

# Accelerating Transit in the Edmonton Metropolitan Region: Building a Regional Transit Services Commission

*Executive Summary*

22 January 2020



Building a better  
working world



 **Anderson**  
BUSINESS CONSULTING INC

## Acknowledgements

We would like to thank all those who have participated in helping to shape the development of the Regional Transit Services Commission (RTSC). This project could not have been completed without the input and support of all municipalities and their representatives who have dedicated significant time and knowledge to laying the foundation for the Regional Transit Services Commission.

A special thank you to Transition Team members comprised of Council representatives from each municipality.

Table 1- Transition Team members

Municipality	Primary Transition Team member	Alternate Transition Team member
CITY OF BEAUMONT	Sam Munckhof-Swain	Bill Daneluik
CITY OF EDMONTON	Michael Walters <sup>1</sup>	Andrew Knack
CITY OF FORT SASKATCHEWAN	Gordon Harris	Gale Katchur
CITY OF LEDUC	Glen Finstad	Beverly Beckett
CITY OF SPRUCE GROVE	Chantal McKenzie	Wayne Rothe
CITY OF ST. ALBERT	Wes Brodhead <sup>2</sup>	Cathy Heron
LEDUC COUNTY	Rick Smith	Tanni Doblanko / Kelly Vandenberghe
PARKLAND COUNTY	Tracey Melnyk	Jackie McCuaig
STRATHCONA COUNTY	Brian Botterill	Dave Anderson
STURGEON COUNTY	Karen Shaw / Kristin Toms	Patrick Tighe
TOWN OF DEVON	Tanya Hugh	Ray Ralph
TOWN OF MORINVILLE	Sarah Hall	Rebecca Balanko
TOWN OF STONY PLAIN	Justin Laurie	Linda Matties

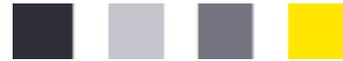
In addition to those noted above, we would also like to thank:

- ▶ Working Team members comprised of transit officials and other members of municipal operations; and,
- ▶ Member representation from government relations, communications and administration.

On behalf of EY and all municipalities involved in this project, we would like to acknowledge the traditional land on which the municipalities are located is Treaty 6 Territory. We acknowledge the diverse Indigenous peoples whose ancestors' footsteps have marked this territory for centuries such as the Cree, Dene, Saulteaux, Blackfoot, Nakota Sioux, as well as Métis and Inuit.

<sup>1</sup> Vice Chair of Transition Team

<sup>2</sup> Chair of Transition Team



## Purpose of report

Ernst & Young LLP (“EY”) was retained by the City of Edmonton in collaboration with 12 additional municipalities in the Edmonton Metropolitan Region through a request for proposal process to develop a Regional Transit Services Commission (“RTSC”). The 13 municipalities involved in the project include: The City of Beaumont, the Town of Devon, the City of Edmonton, the City of Fort Saskatchewan, the City of Leduc, Leduc County, the Town of Morinville, Parkland County, the City of Spruce Grove, the City of St. Albert, the Town of Stony Plain, Strathcona County, and Sturgeon County. The purpose of this report is to articulate how the RTSC would conceptually operate and deliver services in the region. This report (the “Report”) documents the development of the RTSC including its strategy, regional transit service design concept, transit service delivery model, regional service levels and guidelines, operating model, governance model, funding model, cost sharing approach, implementation plan, strategic plan, and business case.

## Disclaimer

In preparing the report, EY relied upon statistical, operational, and financial data and information from a variety of sources including from the thirteen municipalities involved in the work, their representatives, and numerous other stakeholders through workshops, meetings, data requests, and conversations; collectively referred to as the “supporting information”. EY reserves the right to revise any analysis, observations or comments referred to in this Report, if additional supporting information becomes available to us after the release of this Report.

EY has assumed the supporting information to be accurate, complete and appropriate for the purposes of the Report. EY did not audit or independently verify the accuracy or completeness of the supporting information. Accordingly, EY expresses no opinion or other forms of assurance in respect to the supporting information and does not accept any responsibility for errors or omissions, or any loss or damage as a result of any persons relying on this Report for any purpose other than that for which it has been prepared.

For more information about this executive summary, please contact:

**Alan Thom**

Alan.Thom@ca.ey.com

+1 780 638 6648

**Giselle Commissiong**

Giselle.Commissiong@ca.ey.com

+1 416 943 3306

**Josh Colle**

Josh.Colle@ca.ey.com

+1 416 941 1958



A Regional Transit Services Commission (RTSC) that provides public transit across the region can harness population growth and investments in infrastructure to build better, more connected cities.

The Edmonton Metropolitan region is a collection of diverse and growing communities that will be home to 2.2 million people and 1.2 million jobs by 2044<sup>3</sup>. This doubling of the Region's population positions it as one of the fastest growing metropolitan areas in Canada. To accommodate this growth in the region it will be critical that the region's mobility systems are efficient, interconnected and support economic prosperity.

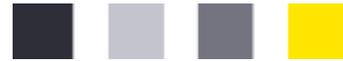
Urban mobility in the Edmonton Metropolitan Region is experiencing a process of transformation. In the region, mobility networks and infrastructure are struggling to keep up, leading to strong reliance on personal vehicles. The number of daily transit trips has increased by almost 9,000 since 2005, while the number of automobile trips has increased by about 236,000<sup>4</sup>. That is one transit trip for every 26 automobile trips. The disproportionate growth of automobile trips suggests the current public transit system is failing to meet the needs of those living in the region and as a result, people living within the region may not be able to experience all that the region has to offer.

Residents within the region currently find it difficult to make trips to a different municipality unless they are going into or out of Edmonton. And for residents who may wish to attempt a trip to another municipality during off-peak hours, it may be impractical or nearly impossible. This limits access to services, employment and education opportunities as well as influences residents' choices on where they can live.

When public transit is not positioned as a desirable or practical alternative, residents opt for using personal automobiles. The gap between transit trips and automobile trips will only continue to grow without a plan to address integrated regional transit. This will continue to cause disruption to quality of life with increased congestion and negative environmental repercussions.

<sup>3</sup> Re-imagine. Plan. Build. Edmonton Metropolitan Region Growth Plan. (2016). [PDF file]. Retrieved from <http://emrb.ca/Website/media/PDF/Publications/EMRGP-Interactive.pdf>

<sup>4</sup> Edmonton and Region Household Travel Survey. (2015). Retrieved from [https://www.edmonton.ca/transportation/traffic\\_reports/travel-surveys.aspx](https://www.edmonton.ca/transportation/traffic_reports/travel-surveys.aspx)



By combining the resources and capabilities of the 13 municipalities under the RTSC, a robust network can be built to provide an equivalent or better service. This approach allows for the better coordination of approximately 6,800 weekly hours of service that are currently being delivered across the region, while achieving an estimated total savings of 850 service hours per week. That translates into \$5.5 million of savings when synergies are full realized.

Increased costs associated with operations of the RTSC are offset by these savings and **within the fifth year of delivering transit operations the one-time costs associated with starting the RTSC are fully recovered.** Commencing in that fifth year, **estimated annual net savings from operations of approximately 3.4 million are achievable.**

The region cannot plan for movement of the next million people in the same way it has in the past. Action needs to be taken to address the challenges and opportunities the region faces today and in the future. **Delivering transit together under a Commission in a structured and cohesive manner versus through a dispersed delivery approach will allow the region to do just that.**

## Why a Regional Transit Services Commission?

Transit in the region must evolve to reduce congestion, provide better services for consumers and to save money through better utilization of scarce municipal resources. In addition, easing the burden on municipalities to deliver transit will allow them to focus on other priorities important to their residents.

Mobility is shaping the way that residents access every aspect of their lives. Mobility is becoming a service. It is influencing the decisions that major employers are making around where and how to expand their operations. It influences where people choose to live and where they seek education and employment opportunities. It influences how people interact with their community and how and where they spend their leisure time and money. **Citizens no longer view the region through traditional jurisdictional boundaries and do not confine their living, learning, working and playing to within a municipality. They want and need to move seamlessly across the region.**

While mobility patterns rapidly evolve, dependency on personal vehicle trips continue to rise. **Provision of more integrated and reliable public transit services is one of the clearest ways to addressing road congestion, reducing travel times and pollution, which benefit both transit and non-transit users.**



On the transit front, municipalities must catch up to the mindset of residents in the region and think beyond their local boundaries to drive economic competitiveness and prosperity. Public expectations for high quality public transportation and a growing demand for options make it difficult for individual municipalities to meet the needs and expectations of citizens today and into the future.

Integrated public transit operations and policy also align with regional efforts to coordinate broader economic and land use planning to attract business opportunities, reduce urban sprawl and create a sense of community through a focus on transit-oriented development. Areas with good public transit systems thrive economically and offer location advantages to those businesses and individuals choosing to work and live in them. Transit systems need to change to respond to shifts in trends and customer expectations, and adapt new technologies to improve the services available, increase efficiency and reduce environmental impacts.

The Regional Transit Services Commission builds on the existing approach to planning and collaborating in the Edmonton Metropolitan Region. **The RTSC better enables municipalities to work together to align transit services and advance an integrated regional transportation network while also synchronizing land use planning initiatives.**

Integrated transit services delivered by a regional commission will:

- ▶ Support residents across the region by providing a more seamless, customer-focused, and coordinated service;
- ▶ Reduce barriers for a municipality to establish new transit service in a community;
- ▶ Align transit planning with other efforts to regionally coordinate and plan infrastructure and services;
- ▶ Combat increasing congestion and travel times;
- ▶ Support local and regional environmental objectives; and,
- ▶ Make the Edmonton Metropolitan Region more economically competitive now and in the future.

The business case for the RTSC provided quantitative and qualitative analysis of the costs and benefits to implementing a commission that would provide transit in the Edmonton Metropolitan Region. The analysis is based on detailed cost and revenue numbers provided by each of the 13 municipalities, as well as insights from focus groups and a peer review.

Endeavors like this also include non-monetary benefits, which are inherently more difficult to quantify. Therefore, both the quantifiable items and the qualitative narrative should be understood in forming a conclusion around the implementation of the Commission. **Key takeaways of the RTSC evaluation across six accounts provides a compelling case to transition from separate transit agencies to integrated service delivery under the RTSC.**

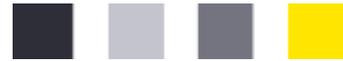


Figure 1 - RTSC business case evaluation summary of accounts

 <b>Financial Account</b> <p>The forecasted funding shortfall of operating transit services under the RTSC is lower than that of operating services separately, despite savings calculations only including service hour efficiencies and reduction in non-revenue hours.</p>	 <b>Transit User Account</b> <p>A regional transit services network provides more seamless and efficient movement of people across municipal boundaries resulting in a better customer experience as a result of factors such as increased directness, speed of travel and simplicity of trip planning.</p>	 <b>Service Provider Account</b> <p>A regional transit services provider is more equipped to action on regional objectives and engage with stakeholders to enlist support in transit for the purposes of improving service delivery and facilitating regional mobility on a larger scale.</p>
 <b>Community Account</b> <p>Through the delivery of regional transit services, people can become less reliant on personal vehicle use and have more choice when it comes to where they want to live, work and play, which equates to a higher quality of life and community prosperity.</p>	 <b>Economic Account</b> <p>Regional transit services improve the connectivity and economic growth of the region by increasing access to employment opportunities, attractiveness of the region for business investment, and reduced infrastructure costs to municipalities and the province.</p>	 <b>Environmental Account</b> <p>A regional transit service allows for the more efficient deployment and management of assets across the network to reduce waste and emissions across the system, and supports a mode shift away from personal vehicles reducing overall environmental impact to the region.</p>

## How was the plan for the RTSC developed?

The Regional Transit Services Commission (RTSC) was collaboratively developed with input and contribution from all 13 municipalities. This report is the culmination of the work of the Transition Team with representatives from every municipality and includes:

- ▶ An assessment of how municipal transit services are currently delivered;
- ▶ The Commission's strategy to transform transit and improve mobility in the region;
- ▶ A model describing how transit services will be delivered;
- ▶ A model describing the structure, capabilities and roles needed;
- ▶ A model describing how the RTSC will make decisions on behalf of the region;
- ▶ An implementation plan to outline how to transition services to the Commission;
- ▶ A model to describe the costs and savings associated with a Commission compared to what transit services are expected to cost without one;
- ▶ An approach to allocating the costs of operating the RTSC to municipalities; and,
- ▶ The business case for establishing the Commission to deliver transit services.

## The purpose, vision and mission of the RTSC

*Connecting communities through a fast, convenient, simple, reliable, efficient, and affordable transit service that seamlessly integrates with other modes of transportation.*

*Enabling appreciably faster commute times when compared to other modes of transportation and providing a better customer experience supported by new technologies.*

These are the goals of the RTSC.



### RTSC purpose

Bringing municipal transit services **together** for the **benefit of one region**



### RTSC vision

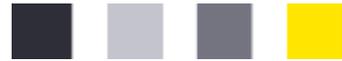
**Experience the future** of mobility where you can go any place, at any time and **in the way you choose**



### RTSC mission

To **enable** a variety of **sustainable** mobility options that **best serve** our region's people and communities

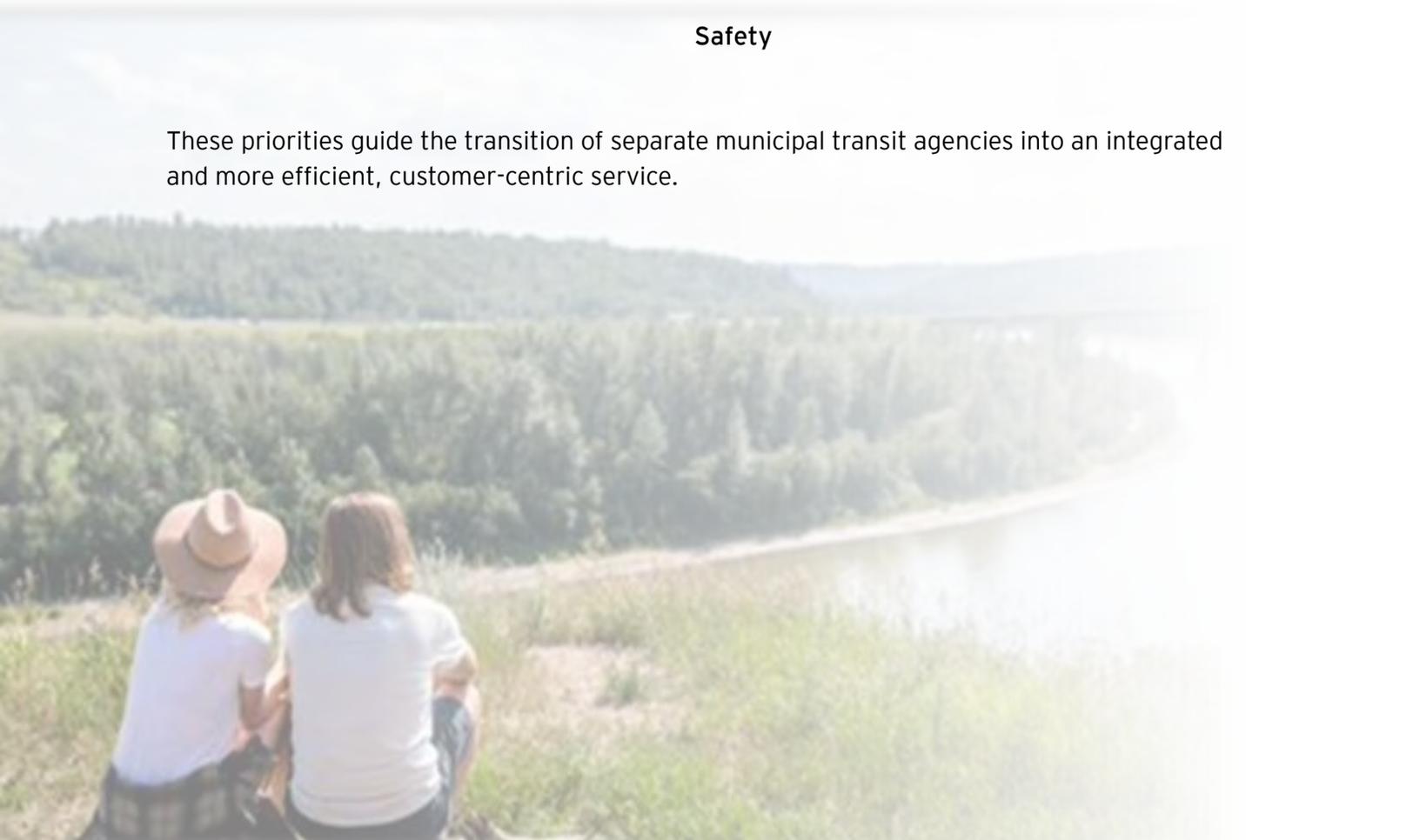
By combining the strengths of individual municipal transit agencies in the region, the RTSC could provide an improved service and accomplish more for its customers than the current fragmented approach.



The following strategic priorities will shape the future of transit in the region and serve as the initial focus areas for the RTSC:



These priorities guide the transition of separate municipal transit agencies into an integrated and more efficient, customer-centric service.





## How will transit service be delivered in the region?

Delivering transit regionally through a commission can improve the coordination of services at both regional and local levels, allowing transit to be operated in an integrated way. **By unifying planning resources and pooling services and assets across regional boundaries, barriers to entry are lessened for communities who want to start a new transit service.** In addition, a range of different service types, including 'on-demand' services for low density areas could be supported. For existing transit systems in the region, **coming together can more efficiently address gaps in service for intermunicipal and long-distance intra-city travel demands and reduce overlap and duplication of existing services along key corridors.**

Transit Service Level Guidelines were developed to inform and conceptualize the transit service design and will continue to evolve under the guidance of the RTSC once established. These guidelines are the technical foundation of decision making and a tool to support decision-makers in creating, evaluating, and improving a regional transit network. Planning a new route or re-assessing an existing route requires an analysis of the travel demands. The guidelines provide tools to undertake this analysis.

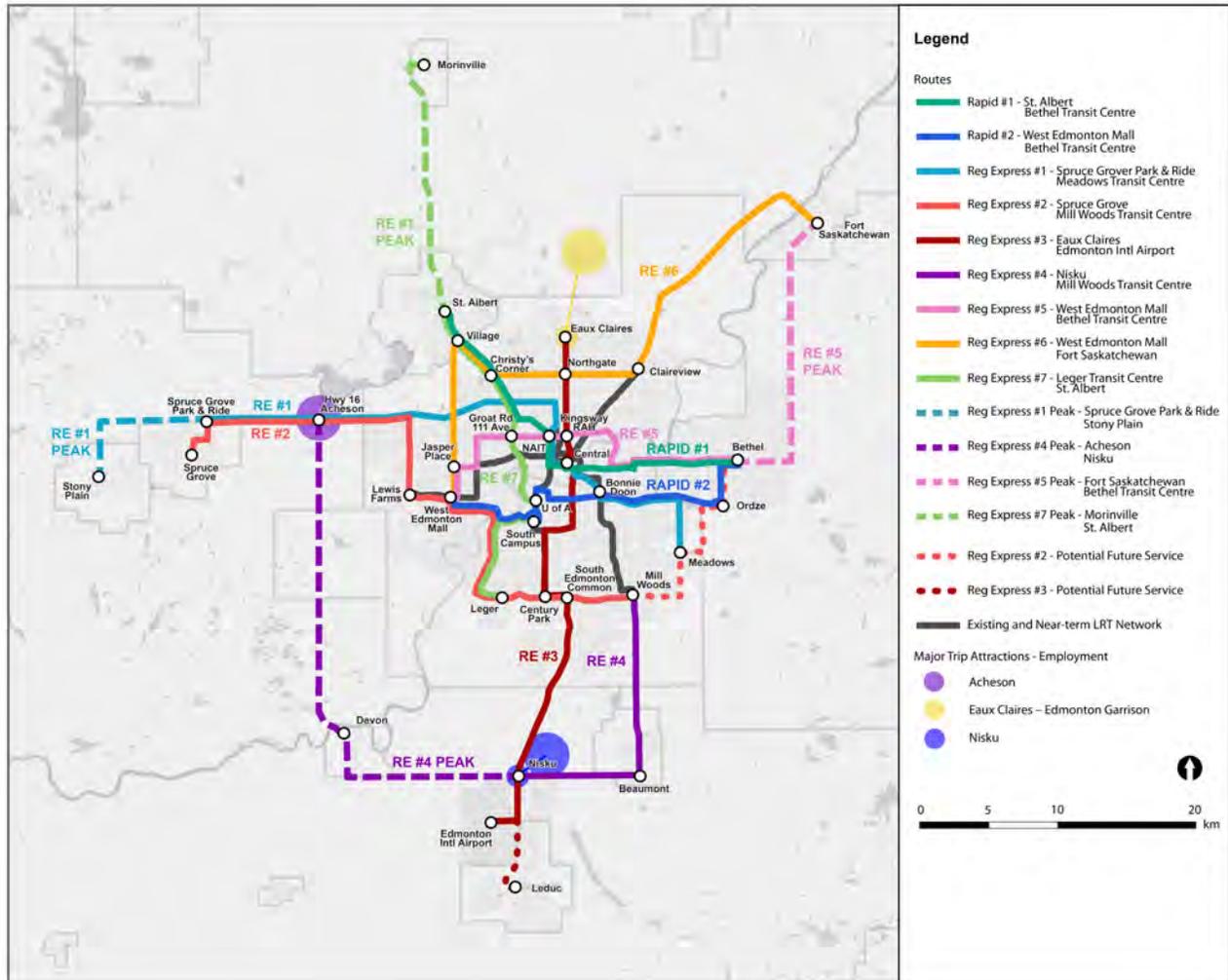
The RTSC Conceptual Transit Services Design shown in Figure 2 and based on the draft service level guidelines, represents a conceptual consolidation of existing services for the region, incorporating Rapid Transit and Regional Express routes. The business case is based on the conceptual services design depicted in this map.

Rapid Transit routes integrate services across municipal boundaries and consolidate multiple overlapping routes into a single, more rapid service. They are designed to attract customers by being competitive with private vehicle travel times by connecting high ridership destinations. Potential capital improvements along these corridors could be planned in a collaborative manner to increase the speed and reliability of transit service.

Regional Express routes provide fast and convenient connections for longer distance trips throughout the region, both inside the City of Edmonton and between municipalities that surround it. A regional network is established with all-day express service to efficiently connect hubs across a large geographic area. They offer a base level of service all day to serve destinations like downtowns, post-secondary institutions and major hospitals.



Figure 2 - RTSC conceptual transit services design



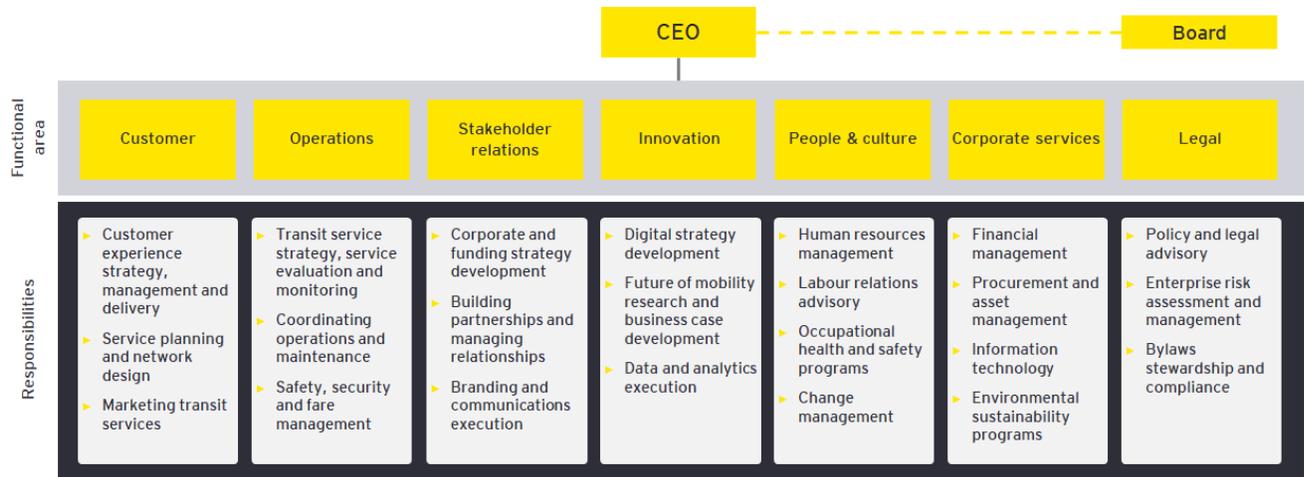
The transit service delivery model also includes Major Trip Attraction services, regional routes with a focus on access to industrial employment areas, Local services within municipal boundaries for shorter distance travel and as a feeder to regional services, and Enhanced services which accommodate additional levels of service for particular municipalities based on current transit service patterns.

This approach allows for the better coordination of approximately 6,800 weekly hours of service that are currently being delivered across the region. **By combining the resources and capabilities of the 13 municipalities under the RTSC, a robust network can be built to provide an equivalent or better service while achieving an estimated total savings of 850 service hours per week. That translates into approximately \$5.5 million of savings per year when synergies are fully realized.**

## How will the RTSC operate?

The RTSC's operating model is aligned to its strategic objectives and will ensure that the right resources are available to deliver on its mandate. It is expected that over a five-year period from initial stand up, the RTSC workforce will expand over time, from 30 to approximately 50 FTEs plus operators, maintenance teams and other operating personnel.

Figure 3 - Proposed RTSC functional areas



The RTSC will initially be organized to deliver an enhanced customer experience, more effective transit service planning, a culture of safety, and greater capacity to innovate in a world of shifting consumer preferences and mobility options. As the RTSC matures and additional services are added (e.g. paratransit, ETS local services, first kilometer/last kilometer services, etc.), the structure should be continually reassessed to ensure that it is fit for purpose.

This approach to assigning responsibilities will induce RTSC leadership and employees to work as a cohesive team without becoming siloed or disconnected from the overall strategy and direction for the organization

## How will the RTSC be governed?

Under the Municipal Government Act (MGA), a Commission must be governed by elected officials from member municipalities. As such, **the board of directors of the RTSC will be comprised of a councilor from each of the participating municipalities.**

The commission model requires a board of directors that will:

- ▶ Enable the RTSC to meet its objectives;
- ▶ Address local municipal concerns; and
- ▶ Meet the MGA requirements.



The governance structure outlines how the RTSC makes decisions and delivers services on behalf of the region while also maintaining balance across the member municipalities, stakeholders and other decision-making bodies. A clearly defined governance framework will enable:



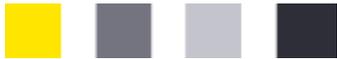
Transition Team members developed the following governance model principles:

- ▶ A transition / start-up RTSC board be comprised of elected officials from the member municipalities;
- ▶ The RTSC governance model will include one or more mechanisms to inject non-elected, skills-based resources into the RTSC governance structure; and,
- ▶ An independent review of the RTSC governance model to be conducted 24 months from inception. The review will examine the appropriate board size, composition, effectiveness and efficiency and will bring forward recommendations to enhance RTSC governance.

## How and when will the RTSC be implemented?

Pre-implementation activities will begin in early 2020 to seek approval of the Commission from the Government of Alberta, and to perform the detailed planning required to fully stand up the RTSC by the beginning of 2021.

At the outset, while the RTSC is being set up in early 2021, member municipalities will continue to deliver transit services resulting in some overlap of activity across the region. While the RTSC will not be delivering services during this period, it will be involved in route planning, procurement and other transition activities required to begin delivering transit services in 2022.

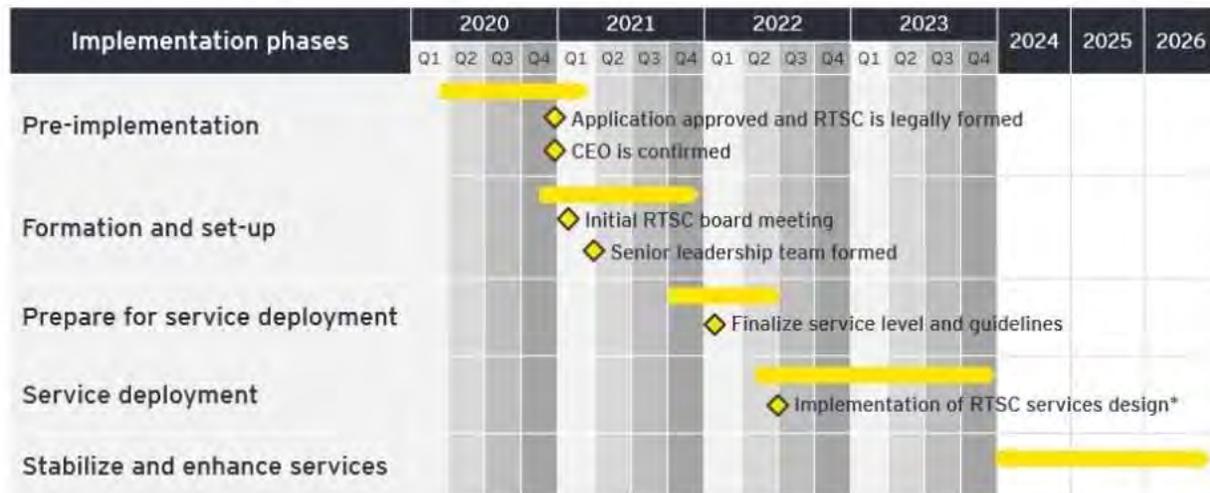


The implementation plan contemplates five broad phases:

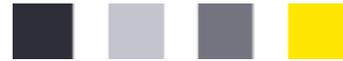
1. Pre-implementation work leading up to its legal formation;
2. Work involved in the formation and set-up of the Commission within the first year of it being established;
3. Work required to prepare for the deployment of regional services under the Commission;
4. Initial deployment of the regional transit services in alignment with finalized transit service guidelines; and,
5. Work involved in stabilizing and enhancing regional and local services.

It provides a roadmap of the key actions needed to deliver on RTSC strategic initiatives and make the operating model a reality.

Figure 4 - Implementation plan overview



\*With the exception of ETS local services and municipal paratransit services.



## How much will the RTSC cost and how will it be funded?

Transitioning to delivering transit services under a commission does not come without a cost. The financial model includes estimated one-time implementation costs to stand up and operate the RTSC based on the implementation plan and includes recurring incremental costs that will remain with the commission into the future. However, these costs are offset by savings that were identified during the work of designing the transit service delivery. **The offsetting of the incremental costs to set-up and operate the commission by the efficiency savings provides a compelling financial incentive to establish the RTSC.**

Table 1 - RTSC Case annual summary

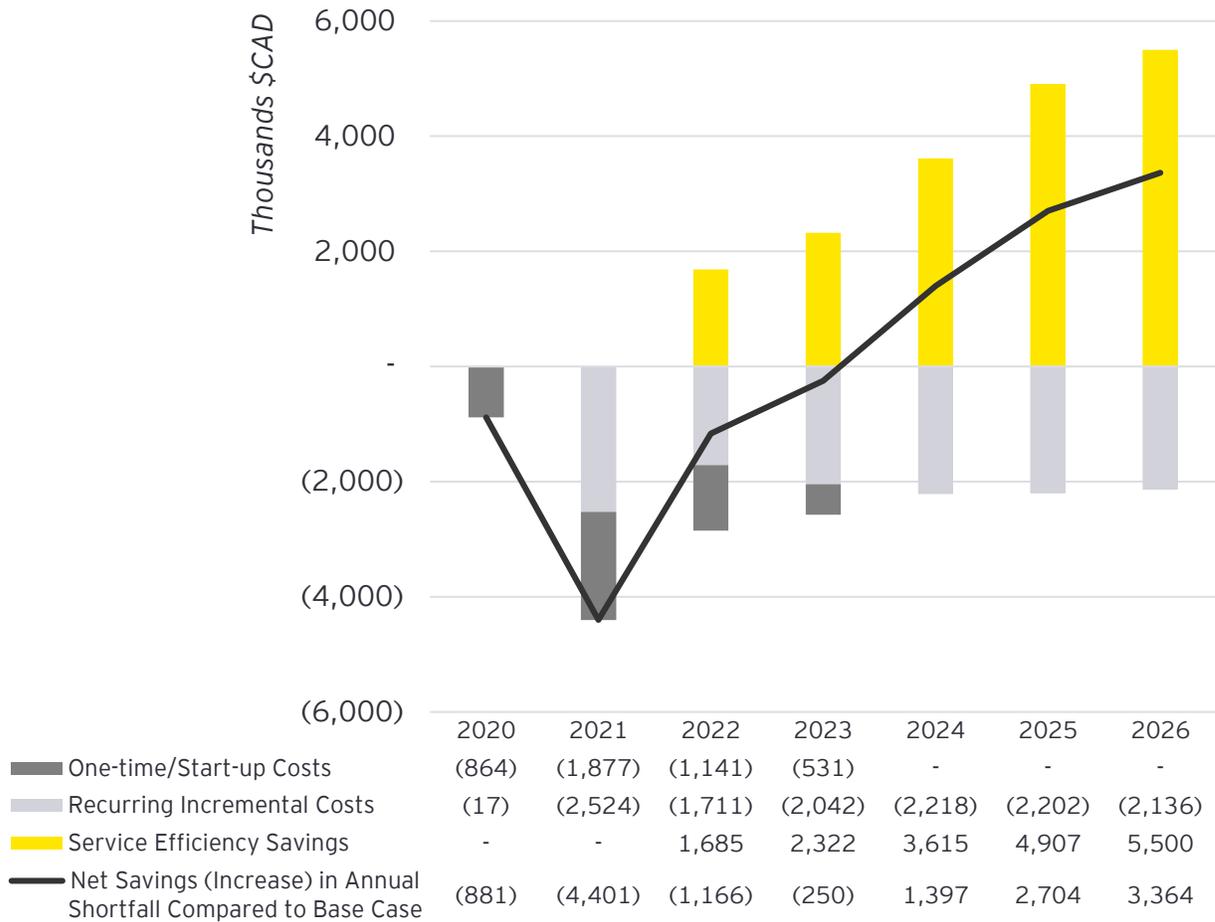
Thousands \$CAD

Account	2020	2021	2022	2023	2024	2025	2026
Total Base Case Funding Shortfall	-	-	55,679	56,507	57,698	58,842	59,975
Add: One-time/Start-up Costs	864	1,877	1,141	531	-	-	-
Add: Recurring Incremental Costs	17	2,524	1,711	2,042	2,218	2,202	2,136
Less: Service Efficiency Savings	-	-	(1,685)	(2,322)	(3,615)	(4,907)	(5,500)
<b>Total RTSC Funding Shortfall</b>	<b>\$881</b>	<b>\$4,401</b>	<b>\$56,846</b>	<b>\$56,757</b>	<b>\$56,301</b>	<b>\$56,138</b>	<b>\$56,610</b>
Net <b>Increase (Savings)</b> in Annual Shortfall Compared to Base Case	<b>881</b>	<b>4,401</b>	<b>1,166</b>	<b>250</b>	<b>(1,397)</b>	<b>(2,704)</b>	<b>(3,364)</b>
Cumulative Net <b>Increase (Savings)</b> in Annual Shortfall Compared to Base Case	<b>881</b>	<b>5,282</b>	<b>6,448</b>	<b>6,699</b>	<b>5,302</b>	<b>2,597</b>	<b>(767)</b>

As mentioned previously, by combining the resources and capabilities of the 13 municipalities under the RTSC, **a robust network can be built to provide an equivalent or better service while achieving an estimated total savings of 850 service hours per week**, plus efficiencies through the reduction of non-service hours. That translates into **approximately \$5.5 million savings per year when synergies are fully realized**. Table 1 reflects those savings, recognizing them gradually over time, as savings opportunities are captured first in 2022 with about \$1.7 million of annual efficiency savings, building up to \$5.5 million annual savings in 2026.

These savings more than offset one-time and recurring costs associated with creating and operating the commission with these costs fully recovered by 2026. In addition, savings of approximately \$3.4 million annually could be realized from 2026 onwards.

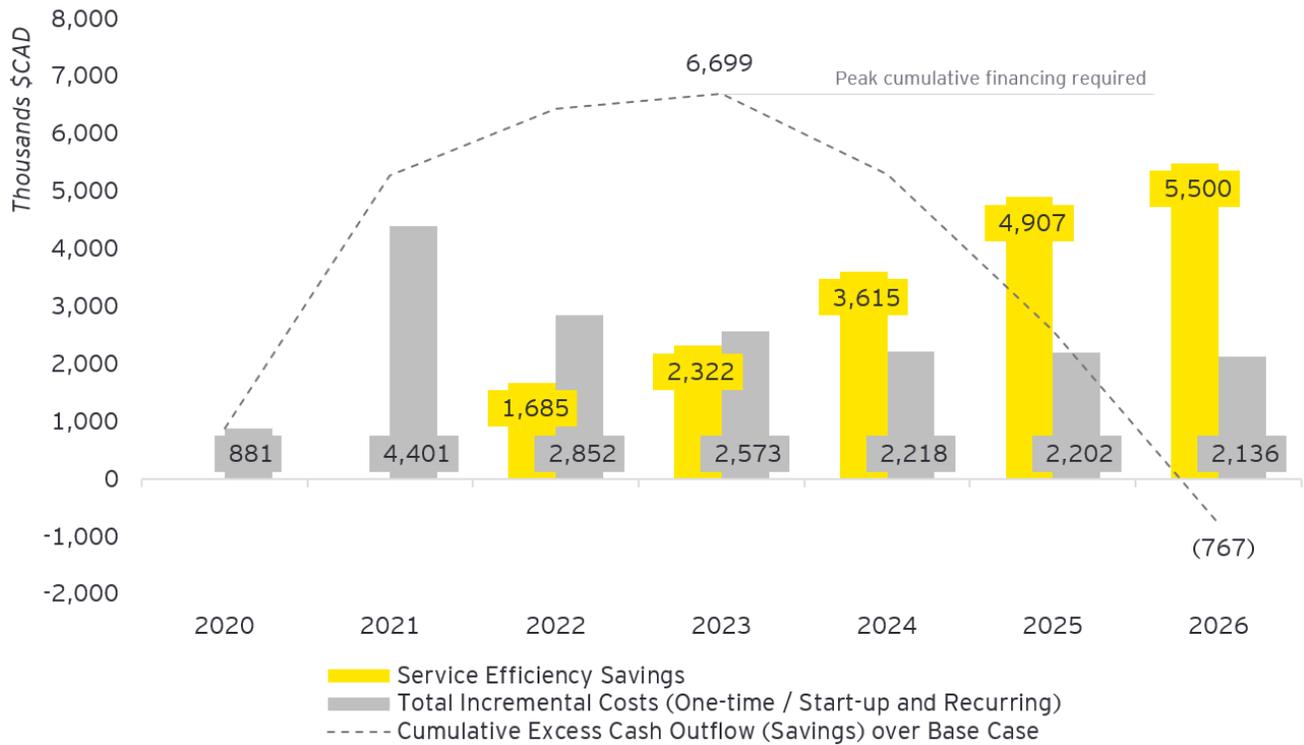
Figure 5 - RTSC Case funding shortfall - Annual incremental difference from Base Case



While the annual funding shortfall commences in 2020 and continues through 2023, reaching a peak in 2021 at an estimated \$4.4 million, an excess of efficiency savings over incremental costs begins to occur in 2024 and reach a net estimated savings of \$3.4 million in 2026. This demonstrates that **the Commission can operate at a lower cost than the cumulative costs of the existing transit agencies continuing to deliver their own individual services.** These estimated savings would be projected to continue past the business case period and can be reinvested into enhancing transit services.



Figure 6 - Estimated RTSC incremental costs, service efficiencies and cash flow requirements



The comparison of estimated incremental costs is outlined in grey in Figure 6 above, with estimated efficiency savings in yellow. By 2024 the savings out-pace the costs. Of note is the line which represents the RTSC cumulative excess cash outflow and inflow when compared to the Base Case. It hits an estimated peak outflow in 2023, resulting from the stacking of one-time costs and recurring incremental costs through commission start up. As the one-time costs drop off, the incremental costs stabilize, and service efficiency savings are realized. **The net savings become positive, with an overall improvement in the cash shortfall, then breaking even and ultimately returning to a positive cumulative savings from Base Case in 2026.**

Table 2 - Municipal requisition per municipality for duration of business case operating period

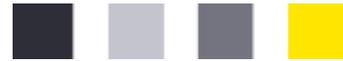
Thousands \$CAD

Municipality	2022	2023	2024	2025	2026	Total	Average	% of Total
City of Edmonton	23,356	23,692	24,195	24,675	25,147	121,065	24,213	41.93%
Strathcona County	14,464	14,686	15,001	15,305	15,605	75,061	15,012	26.00%
City of St. Albert	10,621	10,774	11,009	11,232	11,451	55,086	11,017	19.08%
City of Spruce Grove	1,954	1,984	2,025	2,065	2,104	10,132	2,026	3.51%
Parkland County	656	666	678	691	703	3,394	679	1.18%
City of Leduc	1,177	1,199	1,221	1,244	1,268	6,109	1,222	2.12%
City of Fort Saskatchewan	1,358	1,380	1,408	1,435	1,462	7,044	1,409	2.44%
Sturgeon County	191	194	196	199	202	981	196	0.34%
City of Beaumont	314	319	324	329	334	1,619	324	0.56%
Town of Stony Plain	595	604	615	626	637	3,076	615	1.07%
Leduc County	685	698	710	723	737	3,554	711	1.23%
Town of Morinville	180	182	184	187	190	923	185	0.32%
Town of Devon	129	130	132	133	135	658	132	0.23%
<b>Total</b>	<b>\$ 55,679</b>	<b>\$ 56,507</b>	<b>\$ 57,698</b>	<b>\$ 58,842</b>	<b>\$ 59,975</b>	<b>\$ 288,701</b>	<b>\$ 57,740</b>	<b>100.00%</b>

The table above reflects the estimated annual contributions by municipalities to the RTSC. When compared to municipalities anticipated future net funding shortfall amounts to deliver transit, for those that have existing agencies or intend to commence transit services in the next two years, the annual contributions are comparable and thereby reflect that their costs under the RTSC do not need to increase considerably.

For those that are not able to receive transit services without the support of the RTSC, the costs associated with obtaining those services are reasonable and provide a lower cost of entry than if they were to provide the services on their own. Finally, for those that are increasing service levels because of the Commission, the incremental costs are outweighed by the benefits of the additional services offered.

Overall, the net funding shortfall allocations passed back to the municipalities from the commission are reasonable compared to their own costs, especially when assessed against the increased services and opportunities made available within the region.



## Why now?

Transit is now critical to the region's economic future.

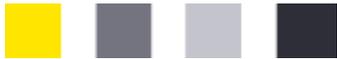
The current way of delivering transit will not be sufficient to meet the needs of the growing region. Over the next two decades, the population in the region is expected to almost double and add close to a million more people within the existing communities. As the region becomes more interconnected and complex, just doing "more of the same" to meet the mobility needs will not be sustainable.

The demands and expectations of how people live, learn, work, play and invest within the region is changing. People now evaluate how easy it is to move around an area without being committed to a personal vehicle more than they did two decades ago. People choose where they reside based on the mobility options available. The Edmonton Metropolitan Region needs to be ready to retain and attract people right here, so they don't look elsewhere. **Meeting the transit expectations of a community is likely to be a challenge or unachievable for an individual municipality on their own.** Therefore, people may choose to live elsewhere.

Building on the regional successes of collaboration in the Edmonton Metropolitan Region provides an opportunity to think, plan and operate differently to create a future-ready transit system. It is one that requires collaborative approaches to decision-making - one that requires a regional focus that enables people to seamlessly cross municipal boundaries.

A regional transit commission creates an integrated system that supports a high quality of life, creates a healthy environment and economic prosperity in the Edmonton Metropolitan Region both now and in the future.

The implementation of the Regional Transit Services Commission for the member municipalities will support expected growth over the next two decades and make better use of existing transit resources to provide residents in the region with a truly regional transit experience.



**The RTSC can enable the delivery of fluid mobility options across the region.** The RTSC will enable planning of a truly regional service that focuses on moving riders around the region based on where the riders would like to go without barriers created by municipal boundaries.

**The RTSC can provide a consistent level of service across the region,** streamline policies to support improved trip integration, allow for additional mobility options and provide unified service planning while recognizing the nuances of the regional municipalities. Riders would access one system, resulting in a more streamlined approach to moving around the region.

**The RTSC can enable the more efficient use of transit assets and resources** by removing duplicate routes and optimizing the number of service hours across the region. Maintenance buildings, transit centers and other fixed assets can be more effectively utilized across the entire region instead of within a single municipality. The RTSC has an increased ability to improve fleet management to maximize utilization, and appropriately plan and deploy the mix of the fleet across a larger service area.

The Edmonton Metropolitan region is facing unprecedented growth over the next two decades and its ability to effectively plan and prepare for the near doubling of the population will rely on the member municipalities' ability to work collectively to implement effective land use and transportation planning across the region. **The RTSC will bring a unified approach in delivering transit services that can meet the evolving needs of the region in the decades to come.**

The work of the RTSC Transition Team has created a path forward for municipalities in the region and presents a unique opportunity to advance their shared goals in a very tangible way that will benefit residents and businesses in every community.

**Based on the business case and the comprehensive evidence collected through this process, it is recommended that the municipalities in the Edmonton Metropolitan Region take the next step in forming a Regional Transit Services Commission.**

## About EY

EY is a global leader in assurance, tax, transaction and advisory services. The insights and quality services we deliver help build trust and confidence in the capital markets and in economies the world over. We develop outstanding leaders who team to deliver on our promises to all of our stakeholders. In so doing, we play a critical role in building a better working world for our people, for our clients and for our communities.

EY refers to the global organization, and may refer to one or more, of the member firms of Ernst & Young Global Limited, each of which is a separate legal entity. Ernst & Young Global Limited, a UK company limited by guarantee, does not provide services to clients. For more information about our organization, please visit [ey.com](http://ey.com).

© 2019 Ernst & Young LLP. All Rights Reserved.  
A member firm of Ernst & Young Global Limited.

This publication contains information in summary form, current as of the date of publication, and is intended for general guidance only. It should not be regarded as comprehensive or a substitute for professional advice. Before taking any particular course of action, contact EY or another professional advisor to discuss these matters in the context of your particular circumstances. We accept no responsibility for any loss or damage occasioned by your reliance on information contained in this publication.

[ey.com/ca](http://ey.com/ca)

