# SASKATOON CANSIL

# 2017 Annual Report





# INTRODUCTION

On January 1, 1913 Saskatoon embarked on a journey into Public Transportation. The Saskatoon Municipal Railway began its service and had 5200 people ride streetcars on the first day. Today nearly 26,000 people use our Fixed Route Services every day. In July 2004 Access Transit became part of the Saskatoon Transit family, providing Demand Response Services to those who are unable to use Fixed Route Services with safety and dignity.

We are now 105 years old and are working with other divisions to develop the Growth Plan to Half a Million. This plan supports the movement of people and goods throughout Saskatoon as we grow over the next 30 years. Saskatoon Transit is actively making enhancements to support the upcoming changes, including:

- Bus Rapid Transit (BRT).
- Integration of BRT into our Fixed Route and Demand Response models.
- Rationalization of our almost 1700 Bus Stops in light of the BRT and BRT integration.
- Continuing to renew our fleet in relation to our Asset Management Plan.
- Developing a Family of Services transportation model to provide the most efficient support to those with disabilities.

Ridership for Fixed Route Services are calculated using two methods:

- Electronic ridership, reports actual rides using the information collected from coin payment or card swiping on the electronic farebox system.
- Calculated (formula-based) ridership, uses a formula based on pass and ticket sales to determine riders. This is the way ridership was estimated before electronic fareboxes. This approach is used for reporting to the Canadian Urban Transit Association (CUTA) as it still allows comparisons with properties not using electronic fare boxes. Calculated ridership was the measure used to determining allocations for the Federal Public Transit Infrastructure Fund (PTIF) and the Investing in Canada Infrastructure Program (ICIP).

In 2017, ridership was approximately 8.7 Million on Fixed Route or Conventional Transit using electronic-based ridership, ridership was approximately 12.4 Million using formula based ridership and approximately 132,000 for Demand Response or Access Transit trips. To provide that level of service Saskatoon Transit used the following:

## Terminals:

- Confederation Mall;
- Lawson Heights Mall;
- Centre Mall;
- Place Riel at the University of Saskatchewan;
- 23<sup>rd</sup> Street Transit Mall; and
- Market Mall.

## A fleet of 164 buses:

- 137 serving Fixed Routes:
  - 121 conventional 40-foot diesel buses, of which there are still 13 High floor;
  - o 10 articulating low floor 62-foot diesel buses;
  - o 6 mid-sized low floor 26-foot diesel buses; and
- 27 mid-sized para transit diesel buses providing Access Transit Demand Response services.

A staff complement of 407 employees, working 365 days a year to provide service to the City of Saskatoon.

Conventional Transit is a Fixed Route service that operates 38 bus routes along approximately 276 kilometers of streets with 1,668 bus stops. During peak hours, there are 105 buses on various routes throughout the city resulting in a spare ratio of 30%.

In 2017, as part of the Fleet Renewal Strategy, Saskatoon Transit refurbished 10 buses with an expectation of extending the life of the buses by 6 to 9 years. Saskatoon Transit also added 10 new buses to the fleet.



Access Transit is an accessible door-to-door Demand Response service for citizens who, by reason of a disability, are unable to use Conventional Transit with safety and/or dignity. Unlike Conventional Transit, Access Transit does not have predetermined routes so trip booking and scheduling decisions are strategically made to allow as many trips as possible, while staying within trip time and resource availability parameters. Trip booking requests are on a first-come-first-served basis and dependent on the present



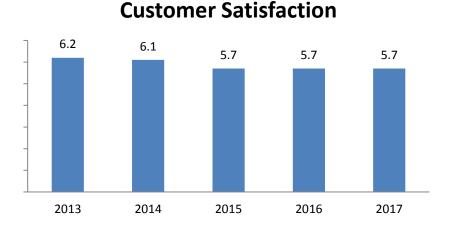
fleet size. Access Transit is equipped with 27 wheel chair lift buses. During peak hours there are 19 Access Transit buses on the road resulting in a spare ratio of 42%.

# **OUR CUSTOMER**

# **Customer Satisfaction and Complaints:**

Our goal is to provide consistent, timely, friendly, and professional service.

The City of Saskatoon's 2017 Civic Services Survey results demonstrate that public transportation is important to the residents of Saskatoon. With 10 representing "excellent" and 5 "average", the following chart shows customer satisfaction for public transportation with a focus on buses and routes. By providing consistent services, Saskatoon Transit was able to maintain a customer satisfaction rating of 5.7 in 2017.



**Figure 1: Customer Satisfaction** 

Saskatoon Transit received 1,494 complaints in 2017, which is the highest in the last four years. This may be due to the fact that customers are receiving more timely and thorough responses to their inquiries than in prior years and therefore are encouraged to bring their questions and concerns to Transit. Overall complaints were primarily about operators and buses arriving early, late, or driving by without stopping.

Transit's supervisory staff investigate all customer complaints as they are received. This includes checking vehicle locations and schedule adherence data as well as performing site inspections and operator follow-ups. Through this process, service adjustments and training opportunities have been identified which have successfully improved the service we provide.

#### **Customer Complaints** 1,600 1,400 1,200 1,000 Operator Driving ■ Early/late/missed Existing Service Other ■ Total 1,261 1,229 1,268 1,494

**Figure 2: Transit Customer Complaints** 

In 2017, Saskatoon Transit received 104 commendations from citizens which is 37 more than in 2016. The majority of commendations were related to our operators.

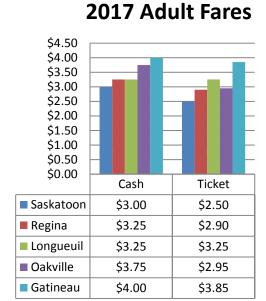


**Figure 3: Transit Commendations** 

# **Competitive Fares:**

Saskatoon Transit offers discounted fares for low-income residents, seniors, elementary, high school and post-secondary students. Fares accepted include cash, tickets, or one of several passes that allow unlimited monthly rides i.e. Adult Pass and High School Student Pass. Seniors may purchase passes for periods of one month, three months, six months and one year. Post-secondary students may purchase a semester pass and UPass which allows unlimited rides. All fare types are accepted on both Access Transit and Conventional Transit buses.

Adult fares on Saskatoon Transit are comparable to other similar sized cities, as seen in the following charts. Of note - Regina does not have a senior monthly fare.



# **2017 Monthly Passes**



Figure 4: 2017Adult Fares and Monthly Passes

# **Conventional Transit:**

Between 2016 and 2017 ridership increased by 0.8% (using calculated ridership) and by 1.9% (using electronic ridership). Transit ridership is distributed between the following categories: seniors, cash, ticket, monthly/day pass (adult, high school, child, Low Income, Eco and Day), discounted pass, and post-secondary passes (UPass and Semester).

Currently, the top three categories of transit users include monthly/day pass (29%), post-secondary (22%), and discounted pass (issued in collaboration with the Ministry of Social Services to those who are on social assistance) (18%).

# 2017 Ridership Distribution - Electronic Ridership

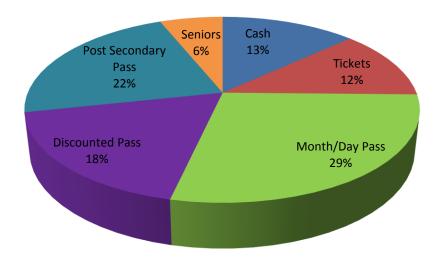


Figure 5: 2017 Ridership Distribution

There was a total of 8,678,825 electronic rides in 2017, which is an increase of 1.9% compared to 2016. Transit's calculated ridership for 2017 was 12,392,359, 3,713,534 more rides than actual ridership information provided by the automated fare box system. Saskatoon Transit calculates ridership based on both methods because CUTA and federal grant programs use calculated ridership to compare information with other properties, as not all properties have electronic fare box systems.

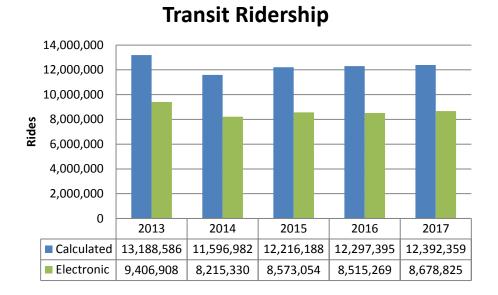


Figure 6: 5-Year Transit Ridership Trend

CUTA's annual data fact book showed the 2016 passenger per service hour rates for our peer communities; Longueil, Regina, Gatineau and Oakville as 40.32, 19.09, 34.58 and 13.65. Saskatoon Transit's passenger per service hour rates over the 5 years ending in 2017 are shown below.

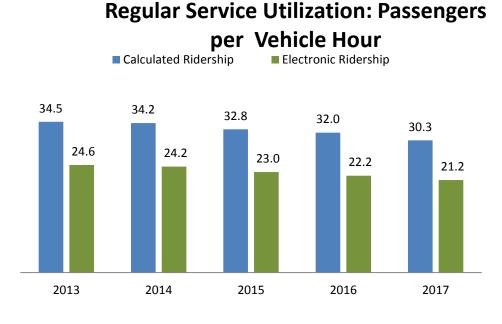


Figure 7: Passengers per Vehicle Hour

Saskatoon Transit will continue to focus on increasing ridership by providing strong customer service and a service that is safe, convenient, efficient and

affordable. These initiatives support the Strategic Goal of Moving Around and the Growth Plan to Half a Million. Our mission is to provide a transportation option that is considered viable as part of the overall transportation network.

## **Access Transit:**

Access Transit experienced a number of improvements over 2016 with total Revenue trips increasing by approximately 1%, while Trip Request Denials increased by approximately 0.3%; these increases were less than the demographic trend predicted. On average denials should increase 5% per year until 2026 according to the demographic projections from the City of Saskatoon/ Saskatoon Health Region population projections.

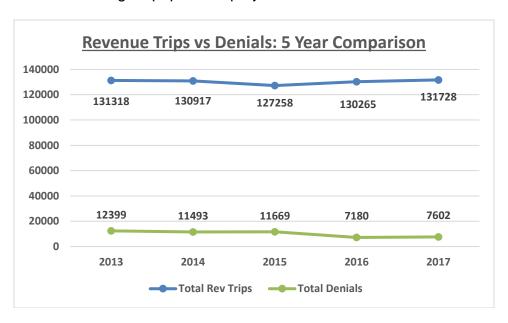


Figure 8: Revenue Trips vs Denials

Access Transit Administration is certain that Latent Demand is building. Latent Demand is difficult to measure and quantify however Access staff are concerned as resources have remained virtually the same since 2010 but demand for service has leveled off. This leveling off is contrary to demographic projections where demand should be increasing. Denials have actually decreased and this may be an indication that some customers/potential customers have given up trying to book trips with Access Transit; either finding other modes of transportation or becoming much less involved in the community. Access Transit Administration will continue to monitor this with a view to ensuring we are providing the service that our customers need as effectively as possible.

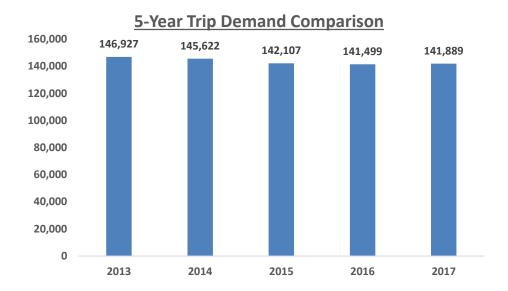


Figure 9: 5-Year Trip Demand Comparison

In 2017, Access Transit Administration performed an in-depth purge of the customer database, removing clients whom had either moved to another city, stopped using Access Transit, or had passed away. This purge resulted in a significant reduction in the number of customers from almost 5000 to just under 3500. It is normal for this number to fluctuate monthly as customers come and go from our service.

A "Denial" is a trip requested by a customer that cannot be accommodated. There are two types of denials; Customer Denial and a Dispatch Denial:

- Customer Denial is when a customer refuses the alternate trip time offered by a dispatcher, regardless of the proximity of time to the original request.
- Dispatch Denial is when a trip request cannot be accommodated due to insufficient resources (insufficient run time or bus availability for that trip).

As of January 1, 2016, the definition of denial used by transit agencies in Saskatchewan changed from "any trip that cannot be accommodated" to "any trip that cannot be accommodated as of 12:00 noon of the previous day." This means any trip request after 12:00 noon of the previous day is not counted as a denial. This change allows for a more accurate and comparable statistic between Saskatoon and Regina.

# 14,000 12,399 11,669 11,493 12,000 10,000 7,602 7,180 8,000 6,000 4,000 2,000 2013 2014 2015 2016 2017

**Denials: 5 Year Comparison** 

# Figure 10: 5-Year Denial Comparison

In December of 2016, Saskatoon City Council authorized the increase of Access Transit resources by one bus and one operator for the 2017 calendar year. Due to unforeseen manufacturing delays, the extra bus was not delivered until February of 2018. Additional operating hours will be implemented on April 1, 2018.

# **Taxi Trips**

Access Transit uses Taxis to supplement service, especially during the cold weather months where independent travel is more difficult or impossible due to obstacles in the path of travel. Taxi usage was relatively high in 2017, with 303 more taxis used in comparison to 2016. This was primarily due to the fact that the winter weather was much colder, and there were more harsh weather episodes in 2017 than 2016.

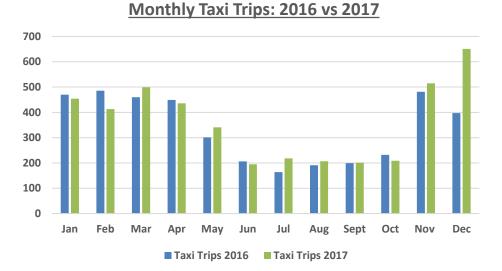
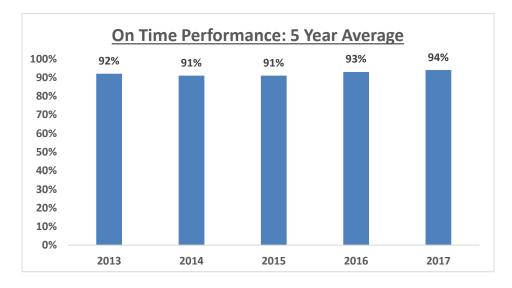


Figure 11: Taxi Trip Comparison 2015 vs 2016

### **On-Time Performance**

Considering the climate and geographic challenges (bridges, railroad tracks, etc.) combined with a significant number of destination attractions throughout the city on both sides of the river, the on-time performance of Access Transit Operators is remarkable. The 5-year average for on-time performance is 92.2%. This is a true testament to the dedication to customers and the service provided by staff.



**Figure 12: Access Transit On-Time Performance** 

# **OUR PEOPLE**

Transit services are provided to the residents of the City of Saskatoon 365 days per year. The Transit team is made up of a diverse and skilled group of people

including operators, customer service staff, administration staff, dispatchers, booking and scheduling clerks, planners, payroll employees, mechanics, utility and servicemen, accountants, driver trainers, supervisors and managers. Transit's team also includes support from Human Resources to assist in administering collective bargaining/labour related issues, recruitment and health and safety programs in the workplace. Facilities provides support with building maintenance and repairs. All levels and classifications of employees are passionate about delivering quality transit service to the community on a daily basis.

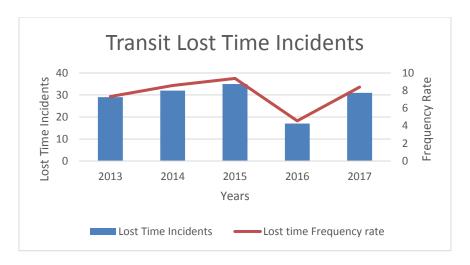
Transit's employee complement increased by 2.6% (8.0 employees) between 2013 and 2017. In comparison, Conventional Transit service hours increased by 7.1% (27,385 hours) and Access Transit service hours increased by 0.8% (385 hours). In the period between 2013 and 2017 the population increased by 9.7%.

#### 450.0 400.0 350.0 300.0 250.0 200.0 150.0 100.0 50.0 0.0 2013 2014 2015 2016 2017 Admin 13.8 14.8 15.0 15.4 15.3 Maintenance 69.5 74.0 76.0 76.0 77.0 Operations 309.5 307.5 306.5 308.0 314.5

# Saskatoon Transit Employees (FTEs)

Figure 13: Saskatoon Transit FTEs

While there was an increase in the number of injury claims the length of time employees were away from the workplace was dramatically reduced. This reduction is attributed to the initial reporting and investigations being done on the day of injury and follow-ups being conducted immediately after an incident. Offers of modified duty or return to regular duties increased and became part of the investigation work flow so employees were not being lost in the process.



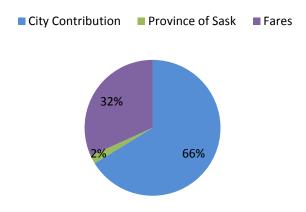
**Figure 14: Lost Time Incidents** 

# **OUR FINANCES**

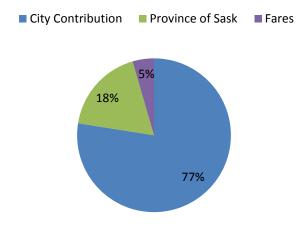
In 2017, Saskatoon Transit's service line operating budget was \$45.5 Million, made up of \$40.6 Million for Conventional Transit and \$4.9 Million for Access Transit. Actual operating expenses for 2017 came in over budget at \$46.6 Million. The deficits of \$0.8 Million for Conventional Transit and \$0.3 Million for Access Transit were primarily due to unbudgeted changes to the Collective Bargaining Agreement (CBA), increased Attendance Management costs, and the move to the Civic Operations Centre (COC).

The budgeted funding sources for Saskatoon Transit's service line were \$1.8 Million, through provincial funding for DCR Passes and Accessible Transit Grant, and \$14.5 Million from fares and other revenue sources. The remainder was made up through the city's (Mill Rate) contribution. 2017 funding received was under budget by \$1.0 Million, increasing Transit's service lines overall deficit. The graphs below show a breakdown of Transit's 2017 funding sources.

# **2017 Transit Funding**



# **2017 Access Transit Funding**



**Figure 15: Contribution Rates** 

Conventional Transit's city contribution in 2016 was 64.6% and increased by 1.4% in 2017. Access Transit's city contribution was 75.3% in 2016 and in 2017 the contribution increased by 2.2%.

For the Transit service line, there was a \$1.1 Million expense operating deficit and a shortfall in revenue of \$1.0 Million. This deficit of \$2.1 Million was off-set by an increase in the city contribution of \$2.1 Million over the budgeted city contribution. Below is a summary of operating budgets for both Conventional and Access Transit.

# 2017 Conventional Transit Operating Budget (\$000)

Revenue	Budget	Actual	Variance	%
Fare Revenue Charter, advertising, and other City Contribution Province of Sask	\$13,191 \$1,083 \$25,534 \$819	\$12,344 \$923 \$27,342 \$815	(\$847) (\$160) \$1,809 (\$3)	-6.4% -14.8% 7.1% -0.4%
Total revenue	\$40,626	\$41,424	\$798	2.0%
Expense				
Transit Operations	\$21,220	\$21,845	(\$624)	-2.9%
Fuel, Lube & Oil	\$4,100	\$3,831	\$269	6.6%
Transit Maintenance	\$8,939	\$9,344	(\$405)	-4.5%
Building Maintenance	\$1,073	\$922	\$151	14.1%
City Hall Services	\$649	\$649	\$0	0.0%
General & admin	\$2,472	\$2,663	(\$191)	-7.7%
Capital (debt & reserve)	\$2,173	\$2,171	\$2	0.1%
Total Expense	\$40,626	\$41,424	(\$798)	-2.0%

Figure 16: 2017 Conventional Transit Operating Budget

# 2017 Access Transit Operating Budget Variance (000's)

Revenue	Budget	Actual	Variance	%
City Contribution Province of Sask grant Fares	3,724 976 230	4,043 939 235	\$319 ( <b>\$37</b> ) \$5	8.6% -3.8% 2.2%
Total Revenue	\$4,930	\$5,217	\$287	5.8%
Expense				
Salaries & payroll Fuel, lube, oil IS -Facilities services Maintenance equip & radio Other expense Transfer to reserves	3,557 294 251 282 283 263	3,934 239 251 262 268 263	(\$377) \$55 \$0 \$20 \$15 \$0	-10.6% 18.7% 0.0% 7.1% 5.3% 0.0%
Total Expense	\$4,930	\$5,217	(\$287)	-5.8%

Figure 18: 2017 Access Transit Operating Budget

While Saskatoon Transit is modernizing its bus fleet, the older buses do incur additional maintenance resulting in increased operating costs. Fuel prices provided significant savings but not enough to reduce the cost per passenger. The Conventional Transit average cost per passenger increased to \$3.34 in 2017 from \$3.20 in 2016. However, at \$3.34, Saskatoon Transit still compares well with the most recent CUTA fact book, showing the 2016 transit average cost per passenger at \$4.75, \$5.48, \$7.64 and \$8.63 respectively for Longueuil, Regina, Gatineau and Oakville.

The cost per passenger is calculated by taking total operating expenses and dividing them by ridership. The graph below shows the average based on calculated and electronic, at present CUTA statistics only show calculated results as not all properties have electronic fareboxes.

# **Transit Cost per Passenger**

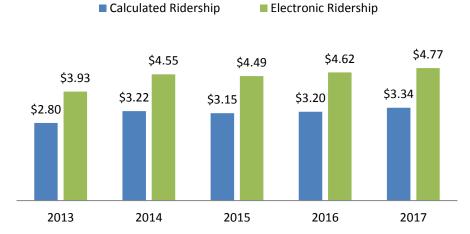


Figure 17: Transit Cost per Passenger

In 2017 the average cost per trip for Access Transit was \$39.60. Through the Provincial Transit Assistance for People with Disabilities Program, Access Transit receives an operating grant (based on available funding and ridership data). The 2017 operating grant amounted to \$7.13 per trip such that the total cost per trip to the city was \$32.47. This cost is inclusive of all program expenditures and is calculated by dividing total expenditures by the total number of revenue trips less the operating grant.

The reason for consistent increase in average cost per trip over the years is a combination of increasing geographical area (city boundaries), resources required to accommodate this growth (Fuel, Oil, time, wear & tear, etc.) and changes in CBA.

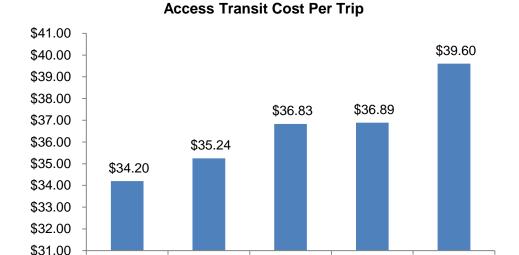


Figure 19: Access Transit Cost per Trip

2015

2016

2017

2014

2013

# **OUR WORK - MOVING FORWARD**

The best way for a business to show how well it is doing is to prove it, every day.

Meeting customer service expectations and providing a safe and reliable ride are integral to increasing ridership. To better fulfill these promises, qualified Transit Operators have been offered the Certified Professional Bus Operator designation (CPBO). This designation, developed by the Motor Carrier Passenger Council of Canada (MCPCC) also known as the Bus Council, recognizes the efforts and professionalism exhibited each and every day by our staff and offers a framework of success for individuals to model. This designation is offered along with our Interact Professional Development program which focuses on customer service delivery, situation de-escalation and driving for comfort and efficiency. The principles reinforced through both of these courses will provide Transit staff with the tools to succeed.

In 2017, Saskatoon Transit conducted a review of accessibility across the services provided. Using information from various meetings and panels on New Urban Mobility, Saskatoon Transit will be moving towards a "Family of Services" approach over the next two years. Family of Services includes Conventional and Access Transit. Depending on a customer's abilities and the type of service they are eligible for, Access Transit can be used for all or a part of a customer's journey. With Family of Services, Access Transit customers can enjoy more independent and flexible travel options by taking advantage of Conventional Transit when they can. There may be some changes and new requirements for Access passengers but the Family of Services approach will provide more efficient service to all customers in the city of Saskatoon. Our Conventional bus fleet is on target to be 100% accessible by the end of 2018.

Technology within the transit industry continues to provide opportunities for increased operational efficiencies, data analytics and tools for the customer. Saskatoon Transit continues to work with the IT Division as well as various vendors to improve our ability to report on performance and provide more informational tools for our customers. Improved technology assists Administration in making accurate service delivery decisions, and increasing transparency, all while providing customers the ability to conveniently and reliably plan their trip in real-time.

Internal processes, standard operating procedures, and ensuring they are current and written down is an ongoing task. In 2018, Saskatoon Transit will move towards a new version of Computer Aided Dispatch Software called TransitMaster. The new software comes with an automated tool to assist communications Supervisors in managing tasks and supporting incidents on the road. This is an important upgrade, particularly in light of the plans for moving ahead with the Bus Rapid Transit (BRT) system. On-going reviews of how we do

what we do will aid in the consistency of the service provided as well as create opportunities to more effectively serve the citizens of Saskatoon.

## **Growth Plan to Half a Million:**

In April of 2016, the Growth Plan to Half a Million was approved in principle by City Council. Saskatoon Transit is an integral, coordinated part of this plan, in addition to Transportation Networks, Corridor Growth, Transit Villages and Active Transportation.

The current proposal sees the creation of three BRT routes over the next 3 - 10 years:

- the Blue Line (North South),
- the Red Line (East West), and
- the Green Line (West East).

An additional proposal integrates a modified version of existing service using a frequency based rather than a coverage based model. Customers will see more direct routing, increased frequency and the elimination of 60 minute service. Most headways (the time between one bus and the next at a particular stop) will be 20 minutes with 30 minutes being the longest time between buses. BRT headways will be 10 minutes from 6 AM to 6 PM and 20 minutes for the rest of the current service day ending at 1:00 AM.

The plan also calls for increased funding for Capital equipment and Service hours to support higher ridership in the Saskatoon area. Fortunately the Federal PTIF/ICIP will assist the City of Saskatoon with Capital expenditures as it moves toward completion of this portion of the Growth Plan.

# **Faster Frequency Initiatives:**

In an effort to better serve citizens and grow ridership, Saskatoon Transit implemented a concept that reallocated resources in order to increase frequency along popular routes. This helped to demonstrate possibilities of a BRT system using principles found in the Growth Plan:

- Route changes to 8th Street occurred in July 2016. Service along 8th Street supports 7.5-minute headway during peak periods, 10-minute headway for the remainder of the day and 30-minute headway during evenings, weekends, and statutory holidays.
- Route changes to 22nd Street occurred in July of 2017, using the same headways as found above.
- Route changes to Preston Ave and Attridge Drive, servicing the North East, are set for July 2018 and will feature 10 min headways through peak periods.

## Access Transit:

Access Transit Administration is committed to providing as much service for customers as possible within budgetary parameters. Due to manufacturing issues the 2017 bus delivery order, for an extra bus, was delayed until February of 2018. This delay meant there was a delay in the addition of extra service hours until April 1, 2018.

Access Transit continues to be an essential mode of transportation for people living with disabilities, helping them to stay connected and be active participants in our community.

## **Conventional Transit:**

Conventional Transit adjusted its service delivery to better serve the citizens of Saskatoon and offer an increased work life balance for its staff. Route capacity issues were once solved by increasing the number of buses at a given time however, these adjustments did not provide intuitive or predictable service for customers. A new model to address capacity on high demand routes was implemented, focusing on increasing the frequency of buses during peak times on high demand routes. This provides more buses per hour in a scheduled and predictable manner, offering the public greater service capacity as well as an increased ability to track more of their route in real time. Furthermore, these adjustments have resulted in more consistent work for staff.

Conventional Transit has centralized its on-road communications and control function through the use of Automated Vehicle Location (AVL) technology. The same tools that provide up-to-date tracking of buses for customers is being utilized by Supervisors to increase our on-time performance and provide more timely service updates to the citizens of Saskatoon. Conventional transit has seen an increase in the service reliability in 2017. On time performance increased to 90.21% (Jan - Dec) in 2017 from 84.21% in 2016 (Apr- Dec). This increases the success in resolving service issues and provides additional information to internal staff regarding future routing considerations.

# **Customer Support and Engagement:**

The Customer Support and Engagement team saw many opportunities for growth throughout 2017. Community Association meetings were attended by Customer Support staff, engaging and listening to the concerns of riders, and potential riders and provided neighbourhoods with Transit updates.

Various city engagements took place throughout the year, including an engagement event regarding the annual route changes in July. These changes included higher frequency service along 22<sup>nd</sup> Street and improved service to west side neighbourhoods.

Further upgrades to onboard technologies took place and new transit planning software was implemented, bringing new efficiencies to how routes are planned and scheduled.

In 2017, the Customer Service Centre worked toward quickening response times to customer concerns and several new customer initiatives took place, including a travel training pilot called *Experience Transit*.

The ClassPass Program pilot was launchedin 2016. During the 2016-2017 school year approximately 3,557 students utilized this free class trip service. Due to the success of the pilot, Saskatoon Transit will continue to offer the program in the 2017-2018 school year. The ClassPass program is for K-12 teachers, students, and chaperones to travel to field trip locations between 9:00 am and 3:00 pm, Monday through Friday,. The ClassPass Program travels on regular transit routes. Teachers must apply to the program at least two weeks in advance online at: saskatoontransit.ca/class-trips

## Maintenance:

In 2017, Saskatoon Transit moved into the new Civic Operation Centre (57 Valley Road) where maintenance saw the growth from 11 to 20 service bays, plus an in-house body repair shop and completely self-contained storage facility. There was also a delivery of 11 new 40 foot buses in June, as part of the 2017 renewal order and 15 more 40 foot buses in late December as part of the 2018 feet renewal order. Buses 603 through 612 received structural refurbishments as part of the mid-life refurbishment program. There was a total of ten completed in 2017.

Transit disposed of 13 buses deemed not fit for service, 5 high floor and 8 low floor. We saw a rise in service kilometers between service calls, an increase in the bus/mechanic ratio and a decrease to the spare ratio and fleet average age.

# IN CONCLUSION

Saskatoon Transit has seen some large scale changes over the last couple of years. Moving to the new Civic Operations Centre, offering increased frequency along 8<sup>th</sup> Street, 22<sup>nd</sup> Street, and now Preston Avenue andAttridge Drive and have started to change the perception of Saskatoon Transit with both employees and the public.

In 2017, Saskatoon Transit employees participated in a corporate wide engagement survey with results that will lead our interaction and engagement strategies for the next few years. Listening to the customer and front line employees who provide direct support to them is very important in building relationships between the service provider and the riders. This relationship building needs to be done deliberately and effectively. Transit is committed to

providing more information to staff and customers about upcoming changes, including staffing, policy and routing.

The Growth Plan's plans for BRT, and all the changes that it brings, will drastically change the way Saskatoon Transit serves the public. However, the core of the service will always be to connect our community by providing professional, reliable, safe and affordable mobility options.