2560-50 Climate Plan Jan 18, 2021

The Corporation of the District of Saanich

Report

To: **Mayor and Council**

From: **Sharon Hvozdanski, Director of Planning**
Harley Machielse, Director of Engineering

RECEIVED
JAN 07 2021
LEGISLATIVE DIVISION
DISTRICT OF SAANICH

Date: **January 7, 2021**

Subject: **Transit Investment to support Climate Action and Targets**
File: 2560-50 • Climate Plan

RECOMMENDATION

1. That Council receives this report for information; and

2. That Council sends a letter to the Minister of Transportation and Infrastructure to outline their support for the Victoria Regional Transit Commission's 2021 funding requests and to advocate for increased funding for transit service expansion, infrastructure and other improvements within the region over the coming years as necessary to meet our climate and sustainability goals and targets.

PURPOSE

The purpose of this report is to:

1. Provide an overview of how transit contributes to the District of Saanich strategic goals and targets, in particular, those within the Climate Plan;

2. Provide an update on the progress made on actions within the Victoria Region Transit Future Plan and BC Transit 10 year vision that deliver on Saanich goals and targets and the next steps for BC Transit and Saanich to collaboratively accelerate its implementation; and

3. Request that Council send a letter to the Ministry of Transportation and Infrastructure, to outline their support for the Victoria Regional Transit Commission's 2021 funding requests and to advocate for increased funding for transit service expansion, infrastructure and other improvements within the region over the coming years as necessary to meet our climate and sustainability goals and targets and in order to support implementation of "Climate Action M2.5 Advocate for increased funding for transit service expansion and improvement" and "Active Transportation Plan Strategy 1G Improve Transit Access and Experience".

DISCUSSION

Aligned Vision and Targets

The Climate Plan, adopted by Council in 2020, outlines the actions needed to:

- Cut greenhouse gas (GHG) emissions in half by 2030 and net zero by 2050;
- Transition to 100% renewable energy by 2050; and
- Prepare for a changing climate.

Transportation is the largest source of our community-wide greenhouse gas (GHG) emissions, responsible for 57% of our total emissions in 2018. Majority of these emissions are from the use of personal vehicles, light trucks and SUVs, which could be reduced considerably by a mode shift to transit and active transportation.

Public transit is the most efficient and cost-effective way of moving large numbers of people through limited urban space or between regional centres. Even for buses that are fueled by diesel or gasoline, the fuel use (and GHGs) per person is lower for a trip by bus than for the same trip by single-occupant vehicle. The case for public transit is even stronger when the buses are powered by BC Hydro electricity, which is currently 97% renewable.

The Climate Plan modelled a pathway of actions to our 2030 and 2050 targets and this identified that transit improvements and electrification of the transit fleet could result in a 7% reduction in our community-wide GHG emissions by 2050. This would require:

- 14% of all trips to be taken by transit by 2030 (i.e. a 14% transit mode share);
- 20% of all trips to be taken by transit by 2050 (i.e. a 20% transit mode share); and
- All BC Transit buses to be electrified by 2030.

These mode share targets are also reflected in our Active Transportation Plan, which recognizes that "Walking, cycling and transit are key contributors to Saanich's economic vibrancy, cultural and recreational experiences, social wellbeing, natural environment, physical beauty, and neighbourhood and social connections", in its vision statement. In addition to the mode share targets that are shared with the Climate Plan, the Active Transportation Plan has a host of strategies and actions needed to improve the transit user experience and make transit more attractive and accessible to all.

<u>BC Transit Aligned Vision & Targets</u>

The Victoria Region Transit Future Plan (TFP), approved in 2011, provides a vision for improving the region's transit network to 2035 and identifies a Transit Future Network with four layers of service:

- Rapid transit
- Frequent transit
- Local transit
- Targeted services

At their December 1, 2020 meeting, the Victoria Regional Transit Commission (VRTC) approved the 10 year vision for the Victoria Regional Transit System, as an update to the TFP (see Attachment 1). This includes a 14% mode share target for core areas of the region by 2030, and a 20% mode share target for core areas of the region by 2039 (15% for the region overall), which are aligned with the Saanich Climate Plan and Active Transportation Plan.

Further, BC Transit has committed to a fully electric fleet by 2040 and recently released the Request for Proposal for their first 10 electric buses that are expected to be in service in the region by summer 2022.

As such, Transit plays a critical role in contributing to the District of Saanich's Climate targets, sustainability goals, active transportation goals, affordability and overall quality of life for our residents. Likewise, transit supportive land use and transportation planning by the District of Saanich are fundamental to a successful regional transit system. Therefore, integration and collaboration between BC Transit and the District of Saanich are key to achieving the transit mode shares necessary to meet our aligned goals.

Achieving Increased Ridership & Mode Share
Transit must be an attractive alternative to the private vehicle in order to increase ridership and attract discretionary riders. Transit is already an affordable means of transportation and the Victoria Regional Transit System has multiple fare programs for low-income riders.

Prior to COVID-19, the Victoria Regional Transit Service suffered from latent demand on specific routes and times, particularly in early fall with the return of students to university and school. The ability to take advantage of this demand for transit service has been limited by funding, which results in pass-ups where the bus must leave passengers behind because it is full, and reduced reliability due to the high number of passengers boarding and alighting, which can cause delays.

Therefore, while changes to fares can impact ridership (primarily fare increases resulting in a decrease in ridership as they switch to other modes of transportation vs. fare decreases attracting new riders), it is improvements in service levels that can contribute significantly to increased ridership and meeting our mode share targets. Additional ridership is attracted by a transit service that is:

- Fast and reliable – trip times that are competitive with travelling by car and that arrive at destinations on time;
- Frequent - with buses arriving every 5 to 15 minutes at peak times on the Rapid and Frequent network routes;
- Connected and Convenient - routes that are direct and connect urban centres and key destinations; and
- Easy to use – employing technology that makes it easy to pay, use and know when the next bus will arrive.

Therefore, ridership increases are heavily driven by investment in the above in comparison to expanding transit to include additional routes or later/earlier service that tends to result in considerably lower ridership increases per dollar invested. These service improvements are achieved through several measures:

- Additional service hours - including the associated additional buses;
- Additional maintenance and operation facility(s) - to allow for additional buses to be added to the fleet;
- Transit Priority Measures – e.g. dedicated bus lanes, transit signal priority, bus queue jump lanes, quality transit stop shelters/amenities/lighting;
- Investment in Technology – e.g. real time information supporting user confidence, electronic fare payment increasing ease of use; and
- Transit oriented development – land use and design, with density focussed on key nodes and corridors and the development of compact, complete communities that supports a fast and reliable, frequent and connected transit service for less investment.

It should be noted that the emphasis of this report relates to climate action and investments that achieve considerable ridership increases. While these also address equity and achieve multiple other co-benefits by increasing the quantity and quality of an affordable form of climate friendly transportation, there are additional areas of investment beyond those noted above that further enhance transit service and it's accessibility to users. Example of this are investment in handyDART and fare programs.

Transit Progress to Date

The Victoria Region Transit Future Plan (TFP) identified specific actions and funding investment required to increase ridership and achieve the approved mode share targets. This was based upon benchmarking and analysis of best practice from other comparable communities who invested in transit service to achieve similar targets. There have been multiple actions undertaken for the Victoria Regional Transit System since approval of the TFP that support increased ridership, including:

- Introduction of NextRide with real time technology;
- Expansion of the UVic Exchange Facility;
- Completion of several phases of the Victoria Region Douglas-Westshore Transit Priority Corridor – the dedicated bus lanes shorten travel times for passengers, increase the reliability of public transit and reduce greenhouse gas emissions;
- New handyDART facility is expected to open in 2023 – freeing up space for new conventional vehicles at the existing Maintenance and Operations Centre to allow for additional service expansion; and
- Operations and Maintenance Facility Masterplan developed and approved.

However, while it is recognized that investment in transit service expansion is also critical to increasing ridership, there has been a notable shortfall in service hour expansion since the TFP was approved. The TFP identified the need to go from 760,000 total annual conventional service hours in 2010 to 1.5 million total annual conventional service hours by 2035 in order to implement the plan and meet the approved mode share and ridership targets. This equates to 29,600 hours of conventional service expansion per year. However, there were only 864,000 annual service hours for the whole system in 2019, equivalent to an annual average increase of 11,550 hours per year (see Figure 1).

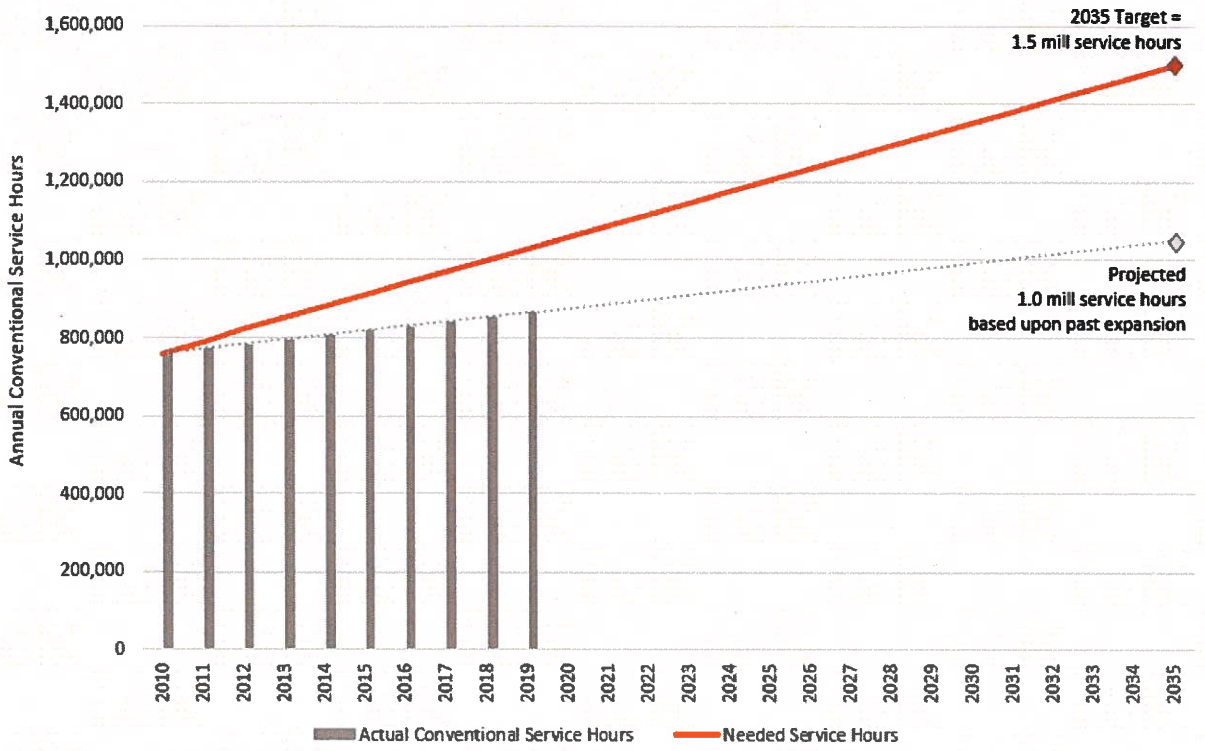


Figure 1: Conventional Transit Service Hours required to meet Transit Future Plan Mode Share Targets vs. Actual Expansion

Several things have contributed to this shortfall; expansion has been limited by available space for new vehicles at the two existing Maintenance and Operation centres and a third facility is needed; transit in the Victoria region requires agreement for funding from both the Province and local municipalities through the VRTC and there can be occasions where the local partners wish to expand service but the funding is not available from the Provincial partner; finally, while 20,000 hours of expansion had been approved by the VRTC for implementation in 2020, COVID-19 has caused major disruptions to transit ridership globally, and this expansion funding was put on hold for the 2020 year.

It should be noted that service expansion must be combined with other actions to improve transit service and increase ridership. In addition, investment in RapidBus and transit priority effectively saves service hours for investment in other areas of the transit system. However, considerable investment in service expansion hours is still critical to see ridership grow. The Transit Future Plan mode share targets have been updated by the 10 Year Vision and the timeline has shifted to 2039 in order to align more closely with the Capital Regional District population projections. Based upon current service levels and the amended targets and timeline, an additional 636,000 conventional service expansion hours are now needed over the next 19 years to meet the mode share targets, this equates to approximately 33,500 hours of conventional service expansion each year to 2039. To begin addressing this, the VRTC approved 20,000 additional conventional expansion service hours in late 2020 to be submitted for consideration as part of the 2021 Provincial Budget deliberations.

Necessary Transit Actions Moving Forwards

While COVID-19 has impacted transit ridership during 2020 and the effects are likely to continue to be felt in the short term, transit remains of critical importance for reaching our GHG emissions targets and contributing to the region's social wellbeing and economic vibrancy. In collaboration

with their partners, BC Transit is developing and implementing strategies to recover ridership that will address emerging service needs, new cleaning and comfort standards, communication and technology enhancements, and infrastructure projects that will continue to show the value of transit in our community.

The 10 year vision, approved by the VRTC board on December 1, 2020, outlines the actions needed to increase ridership and meet our aligned mode share targets. Key actions include:

- Service Expansion – considerable investment in service hours and associated increased number of buses. The VRTC has approved an additional 20,000 conventional service hours expansion for 2021, to be submitted for consideration as part of the Provincial Budget deliberations.
- RapidBus Project implementation, including but not limited to:
  - Multiple Transit Priority Measures across the region.
  - Island Highway Transit Priority.
  - Uptown "Centre" Multi-Modal Hub Plan in the short-term and build in the medium-term.
  - Mckenzie Corridor Transit Study.
  - Highway 17 Keating Cross Road Fly Over.
- Electric Bus deployment.
- Electronic fare collection pilot.
- Operations and Maintenance Facility Infrastructure:
  - Victoria's third Operations and Maintenance Facility pre-implementation work in the short-term and build by the medium-term.
  - Victoria's fourth Operations and Maintenance Facility – medium and/or longer-term.
  - Victoria Transit Centre (VTC)/Langford Transit Centre (LTC) Operations and Maintenance Facility Enhancements and Modernization.
- Local Area Transit Plan development and implementation.
- Rapid Implementation Study.

The Saanich Climate Plan "Strategy M2: Prioritize transit-supportive policies and practices", includes specific actions to support increased transit ridership:

- M2.1 Work with partners (VRTC, BC Transit) to accelerate service level improvement and increase transit mode share.
- M2.2 Support increased residential density along public transit routes.
- M2.3 Make transit travel time-competitive.
- M2.5 Advocate for increased funding for transit service expansion and improvement.

M2.7 Work with BC Transit to incorporate latest best practices and new technology needs
The Saanich Active Transportation Plan "Strategy 1G: Improve Transit Access and Experience" also includes specific actions to support increased ridership:

- 1G.1 Prioritize new pedestrian infrastructure on transit routes.
- 1G.2 Install bike parking at high activity stops.
- 1G.4 Integrate transit amenities with new development.
- 1G.7 Improve transit amenities at existing stops.

The District of Saanich staff is actively working with BC Transit on several of the actions identified in the 10 Year Vision amongst others. However, it is clear that accelerated action and investment are needed if we are to achieve our aligned goals and targets.

As such, this report requests that Council send a letter to the Ministry of Transportation and Infrastructure, copying VRTC, to outline their support for the VRTC's 2021 funding request and to advocate for increased Provincial funding for transit service expansion, infrastructure and other improvements within the region over the coming years as necessary to meet our climate and sustainability goals and targets. A draft letter is included as Attachment 2.

ALTERNATIVES

1. That Council approve the recommendations as outlined in the staff report.

   This would highlight to the Victoria Regional Transit Commission (VRTC) and Minister of Transportation and Infrastructure the District of Sannich support for accelerated transit investment in the region and the critical role it plays in achieving our climate goals and targets. It would also demonstrate the support for and desire by Saanich to see considerable progress on transit projects identified in the 10 Year Vision and commitment to collaborate on their implementation. This would assist in achieving Climate Plan Action M2.5 Advocate for increased funding for transit service expansion and improvement. This would also assist in achieving the actions in Active Transportation Plan Strategy 1G Improve Transit Access and Experience.

2. That Council do not approve the recommendations as outlined in the staff report.

   Should Council not approved the recommendations outlined in the staff report, this may result in a missed opportunity to demonstrate to the Province and Victoria Regional Transit Commission (VRTC) our commitment to transit in the region, identify the role it plays in meeting our climate targets and advocate for the Provincial share of funding for transit necessary to meet those targets.

3. That Council provide alternate direction to Staff.

FINANCIAL IMPLICATIONS

There are no financial implications associated with this report.

STRATEGIC PLAN IMPLICATIONS

Investment in the Victoria Regional Transit System and integrated action between Saanich and BC Transit, including plans, policies, programs and infrastructure will support the following 2019-2023 Council Strategic Plan goals:

<u>Affordable housing, land use and infrastructure management</u>

- Active transportation networks help our residents commute and connect.
  - Integrate sustainable modes of transportation with land use planning.
  - Build connected neighbourhoods with a focus on active transportation and accessible services.

<u>Climate action and environmental leadership</u>

- Steward the natural environment
  - Work towards our goal of carbon neutrality by 2030.
  - Contribute to the mitigation of climate change and its effects.
- Balanced transportation initiatives are supported to reduce our environmental impact.
  - Manage our transportation system efficiently as the community evolves.

- Prioritize walking, cycling, transit, and other sustainable modes of transportation.
- Work to enhance accessibility and usability of transit.

CONCLUSION

The Victoria Regional Transit Commission (VRTC) approved the Victoria Regional Transit System 10 Year Vision as an update to the Transit Future Plan at their December 1, 2020 meeting. This includes a 14% mode share target for core areas of the region by 2030, and a 20% mode share target by 2039, which are aligned with the Saanich Climate Plan and Active Transportation Plan. The 10 year vision outlines the actions and timeline needed to achieve these targets and alongside the Transit Future Plan, includes a need for considerable investment and service expansion hours.

While multiple actions have been implemented since the Transit Future Plan (TFP) was approved, and the District of Saanich staff is actively working with BC Transit on several of the actions identified in the 10 Year Vision, past investment has fallen short of that identified in the TFP as necessary to achieve the transit mode share targets and our climate goals. It is clear that accelerated action and considerable investments are needed in both infrastructure and service hours if we are to achieve our aligned goals and targets.

The recent approval of the Victoria Regional Transit System 10 Year Vision presents a key opportunity to demonstrate support by the District of Saanich for the actions identified within the plan and to advocate to the Province for the funding required to deliver on those actions. As such, this report requests that Council send a letter to the Ministry of Transportation and Infrastructure, copying VRTC, to outline their support for the VRTC's 2021 funding request and to advocate for increased provincial funding for transit service expansion, infrastructure and other improvements within the region over the coming years as necessary to meet our climate and sustainability goals and targets (see Attachment 2). It would also demonstrate the support for and desire by the District of Saanich to see considerable progress on transit projects identified in the 10 Year Vision and commitment to collaborate with BC Transit on their implementation. This would assist in achieving Climate Plan Action M2.5 Advocate for increased funding for transit service expansion and improvement and the Active Transportation Plan Strategy 1G Improve Transit Access and Experience.

Prepared by:

Rebecca Newlove
Manager of Sustainability

Approved by:

Sharon Hvozdanski
Director of Planning

Approved by:

Harley Machielse
Director of Engineering

RN/rh

Attachments: Attachment 1: Victoria Regional Transit System 10 Year Vision
Attachment 2: Draft Letter to Honourable Rob Fleming, Minister of Transportation and Infrastructure

ADMINISTRATOR'S COMMENTS:

I endorse the recommendation from the Director of Finance and Director of Planning.

Paul Thorkelsson, Administrator

10-Year Vision

Victoria Regional Transit System

November 20, 2020

WHY A TRANSIT VISION?

Transit has tremendous potential to contribute to stronger, more sustainable communities. The need to realize this potential in the Victoria Region is increasingly important because of factors such as climate change, affordability, population growth, increasing traffic congestion, and an aging demographic.

This document outlines the vision for the Victoria Regional Transit System over the next 10 years, and summarizes all of the plans, projects, and priorities seeking to move the transit system towards that vision. This document is an annually updated, actionable and measureable strategy, providing both the Commission and the public a roadmap for transit development into the future.

COVID-19: NEW CHALLENGES AND NEW OPPORTUNITIES

As a result of the COVID-19 pandemic, we know that our communities may look different when we get through this and we need to be ready to respond to varying transportation patterns and changing customer expectations.

In collaboration with our partners, BC Transit is developing strategies to recover ridership that will address emerging service needs, new cleaning and comfort standards, communication and technology enhancements, and infrastructure projects that will continue to show the value of transit in our communities. Our customers are counting on us to continue to get them safely where they need to be, and it's our responsibility to be flexible, adaptable and resilient to allow for that to continue both now and into the future.

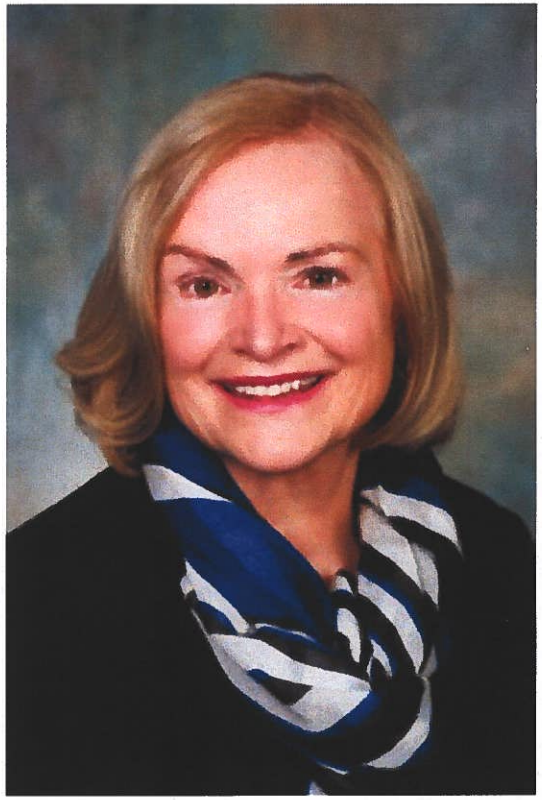
VICTORIA REGIONAL TRANSIT COMMISSION

Decisions regarding transit services and funding in the Victoria region are made by the Victoria Regional Transit Commission. The Commission is appointed by the Lieutenant Governor in Council from persons holding elected office, chosen from municipalities specified in the ***BC Transit Act***.

The regional commission in Victoria consists of eight voting members and one additional non-voting student representative.

In the Victoria regional transit service area, the Commission is responsible for:

- determining route configurations and transit service levels,
- setting fares,
- reviewing and making recommendations for the annual operating budget and capital spending, and
- raising the local share of the annual cost of transit service in the region.



Susan Brice, Chair of the Victoria Regional Transit Commission

VICTORIA REGIONAL TRANSIT SYSTEM VISION STATEMENT

"To be a leader of integrated transportation solutions connecting people and communities to a more sustainable future"

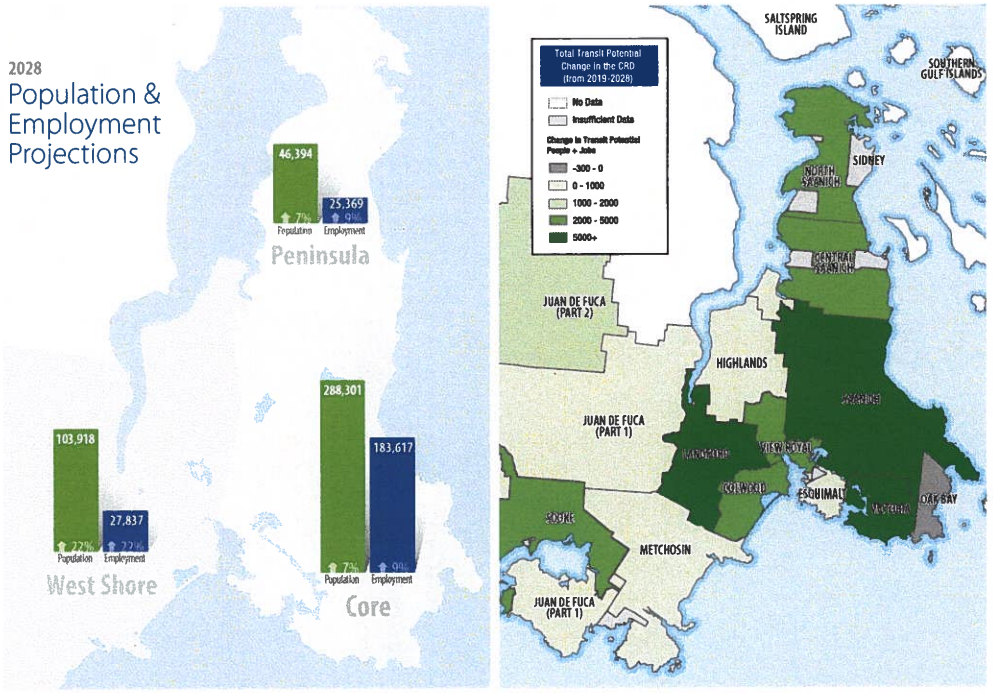
CRD POPULATION AND EMPLOYMENT BY 2028

Understanding where future population and employment growth is anticipated is critical for effectively planning transit service investment.

The CRD 2019-2038 Population, Dwelling Units and Employment Projection Report prepared by BC Stats estimated the Region's projected growth in population and employment over a 10 and 20 year horizon (to 2028 and 2038). The report estimated a population of 396,500 within the Region's growth management planning area in 2019, and projected a growth of 10.6 per cent to an estimated population of 438,600 by 2028.

More than half of the projected population growth in the region will occur in the West Shore, which will see an estimated 22 per cent increase in its population – In particular, Langford will see it's population grow by an estimated 31 per cent. While the Core Region will still accommodate the majority of the population, the growth in the West Shore will likely shift the Region's travel patterns and increase transit demand in alignment with population growth.

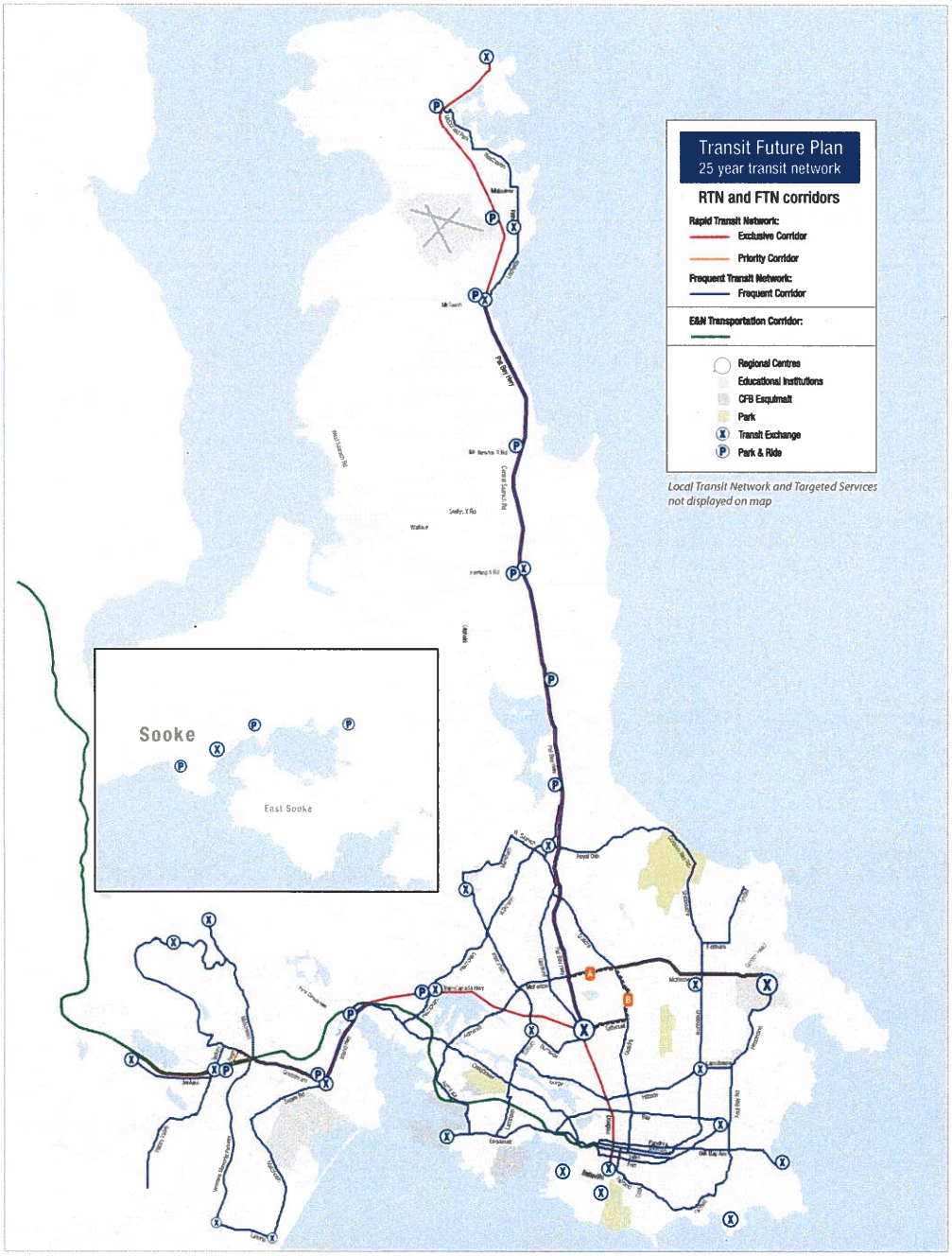
Employment in the region is expected to grow at a similar rate as population, with the highest employment growth projected in the West Shore; however, the Core will continue to account for the majority of jobs in the Region overall.



Projected change in population and employment within the CRD (2019-2028)

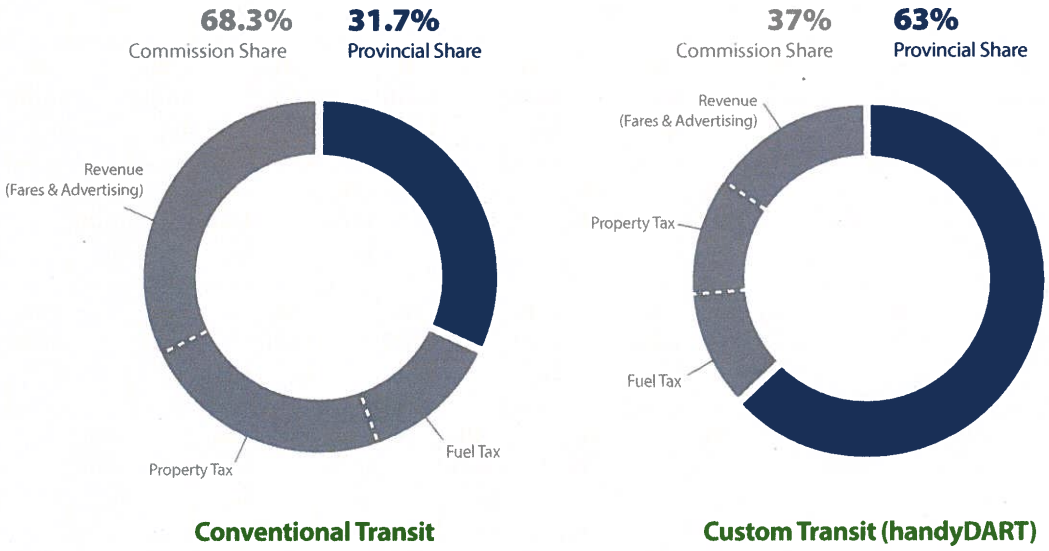
VICTORIA REGIONAL TRANSIT SYSTEM

Transit Future Network



VICTORIA REGIONAL TRANSIT SYSTEM OVERVIEW

Victoria Regional Transit System – Legislated Funding Formula



2019

19.6 M KM'S PER YEAR OF ON ROAD SERVICE	**0.9%** RIDERSHIP GROWTH OVER THE PAST YEAR	**972,423** TOTAL SERVICE HOURS ACROSS THE REGION PER YEAR
27.5 M ANNUAL BOARDINGS	**13** MUNICIPALITIES	**2,531** BUS STOPS ACROSS THE REGION
$141 M TOTAL ANNUAL OPERATING BUDGET		
1,051 BC TRANSIT EMPLOYEES IN VICTORIA	**39.5%** COST RECOVERY AT THE FARE BOX	**302** VEHICLES IN THE VICTORIA FLEET

KEY PERFORMANCE INDICATORS

These performance indicators were selected to track the performance of the Victoria Regional Transit System over time, and will be reviewed annually.

Some of these performance indicators require further input from the Victoria Regional Transit Commission before specific targets are set.

TRANSIT MODE SHARE

PROPORTION OF TRIPS TAKEN BY TRANSIT	POPULATION	CURRENT TRANSIT MODE SHARE	2030 TRANSIT MODE SHARE TARGET	REVISED TRANSIT FUTURE PLAN 2039 TARGET
CORE	65.8%	9.0%	14.0%	20.0%
WESTSHORE	23.1%	4.9%	7.2%	10.0%
PENINSULA	11.1%	3.9%	4.4%	5.0%
REGION TOTAL	100.0%	7.8%	11.0%	15.0%

SERVICE RELIABILITY

	2019/20 AVERAGE	TARGET
PROPORTION OF SCHEDULED TRIPS DELIVERED	99.4%	99.8%

TRIP COMFORT

AVERAGE PROPORTION OF TRIPS WITH SEATS AVAILABLE	2019/20 AVERAGE	TARGET
RAPID TRANSIT NETWORK	42%	
FREQUENT TRANSIT NETWORK	35%	
LOCAL TRANSIT NETWORK	53%	
SYSTEM WIDE	44%	TBD

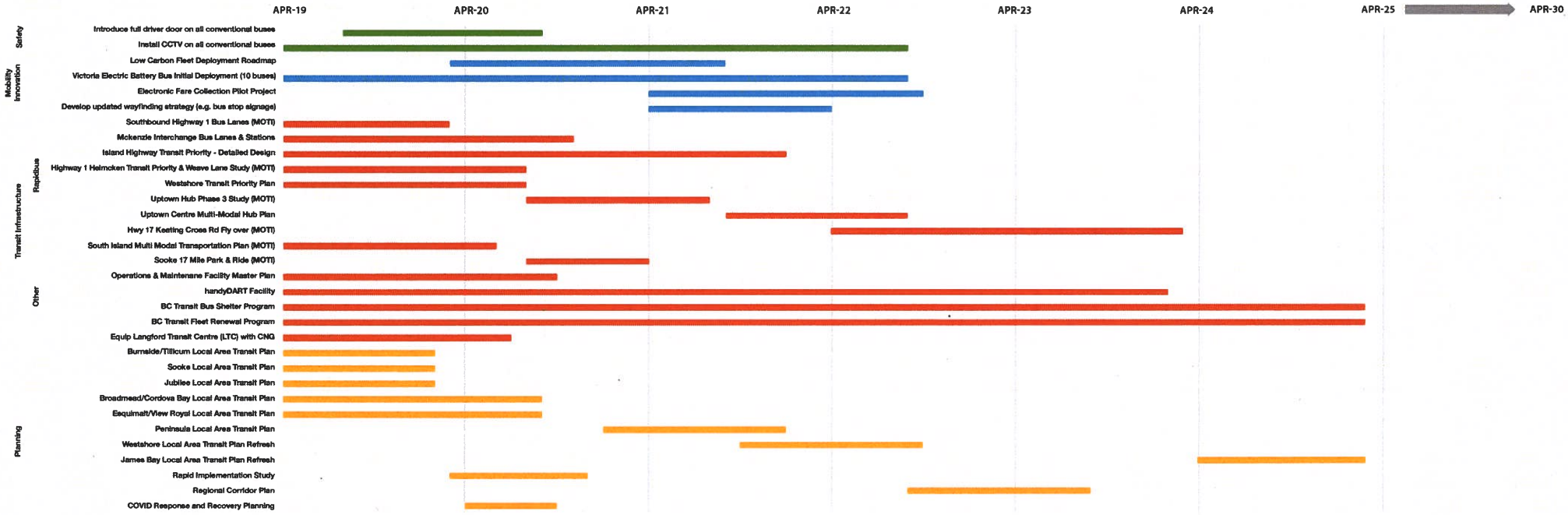
ACCESS TO TRANSIT

	2016 CENSUS POPULATION AND 2019 SERVICE LEVELS	TARGET
PROPORTION OF POPULATION WITH A 5 MINUTE WALK TO TRANSIT	87.3%	TBD
PROPORTION OF POPULATION WITHIN A 5 MINUTE WALK TO FREQUENT TRANSIT (15 MINUTE OR BETTER SERVICE FROM 7 AM TO 7 PM, 7 DAYS A WEEK)	34.4%	TBD

CUSTOMER SATISFACTION

PROPORTION OF TRANSIT USERS INDICATING THEY ARE EITHER SATISFIED OR VERY SATISFIED WITH THE TRANSIT SYSTEM	2020 CUSTOMER SATISFACTION SURVEY	TARGET
TOTAL SATISFACTION	71%	TBD

ACTIVE & SCHEDULED VRTS PROJECTS AND PLANS

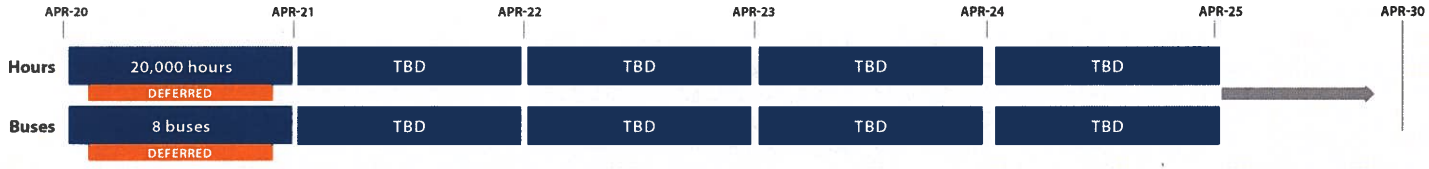


Post Covid-19 Expansion (Under Re-evaluation)

20,000 hours	20,000 hours DEFERRED	TBD	TBD	TBD	TBD
8 buses	8 buses DEFERRED	TBD	TBD	TBD	TBD

PLANNED VRTS PROJECTS AND PLANS
SUBJECT TO APPROVAL

Post Covid-19 Expansion (Under Re-evaluation)



SHORT-TERM PRIORITIES

- UVIC Exchange Phase 2
- VTC/LTC Operations & Maintenance Facility Enhancements and Modernization
- Victoria 3rd Operations & Maintenance Facility Pre-Implementation Work
- Westshore Park & Rides
- RapidBus Enhancements
- Uptown Local Area Transit Plan
- Westshore Island Hwy RapidBus Enhancements

MEDIUM/LONGER-TERM PRIORITIES

- RapidBus Enhancements
- Victoria 3rd Operations & Maintenance Facility Build
- McCallum Transit Terminal
- Swartz Bay Transit Terminal
- Tillicum Approaches Bus Lanes (MOTI)
- Transit Priority – Frequent Transit Network
- Victoria 4th Operations & Maintenance Facility
- Sooke Transit Hub
- Uptown Transit Hub
- Jubilee Transit Hub
- Dockyard Transit Hub
- Royal Bay Transit Terminal
- Royal Oak Transit Hub

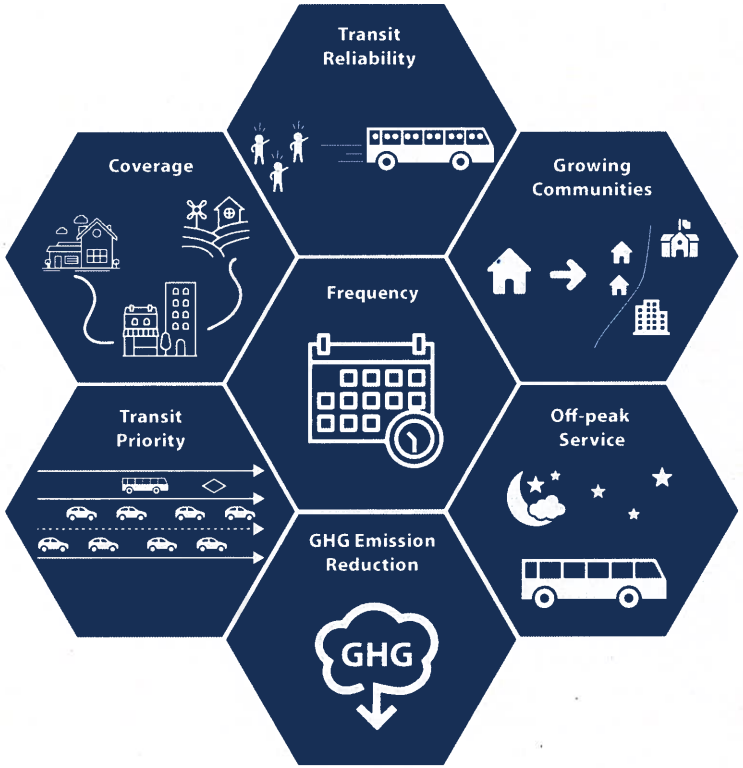
** BC Transit will work with the Transit Commission to prioritize future capital investments to best meet the needs of communities and transit system with the resources available.*

TRANSIT EVALUATION PROCESS (TEPS)

Given the growth and increasing demand for transit in the Victoria Region, there are always competing priorities for what should be changed and improved first.

The Transit Evaluation Process is the process to evaluate, prioritize and phase transit service expansions such as new routes or greater frequency on an annual basis.

Proposed service changes and improvements are currently ranked using a range of criteria including population served, potential ridership, and impact on service reliability. These priorities will be revisited annually and shared with the Victoria Regional Transit Commission for endorsement.



IMPLEMENTING THE VISION

In concert with other planning processes and the many stakeholders we serve, this vision document will be reviewed annually to address emerging trends and performance. As part of our continued commitment to public involvement, this vision document will be shared with our Local Government, First Nations and major stakeholders. It will also be available online to our customers and the general public.

This document is intended to serve as the overarching framework for the plans for the Victoria Regional Transit System and support our key stakeholders in the development of their own plans and processes.