza and includes a linear sidewalk of approximately 85 metres in length with two standard transit bus shelters. Operational and customer amenities are limited and the terminal operates beyond its capacity today. Temporary operator washrooms installed during the pandemic are no longer available following the expiration and an agreement with the property owner.

The location plays a pivotal role along the eastern boundary of the City of Oshawa and the Highway 407 corridor, currently serving approximately 2,300 customer trips daily. It is the eastern terminus for two PULSE rapid bus services (Rossland and Taunton) and the heavily travelled 920 connecting Durham Region with the TTC subway network. For the 2023-2032 period, transit service to the terminal is expected to increase by 43 per cent, from 28 trips per hour to over 40 trips per hour. As part of the 2023 Budget, land is planned for purchase adjacent to Harmony Road. The terminal is planned to include:

- Approximately 1.5 acres of dedicated land, with access/egress both North and Southbound on Harmony Road

- 7-8 bus platforms, two of which will support future articulated bus operation
- New terminal building providing customer amenities, such as heated waiting area, real-time departure information, and rest areas
- Recovery space, improving service reliability
- Operator washrooms and break facility
- Active transportation integration including bike racks, sidewalk connections, and consideration for bike and/or scooter share programs, in alignment with the Regional Cycling Plan.

Pickering Parkway Terminal

The current Pickering Parkway Terminal is located on the Pickering Parkway at the pedestrian bridge crossing Highway 401 to the Pickering GO station. It is composed a linear sidewalk of approximately 60 metres in length and three standard transit shelters. Operational and customer amenities are limited with no potential for growth; the location operates beyond its capacity today. Portable operator washrooms are currently available based on an agreement with the City of Pickering. The existing land area poses significant barriers, as planned development may reduce available land in the future.

The location plays a pivotal role along the Western boundary of Durham Region and the Highway 401 corridor, currently serving approximately 1,400 customer trips daily. It is the eastern terminus for two PULSE rapid bus services (Rossland and Kingston short tun) and supports the interface with the Pickering GO Station.

The terminal supports the operation of key east-west transit routes from Pickering to Oshawa, and to Metrolinx GO rail Lakeshore East Line. The location also supports all services operating within the City of Pickering.

Pickering Parkway Terminal is planned to continue to be a key transfer facility between DRT services, accommodating routes to serve new growth areas, including the Seaton community. With a forecast 47 percent population growth in Pickering, nearly 81,000 additional customers are expected to use Pickering Parkway Terminal annually by 2032. For the 2023-2032 period, transit service to the terminal is expected to increase by 70 per cent, from 28 trips per hour to over 46 trips per hour.

A new terminal space including operator amenities, recovery, and increased capacity for 10 vehicles is planned for development. In the short term, DRT seeks to acquire land off-site to support vehicle relief, recovery, and operator amenities. Development of additional bus platforms will align with planned changes to the Pickering City Centre master plan, should land be available.

4.4.2.2 Stations

Durham Region Transit currently operates from dedicated platforms within Metrolinx-owned terminals at Pickering, Ajax, Whitby, and Oshawa Stations. Stations offer the opportunity for customers to transfer between DRT and GO rail or bus services.

4.4.3 Future

4.4.3.1 Terminals

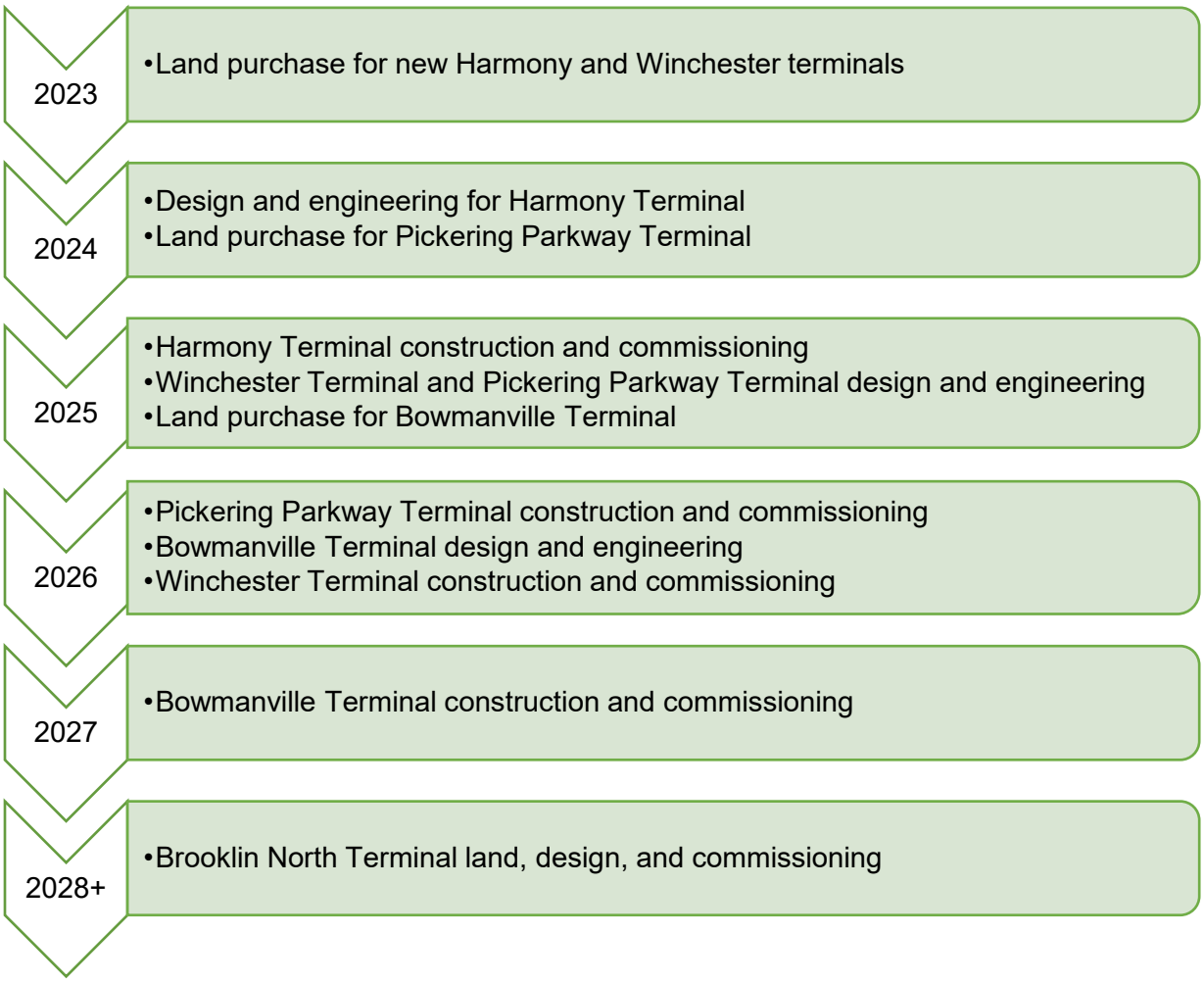
New transit growth is planned throughout the Region, with particularly high levels of growth in greenfield areas around Highway 407, and east toward Bowmanville. DRT currently has limited infrastructure in these areas outside of Harmony Terminal, and there is a requirement for future terminals as outlined in Table 4, to support existing and growth services.

Table 4: Planned New Growth Terminals (2023-2032)

Terminal	Location (Approximate)	Notes
Winchester Terminal	Simcoe St. / Windfields Farm Dr.	• Available land currently under consideration (late 2023 purchase) • Proximity to Ontario Tech University / Durham College North Campus • Natural terminal point for local Oshawa routes • Supports service to greenfield development in Kedron and North Oshawa • 8 platforms, approximately 1.5 acres of land required
Bowmanville Terminal	Urban Bowmanville (Location TBD)	• Establishes transfer point between routes, and close connection to planned Bowmanville Station (GO Rail) • Opportunity for additional routes serving Bowmanville and surrounding area • Recovery, relief, and break facility, improving operational efficiency and service reliability • Separate from Rail Station transfer hub, located centrally in urban core to facilitate transfers between routes
Brooklin North Terminal	Brooklin (Location TBD)	• Established transfer point in northern Whitby, currently lacking • Supports planned greenfield development in Brooklin, and future growth routes • Recovery, relief, and break facility, improving operational efficiency and service reliability • Opportunity to align with pending road reconstruction in Brooklin, ensuring infrastructure meets DRT needs • 5-6 platforms, including recovery space

4.4.3.2 Timeline

The concurrent development of five transit terminals within the forecast period will require strong partnerships with Local Area Municipalities and Regional stakeholders. Service and funding considerations were included in the approved DRT Service and Financing Strategy (2023-2032) approved by Regional Council in February 2023. Phasing of the terminals is summarized below.



Additional infrastructure, or adjustments to the prioritization of terminals are subject to evolving operational needs or changes to significant development or infrastructure timelines, including the extension of the Lakeshore East Rail line to Bowmanville.

4.4.3.3 Stations

In alignment with the Metrolinx GO Rail Expansion Plan, the Lakeshore East GO Rail Line is planned for expansion to Bowmanville, establishing up to four new GO Stations shown in **figure 9** below:

- Thornton's Corners East Station (Oshawa)
- Ritson Road Station (Oshawa)

- Courtice Station (Courtice)
- Bowmanville Station (Bowmanville)

Configuration, final location, and road network adjustments for these stations will be confirmed and finalized as part of the associated programs.

To support operation at new GO rail stations and ensure adequate operating requirements and operator amenities, the following infrastructure will be required at each station based on DRT's 10-year service strategy.

Table 5: DRT infrastructure requirements at new GO Stations

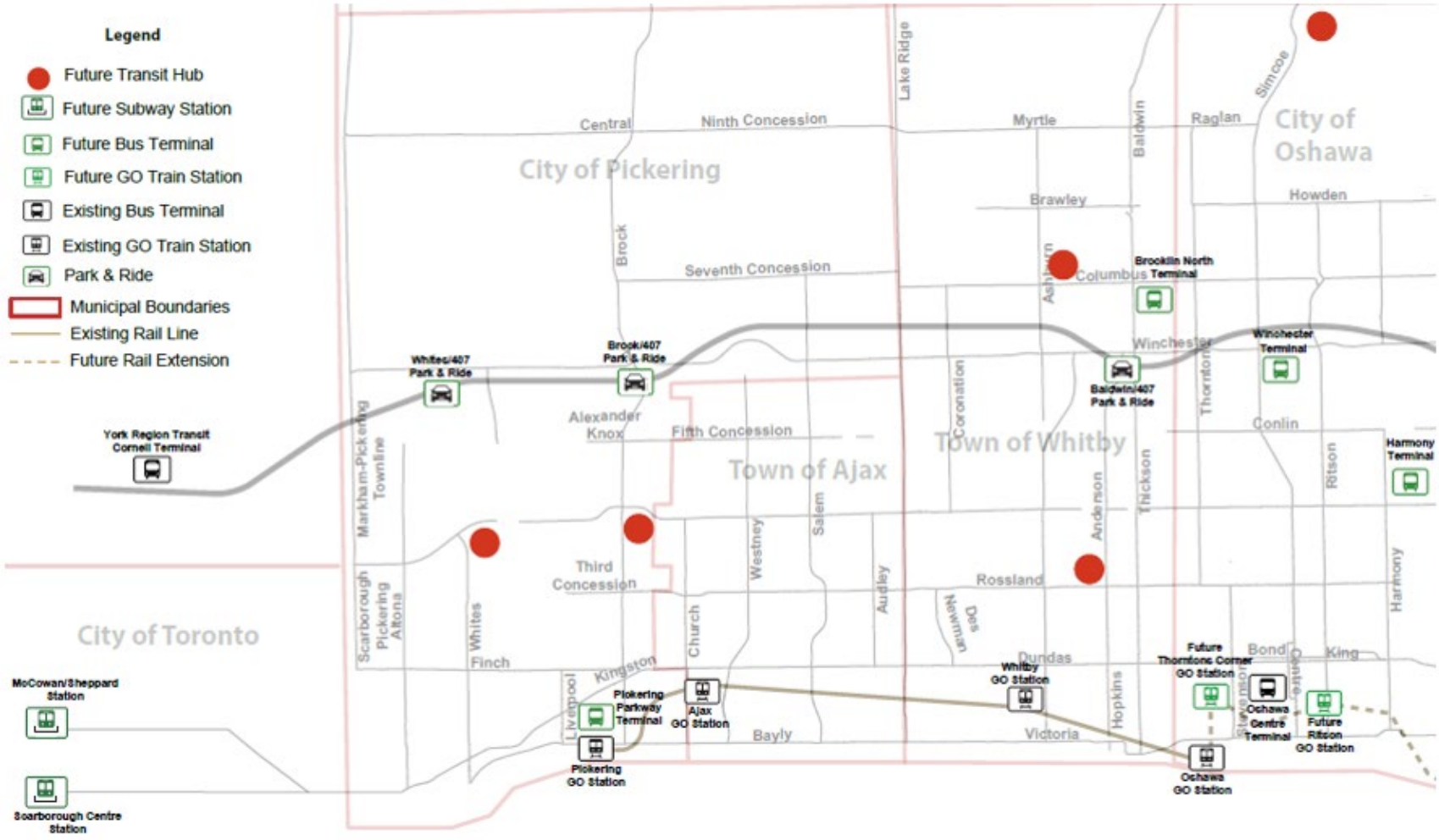
Station	Platforms	Projected Hourly Bus Movement (2041)	Key Highlights
Thornton's Corners East	**9** 1 protected for articulated bus operation	34 per hour 8 routes	• 10-minute service on PULSE 902 and 917 • 15-minute service on local Oshawa routes to support growth • Growth platform to support future needs • On Demand transfers
Ritson	**4** 2 protected for articulated bus operation	32 per hour 4 routes	• 5-minute service on PULSE 900 and 901 • Two new local routes • On Demand transfers
Courtice	**5**	16 per hour 4 routes	• 15-minute service on Route 411 and 423 • Two new local routes to support growth • On Demand transfers
Bowmanville	-	-	Transfer Hub (see section 3)

In alignment with DRT Service Guidelines, routes are most efficient when anchored to key destinations with direct routing between them, and regular headways. The development of additional infrastructure at new rail stations will establish anchor points throughout the network, increasing ridership and establishing a network of transfer locations.

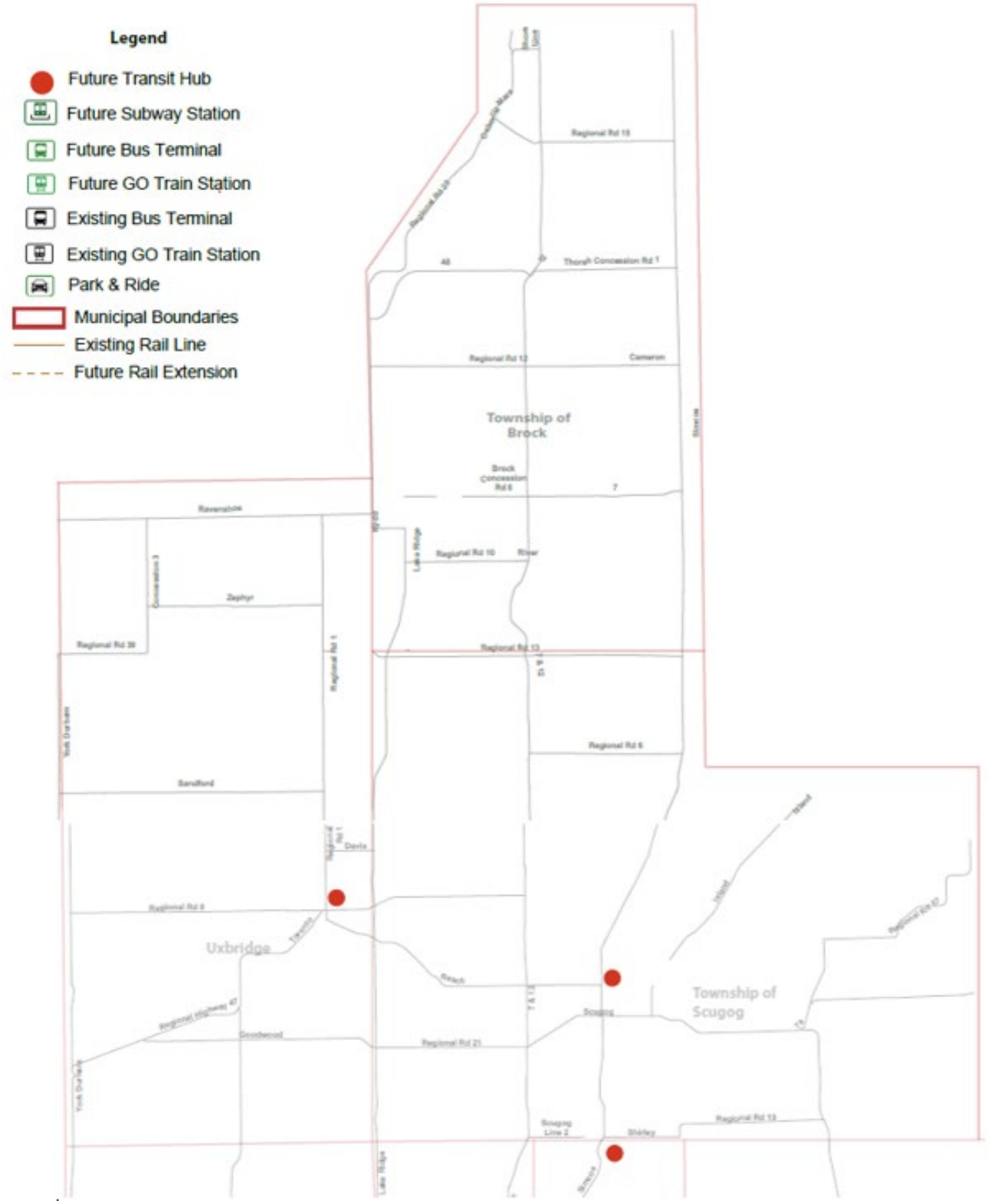
Appendix 1: Station, Terminals, and Hubs – Customer Amenity Guidelines

Amenity	**Stop**	**Hub**	**Terminal**	**RT Station**
Accessible Hard Surface	x	x	x	x
Pedestrian Connection	x	x	x	x
Shelter	Minimum 20 boardings per day	x	x	x
Benches	Minimum 20 boardings per day	x	x	x
Garbage Receptacle	Minimum 20 boardings per day	x	x	x
Bicycle Parking	Within 10 min bike ride of urban area	x	x	x
Bike Share / Active Share		x	x	x
Signage and Wayfinding	x	x	x	x
Lighting	x	x	x	x
Branding	x	x	x	x
Public Art		x	x	x
Customer Call Tower		x	x	x
Fixed Electrical Power Connections		x	x	x
Operator Washroom and Crew Room		x	x	x
Real Time Departures & Service Alerts		x	x	x

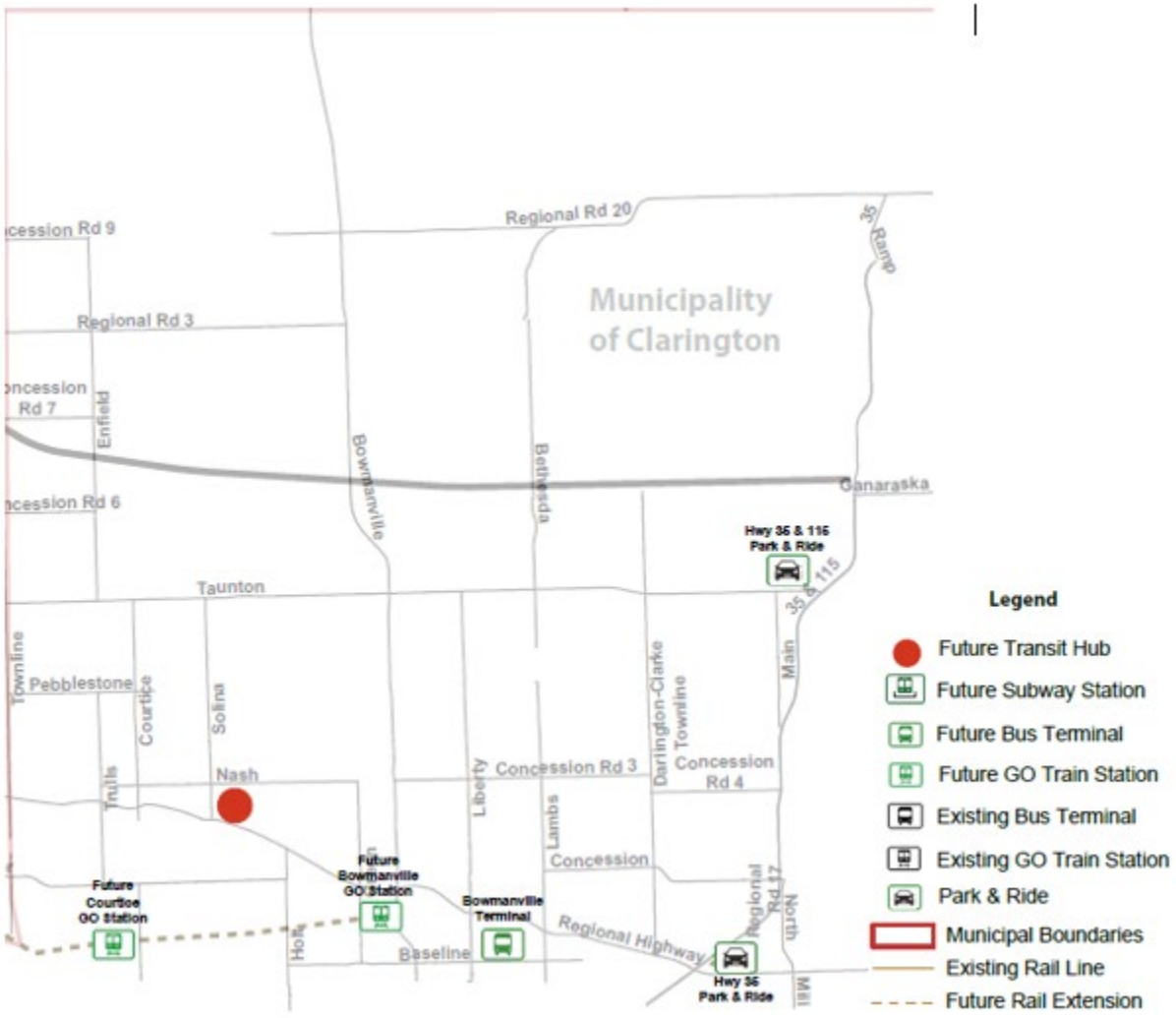
Appendix 2: Station, Terminals, and Hubs – Pickering, Ajax, Whitby, Oshawa, Toronto, York Region



Appendix 3: Station, Terminals, and Hubs – Brock, Scugog, Uxbridge



Appendix 4: Station, Terminals, and Hubs – Clarington



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Durham Region Transit Report

To:	Durham Region Transit Executive Committee
From:	General Manager, Durham Region Transit
Report:	#2023-DRT- 22
Date:	October 4, 2023

Subject:

DRT Rebrand

Recommendation:

That the Transit Executive Committee recommends:

A) That Durham Region Transit initiate a rebranding strategy, including professional services required to develop a brand strategy, standards, and designs; and

B) To include the required funding to develop the rebranding strategy for consideration during the 2024 DRT Business Plan and Budget process, be approved.

Report:

1. Purpose

1.1 The purpose of this report is to recommend to the Transit Executive Committee that staff undertake a rebranding strategy for Durham Region Transit.

2. Background

2.1 Public transit was regionalized in January 2006, with the formation of Durham Region Transit (DRT) - an amalgamation of the Ajax Pickering Transit Authority, Clarington Transit, Handi-Transit, Oshawa Transit Commission, and Whitby Transit. As part of this amalgamation, DRT retained the associated staff, facilities, and equipment of its predecessors. Conventional and Specialized Transit were separate and independent services within DRT.

2.2 In June 2013, DRT launched the Pulse bus rapid transit service along the Highway 2 corridor between the University of Toronto's Scarborough campus and downtown Oshawa. Today, the Pulse network has expanded to several frequent-service corridors, including Simcoe Street, Rossland Road, and Taunton Road. In 2022, DRT implemented a second inter-regional route, 920, operating between Scarborough Town Centre and north Oshawa Campus (Ontario Tech, Durham College).

2.3 In September 2020, DRT launched the enhanced On Demand service providing demand response service in low ridership zones within urban areas and rural areas across the Region.

2.4 In October 2021, DRT amalgamated Specialized Transit and On Demand into a single demand responsive service. Customers benefit from a unified demand responsive service model that is customer-centric, equitable and seamless.

2.5 In line with provincial investment in rapid transit in Durham Region, the Commission and Regional Council have made several important decisions that prioritize DRT and public transit for the Region of Durham including:

a. Electrification of the bus fleet by 2037.
b. DRT Service and Financing Strategy (2023-2032) that will evolve DRT from being last among comparator transit agencies in revenue hours of service per capita, by increasing revenue services by 125 percent over 10 years towards a convenient and reliable network that will truly influence the modal shift to transit.
c. Fare and service strategy, and priorities for fare and service integration to facilitate inter-regional travel.
d. Advancing rapid transit corridors on Highway 2 and Simcoe Street.
e. Greater connections into Toronto, including DRT's first connection to the rapid transit network: TTC Line 3.
f. Alignment and modernization of an integrated and equitable service delivery model.
g. Social Equity Guidelines

2.6 Public transit in Durham has evolved significantly since 2006, and further advancement of public transit is crucial for sustainable growth and achieving targets of climate change initiatives. DRT has transformed into a modern and innovative transit organization that continues to evolve to meet the changing travel needs of residents, while adopting emerging and sustainable technologies crucial to meeting the travel expectations of customers. The effectiveness of public transit is an important factor to the economic prosperity and quality of life for the Region and its residents.

2.7 DRT has an opportunity to renew its brand to be relevant to today's diverse and growing communities. The rebranding strategy would engage staff, customers, and residents in formulating and articulating an identity to project an image of a transit system that reflects the needs of Durham communities and stakeholders. Aligned with the Region's strategic priority of strengthening community vitality, this strategy will create a shared sense of excitement and ownership for the success of public transit across the organization and our communities.

3. Discussion

3.1 Benefits of Rebranding

A "brand" is more than a name, logo, colours and a website. It is the recognizable feeling the product or business evokes.

Rebranding DRT will provide the opportunity to engage with the community and position DRT as a modern, sustainable and inclusive regional transit service for travel within Durham, or inter-regionally across the Greater Toronto and Hamilton Area (GTHA).

a. New perception, new customers

A rebranding exercise offers the opportunity to refresh the DRT brand, further promote DRT's services, and attract individuals who may never have taken or considered public transit in the Region. It is an opportunity to change the perception of public transit from a mode of transportation for people in the lower socio-economic demographic, to a choice mode of transportation. It also provides DRT with the opportunity to understand and realign how customers interact with the transit system with an objective to make it easier. Public transit becomes successful and sustainable when residents use it regardless of their socio-economic status.

b. Culture and Talent management

Refreshing the look, feel, and perception of the DRT brand can attract and retrain talent. A shared sense of excitement and ownership can have a positive effect on the organizational culture—a multiplier effect where current employees feel a sense of ownership and commitment to the organization, and prospective employees choose to join DRT.

3.2 Other than the logo, there are no guiding principles for the Durham Region Transit brand, and there is limited cohesion in DRT's brand identity.

3.3 To ensure DRT can meet the travel needs of customers over the next 10 to 25 years, DRT is undergoing transformational change to realign the organizational and business model for our current and future communities and employees, and adopting new and emerging zero emission technologies to mitigate impacts to the environment and climate.

3.4 To develop an effective branding strategy for today and the future, DRT will engage a third party to create a brand for DRT which will focus on increased recognition of DRT as an innovative and reliable public transit service provider for everyone, regardless of abilities and socio-economic status. The work will include extensive customer journey mapping from trip planning to the experience at stops and on board the transit vehicle, collecting feedback from customers and stakeholders, developing a branding strategy and standards, designing the look and feel of the brand, change management and transition planning, and the branding assets and application.

3.5 TEC will be engaged at key points during the project to approve various elements for the DRT brand, such as vehicle livery and logo design.

3.6 The branding strategy is expected to be implemented between 2025-2027, pending approval of annual business plan and budgets, to align with significant progress towards fleet electrification, enhancements to expand the transit network, new transit terminals, and opening of the new depot at 2400 Thornton Road.

3.7 Risks

Rebranding poses some risks.

a. Financial risk

- DRT will need to contract with an organization specializing in rebranding strategies. It is important that the rebranding process include a comprehensive strategy, including the brand purpose, vision and values, market analysis, how to create awareness for the target audiences, and personality for the brand. A rebranding strategy that does not achieve the desired outcomes can be a poor investment.

b. Operational risk

- Rebranding exercises take time to be successful. To create a sense of ownership, there needs to be both successful engagement and active

participation of internal staff. This can impact the workload of staff as this will be in addition to their daily operational tasks. It is important that the additional staff time is accounted for in business plans to allow active participation.

c. Image risk

- During the implementation of the rebranding strategy, there will be a transition phase where the old brand and new brand co-exist, as the branding assets are deployed on DRT's assets: buses, bus stops, buildings, website, social media, etc. This transition phase could be confusing for internal and external stakeholders. This risk can be mitigated through constant and robust communication with all stakeholders on the intention, reasoning, and status of the rebranding exercise.

4. Previous Reports and Decisions

4.1 N/A

5. Financial Implications

5.1 There are no financial implications related to this report.

6. Relationship to Strategic Plan

6.1 This report aligns with/addresses the following strategic goals and priorities in the Durham Region Strategic Plan:

a. Service excellence

- Goal 5.3: Demonstrate commitment to continuous quality improvement and communicating results.
- Goal 5.4: Drive organizational success through innovation, a skilled workforce, and modernized services.

7. Conclusion

7.1 DRT has evolved since 2006, with Council demonstrating it's commitment to DRT and public transit with their approval of an unprecedented 10-year service and financing strategy through 2032. The transformational changes taking place within DRT creates an opportunity to rebrand and generate a shared sense of excitement and ownership across the communities served by DRT.

7.2 The rebranding strategy will engage customers, residents and staff to develop and articulate a new and exciting image of the transit system that responds to the

increasing diversity across our communities, and represents DRT as a modern, sustainable and inclusive regional transit service.

7.3 Upon approval of this report, staff will identify the funding required to develop the appropriate rebranding strategy for consideration during the 2024 DRT Business Plans and Budget process.

Respectfully submitted,

Original Signed by

Bill Holmes
General Manager, DRT

Recommended for Presentation to Committee

Original Signed by

Elaine C. Baxter-Trahair
Chief Administrative Officer

If this information is required in an accessible format, please contact 1-800-372-1102 ext. 3702

Durham Region Transit Report

To:	Durham Region Transit Executive Committee
From:	General Manager, Durham Region Transit
Report:	#2023-DRT-23
Date:	October 4, 2023

Subject:

E-Mission Zero – Approval to Negotiate an Agreement for Durham Region Transit's Electrification Infrastructure Delivery

Recommendations:

That the Transit Executive Committee recommends:

A) That a partnership framework with PowerON Energy Solutions LP ("PowerON") (a subsidiary of Ontario Power Generation Inc.) for the engineering, procurement and construction of the Electrification Infrastructure (the "EPC Services") and management, operations and maintenance of the Electrification Infrastructure and related services (the "O&M Services") to support the Durham Region Transit Fleet Electrification Plan be approved in principle and such partnership framework to include:

   i. A Principal Agreement that defines the electrification program requirements and fee structure, financial management and relationship between the parties; and,

   ii. Supplementary Project Forms, once completed, that detail the scope of work, workplan, and cost for EPC Services and O&M Services to be provided under the Principal Agreement and would be subject to any required approvals

B) That the General Manager of Transit be authorized to negotiate the Principal Agreement for the provision of EPC Services and O&M Services with PowerON and any ancillary documents, subject to the following requirements:

i. That the initial term be for five years, with the option to renew for an additional three, five year terms, subject to compliance of terms under the Principal Agreement and future funding approvals; and,
ii. That the Principal Agreement align with the principles of the confidential term sheet (attached) and the partnership framework outlined in Recommendation A.

C) That the General Manager of Transit and the Treasurer report back to the Finance and Administration Committee to seek approval for the execution of the Principal Agreement, project costs and the associated financing strategy, subject to:
   i. Approval of the partnership framework with PowerON by Infrastructure Canada (INFC) as it relates to the Region's application for funding under the Zero Emissions Transit Fund (ZETF) program;
   ii. Approval of the Region's application for funding under the ZETF program; and,
   iii. General terms and conditions being satisfactory to the Commissioner of Finance and the Regional Solicitor.

Report:

1. Purpose

1.1 This report outlines the proposed strategy to deliver and manage infrastructure and energy assets required to support DRT's Fleet Electrification Plan and seeks approval to negotiate an agreement for Durham Region Transit's electrification infrastructure delivery.

2. Background

2.1 In August 2021, the Region launched the E-Mission Durham program focused on creating a cleaner, low-carbon future by supporting and empowering Durham residents in making the transition to lower and zero emission vehicles. As part of these efforts, E-Mission Zero is DRT's commitment to adopt zero emission vehicles in its fleet to help reduce overall GHG emissions from the transportation sector in Durham.

2.2 DRT's E-Mission Zero strategy includes a suite of emission-reducing initiatives intended to deliver a more sustainable network of vehicles, infrastructure and facilities over the next 25 years.

2.3 In June 2022, Council endorsed the DRT E-Mission Zero - Fleet Electrification Plan to transition the Transit fleet vehicles to zero emission technologies by 2037, with the procurement of only electric buses starting in 2024 and referred the Plan to Durham Region Transit's long-term servicing and financing strategy

2.4 In the Fleet Electrification Plan, staff committed to assessing options on the procurement approach for infrastructure upgrades and energy services by considering best value in total cost of ownership and operational efficiencies. Staff recommended that DRT focus on operating buses and investigate options to outsource the delivery of infrastructure upgrades and operations and maintenance of charging infrastructure.

2.5 On March 1, Council approved the Transit Service and Financing Strategy (2023 – 2032), which identified projected investment needs for the electrification plan within the broader context of Transit's comprehensive capital and operating pressures over the next 10 years.

2.6 In March 2023, Durham Region executed a credit agreement with the Canada Infrastructure Bank (CIB) for up to $62 million in low interest debt financing for the purchase of 98 electric buses.

2.7 In April 2023, staff submitted an application to Infrastructure Canada, under the Zero Emissions Transit Fund (ZETF), seeking federal funding to support the Fleet Electrification Plan. Staff have not yet received feedback on the approval status and there is uncertainty around the scale and timing of funding approvals. Under the ZETF program, capital implementation contracts must be awarded in a way that is fair, transparent, competitive and consistent with value-for-money principles for related costs to be eligible for funding. Exemptions from competitive awarding of contracts could be considered by Infrastructure Canada on a case-by-case basis, upon receipt from the applicant of a written request noting business case rationale, in advance of the contract being awarded. Eligible expenses for approved ZETF projects or initiatives must be submitted by March 2026.

3. Previous Reports and Decisions

3.1 In November 2019, Regional Council approved a pilot program for the purchase of up to eight (8) electric buses and associated charging infrastructure at a total cost of $10.1 million, to be financed from a one-time incremental Canada Community-Building fund allocation (previously known as Federal Gas Tax funds (Report #2019-COW-31)). This pilot allows for the assessment of battery electric bus and

charging technology, including its performance in local conditions to inform the long-term fleet transition and deployment.

3.2 In September 2021, the Transit Executive Committee received a report titled E-Mission Zero – Towards Zero Emission Public Transit in Durham Region (Report #2021-DRT-21), which provided an overview of DRT's commitment to transition to zero GHG emissions by advancing a coordinated suite of initiatives supporting the assessment and deployment of clean technologies aimed at reducing GHG emissions from public transit in Durham.

3.3 In November 2021,Council approved the proposed strategy to implement DRT's Electric Bus and Charging Infrastructure Demonstration Pilot (Report #2021-DRT-28 and Report #2021-F-30) including approving an additional $2.0 million from one-time Canada Community-Building funds to increase the total approved financing to $2.9 million for the supply of electric bus charging equipment from Oshawa Power and Utilities Corporation and $0.1 million in one-time Canada Community-Building funds to finance the design and construction of facility upgrades to be performed by eCamion necessary to implement integrated charging and energy storage equipment.

3.4 In February 2022, Regional Council received the 2021 Annual Corporate Climate Change Action Plan Update (Report #2022-COW-3), which included an update on DRT's 2020 GHG inventory and the short-term reduction forecast

3.5 On June 29, 2022, Regional Council endorsed the E-Mission Zero - DRT Fleet Electrification Plan (Report #2022-DRT-10 and Report #2022-F-16) and referred the plan to Durham Region Transit's long-term servicing and financing strategy to be presented in advance of the 2023 Business Plans and Budget.

3.6 On March 1, 2023, Regional Council approved the Transit Service and Financing Strategy (2023-2032) (Report #2023-F-5)

4. Fleet Electrification - Program Status

4.1 DRT currently has a Council approved pilot project underway, with its first 6 electric buses ordered and expected for delivery in April 2024. It also has an agreement in place with Oshawa PUC Energy Services (OPUCES) for the design and build of charging infrastructure (with a subsequent operations and maintenance agreement to follow), to support these buses. This project is currently at the 90% design stage.

4.2 To support the scale-up in electrification of the transit fleet, there are further infrastructure upgrades, depot retrofits, charging equipment and energy systems (the “Electrification Infrastructure”) required at the existing DRT depots.

4.3 The traditional project delivery model (design-bid-build) poses significant challenges for transit electrification due to the unique complexities and long-term nature of the projects.

4.4 As such, staff investigated alternative project delivery models to deliver electrification infrastructure and maximize the benefits of transitioning to a zero emissions fleet.

	Design-Bid-Build[1]	Design-Build[2]	Design-Build-Operate-Maintain[3]	Energy-as-a-Service[4]	DRT-PowerON: Framework for Agreement[5]
Schedule	—	+	+	+	+
Early Cost Certainty	—	+	+	+	+
Price (Capital Costs)	+	+	O	O	O
Opportunity to Optimize Life Cycle Costs	—	—	+	+	+
Owner Control	+	—	—	—	+
Owner Risks	—	+	+	+	+
Overall Flexibility	—	+	O	—	+

Table 1: Comparison of Alternative Project Delivery Models

Advantages (+), Disadvantages (-), No Significant Difference (O)

1 Multiple entities responsible for project delivery, managed under separate contracts by owner. One for the architect/engineer and one for the builder. O&M is handled separately
2 A single entity responsible for both the design and construction of the project. O&M is handled separately
3 A Single entity is responsible for the entire project lifecycle, including design, construction, operation, and maintenance
4 An energy service provider develops, finances, installs, and operates the energy infrastructure on behalf of the owner. The owner pays for the energy consumed or the services provided, rather than investing Capital upfront in infrastructure development.
5 Similar to the design-build-operate-maintain model, however the framework for agreement model allows for delivery and O&M with multi-phase, multi-year projects, providing the owner additional control and flexibility in a collaborative environment

4.5 Following consideration of the advantages and disadvantages of each model to best support the business needs of the Region and operational requirements of DRT, the Framework for Agreement model is recommended.

5. Electrification Infrastructure Delivery – Framework for Agreement

5.1 DRT received a proposal for turnkey Electrification Infrastructure services from PowerON Energy Solutions “PowerON”, a wholly owned subsidiary of Ontario Power Generation (OPG). The proposal indicated that PowerON will partner with Oshawa PUC Energy Services (OPUCES), and Elexicon Group (Elexicon) – energy services companies, which are wholly owned subsidiaries of Oshawa PUC, and Elexicon Corporation, respectively to deliver the turnkey services.

5.2 Under the proposal, the parties would enter into a Principal Agreement, with negotiated key principles that will be used to deliver the services, providing DRT a structured and strategic approach to deliver the electrification program in multi-phases, over a long-term horizon (15+ years), that are aligned with the bus procurement schedule and other business needs.

a. The Principal Agreement defines the services, roles, responsibilities, fee structure and other commercial terms that allow the parties to work together in an efficient manner over the long-term duration of fleet electrification

b. As project work is required (and requested) by DRT, a subsequent work agreement (Project Form), supplementary to the Principal Agreement, will be developed to define the scope of work, deliverables, and cost for work. The Principal Agreement regulates the work agreements, eliminating the need to negotiate additional contracts

5.3 This partnership framework with PowerON is both innovative in its approach while still ensuring that the procurement process is competitive and achieves value for money.

a. PowerON has established and operates the only active Vendor of Record (VOR) program for transit electrification equipment and services in Canada. The VOR was established via an open RFP competition process and uses multiple per-qualified vendors for each major item typically required for electrification projects, providing favourable terms for schedule reliability, supplier liability, warranty, and volume price discounts

b. PowerON is bound by and complies with the Ontario Broader Public Sector Procurement Directive (BPS Directive), ensuring the VOR program utilizes an open, transparent and fair procurement process, allowing the Region to meet its municipal purchasing obligations

c. Pending negotiation of the Principal Agreement, approximately ninety percent (90%) of the capital payments to PowerON under this agreement will flow through to suppliers, using competitively procured equipment and services under PowerON's VOR framework

5.4 This model is aligned with the collaborative spirit of the partnership framework, offering the Region benefits with respect to transparency on actual costs for the services:

a. A cost-plus pricing model will be used to deliver the services, with open-book accounting, flow through of costs of equipment and services, and pre-determined contingency and service fees on top of the costs

b. The model provides an opportunity for shared savings among the parties to optimize total cost of ownership for DRT

5.5 This arrangement is of a sole source nature because PowerON is uniquely positioned to provide these services efficiently, while allowing the Region to comply with its public procurement requirements through use of PowerON's existing VOR, which is only available to PowerON partners. The Region of Durham's Purchasing By-law #16-2020, Sec. 7.2 Limited tendering (sole/single source purchases) permits the acquisition of goods and services through limited tendering under specific circumstances outlined in Appendix "C" of the By-law. Section 1.1 of Appendix "C" permits sole source purchases where the goods or services can be supplied only by a particular supplier and no reasonable alternative exists.

5.6 There are inherent risks of pursuing a traditional model versus this arrangement with PowerON:

a. With traditional models, DRT would retain risks such as delivery and performance risk, integration risk, and risks related to the operations and maintenance of the equipment

b. This arrangement is expected to significantly mitigate risks related to implementation timing (March 2026), critical to Zero Emissions Transit Fund

(ZETF) funding eligibility. Additionally, leveraging the expertise of PowerON will also greatly enhance DRT's capacity to implement the Electrification Infrastructure

c. Electrification Infrastructure is required at the DRT depots prior to accepting additional electric buses, and as such, this arrangement supports the bus delivery timeframes contemplated under the approved CIB financing program

d. Staff estimate that a traditional model could delay implementation timing by 12-18 months, which could potentially risk up to $25 million in electrification infrastructure project costs, including up to $12.5 million in unapproved ZETF grant funds, provided extensions were not granted

e. The traditional project delivery model favours short term requirements, and lacks the flexibility in contract management, versus long-term considerations with Electrification Infrastructure and evolving solutions, including effective integration and asset management requirements

f. There would be limited opportunity to optimize life cycle costs and realize cost savings

Scope of Services

5.7 PowerON will act as a prime contractor for DRT, holding responsibility and partial contractual risk for delivering the EPC Services and O&M Services to support electrification at DRT's bus depots and future en-route terminals/stations. Responsibilities include, but are not limited to:

a. Design, purchase, and construction of the Electrification Infrastructure as per DRT's requirements

b. Asset management, operations, and maintenance services to strategically manage, monitor, operate, repair and maintain the Electrification Infrastructure during the term of the Principal Agreement

c. The O&M Services includes some optional services available to DRT, such as Global Adjustment (GA) Services[6], Clean Fuel Regulation Credit Reporting[7] and Independent Electricity System Operator (IESO) Services[8],the terms of which will

6 Management of the Electrification Infrastructure to reduce DRT's electricity cost (mitigate peak demand charges and global adjustment costs)
7 Clean Fuel Regulation credit reporting, aggregation, and sales
8 Leveraging energy assets to generate market revenues for Demand Response, Operating Reserve, Capacity, and other ancillary services and any successor programs; and sale of electricity if applicable from Electrification Infrastructure to the IESO market

be evaluated by the Region and if beneficial, further negotiated under the Principal Agreement

5.8 PowerON has executed a teaming agreement with Enerforge and Elexicion Group to deliver some of the services within the territories of Oshawa Power Utilities Corporation (OPUC) and Elexicon Energy respectively. Services contemplated include:

a. Project management of any required utility upgrades or connections at project sites

b. Maintenance of all Electrification Infrastructure

c. Construction and maintenance of any solar photovoltaic (PV) installations at DRT facilities, at the Region's sole discretion

Benefits

5.9 This collaboration brings the expertise of entities in energy infrastructure development, public ownership, potential co-investment, and profit reinvestment into the Region. By leveraging these advantages, this framework for agreement model becomes more compelling for efficient and sustainable infrastructure delivery.

5.10 Engaging a single agent responsible for design, procurement, construction management, delivery, and O&M services ensures streamlined delivery, communication, effective resource management, and efficient project execution.

5.11 By including O&M services within the model, PowerON can ensure continuity through design and construction for long term maintenance considerations of the infrastructure.

5.12 Through the asset management services, PowerON can optimize life cycle costs by monitoring and adapting assets over time. Identifying operational efficiencies provides the opportunity to extend asset lifespan, improve performance and minimize long term costs.

5.13 The Vendor of Record program offers economic benefits such as cost savings through bulk purchasing, streamlined procurement and an expedited project schedule that aligns with implementation timelines of funding and financing programs.

5.14 The model allows the Region to access specialized resources to manage the program in a collaborative manner, with control in the early project phases, maximizing flexibility, transferring risk, and optimizing for cost and schedule.

5.15 As the energy services companies are owned by public agencies, the partnership ensures a strong sense of accountability to the Region and its residents. The companies have a vested interest in delivering successful projects and maximizing public value.

Implementation Considerations

5.16 Develop robust monitoring and evaluation mechanisms to track project progress, performance, and adherence to contractual obligations.

5.17 Divide the program into manageable phases that align with funding availability, priority areas, and logical sequencing of work.

5.18 Conduct a thorough risk assessment to identify potential risks and develop mitigation strategies.

5.19 Foster effective stakeholder engagement and communication channels.

5.20 Please refer to the attached confidential term sheet that provides an overview of the key principles that will be followed for negotiations.

5.21 Legal Services, Finance and the Works department were consulted through this process, and they agree with the recommendations.

6. Financial Implications

6.1 Following approval, staff will initiate negotiations with PowerON, in alignment with the principles detailed in Attachment #1. As part of this process, cost assumptions will be reviewed and verified for the services under the Principal Agreement for the initial term.

6.2 Upon approval of the Region’s application for funding under the ZETF program; and approval of the partnership framework by Infrastructure Canada (INFC) and successful negotiations with PowerON, staff will report back to the Finance and Administration Committee for approval of the estimated costs and associated

financing strategy and seek approval for execution of the Principal Agreement with PowerON.

6.3 Regional staff have initiated discussions with Infrastructure Canada to ensure a negotiated agreement with PowerON will be aligned with the ZETF program requirements.

7. Operational Considerations

7.1 Software and control systems will play a critical role in management and operations of the Electrification Infrastructure, enabling bus and equipment to be integrated into the existing system for maximum operational efficiencies.

7.2 Staff will work closely with the Works – Facilities department as stakeholders during the implementation of this program. These Electrification Infrastructure upgrades, operations and maintenance will require detailed planning and phasing of work, since the depots are active Operational sites.

7.3 Through this collaborative approach, Regional staff have the opportunity to learn, and receiving training and support in a low-risk environment, to safely expand responsibilities over time should we choose to do so.

8. Relationship to Strategic Plan

8.1 This report aligns with/addresses the following strategic goals and priorities in the Durham Region Strategic Plan:

a. Environmental Sustainability

- Goal 1.1 - Accelerate the adoption of green technologies and clean energy solutions through strategic partnerships and investment
- Goal 1.4 - Demonstrate leadership in sustainability and addressing climate change

b. Economic Prosperity

- Goal 3.4 - Capitalize on Durham’s strengths in key economic sectors to attract high-quality jobs

9. Next Steps

9.1 Upon approval of recommendations contained in this report, Staff will:

a. Proceed into discussions with PowerON and establish commercial terms for the Principal Agreement based on the fundamental principles of the Term Sheet to the satisfaction of the General Manager of Transit, the Commissioner of Finance and the Regional Solicitor.

b. Review and verify cost assumptions for the services under the Principal Agreement for the initial term. Upon approval of the Region's application for funding under the ZETF program, INFC approval of the partnership framework and successful negotiations, staff will report back to the Finance and Administration Committee to seek approval of the project costs, financing strategy and execution of the Principal Agreement with PowerON.

c. Work with the Corporation communications team on further engagement opportunities (internal and external) on eMission Zero – Fleet Electrification

d. Prepare for the purchase of an additional 22 electric buses in Q4, 2023 to be delivered for 2025

10. Conclusion

10.1 Approval of the recommendations enables DRT to take the next steps towards electrification of the transit fleet

10.2 By embracing this collaborative approach, the Region can achieve an integrated, efficient, and sustainable infrastructure to support the fleet electrification program as new technologies quickly evolve over the next 20 years.

10.3 For additional information, contact: Kris Hornburg, Deputy General Manager, Business Services, Durham Region Transit, at kris.hornburg@durham.ca or 905-683-4111

11. Confidential Attachment

Attachment #1 – Term Sheet

Respectfully submitted,

Original Signed By:

Bill Holmes
General Manager, DRT

Recommended for Presentation to Committee

Original Signed By:

Elaine C. Baxter-Trahair
Chief Administrative Officer