



CITY OF AIRDRIE

Transit Master Plan

Final Report



April 2026 – 25-9943

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1.0 Introduction

A Transit Master Plan (TMP) is a long-range strategic document that outlines a community's vision, goals and priorities for its transit system. It provides a roadmap for future service improvements, infrastructure development, and funding priorities meeting current and anticipated community needs. To this end, this TMP update is designed to address Airdrie's growing population and evolving employment opportunities between 2026 and 2035.

1.1 Why Update the Transit Master Plan?

Airdrie's prior TMP was adopted in 2016, and since then, the following factors have driven a need to update the City's plans for transit service:

- **Population Growth:** The last TMP was designed to accommodate up to 80,000 residents by 2023. Today, Airdrie is expected to grow to a population of 121,000 by 2031. New strategies are needed to serve the increased population.
- **Change in Travel Patterns:** The significant growth of work-from-home arrangements during COVID-19 has reduced work commutes during traditional peak periods. As a result, Canadian transit agencies have seen increased demand for discretionary travel in off-peak periods.
- **Integration with Greater Calgary:** As Airdrie and other municipalities in Greater Calgary grow in size and activity levels, they grow closer together physically, socially, and economically. Transit service should be enhanced to encourage this growth through integration. Enhanced regional connectivity helps to spur economic growth opportunities for both the City of Airdrie and its neighbours.
- **Alignment with Regional Transportation Policies:** Regional transit projects affecting Airdrie have been proposed by the Province and City of Calgary, including Alberta Regional Rail, Blue Line LRT extension and Green Line LRT Stage 2. Airdrie Transit service should be ready to complement these high-capacity transit options.

This TMP update aims to identify public transit solutions that are responsive, aligned with the City's vision and priorities, that meet resident needs, and are adaptable to meet future conditions over the next ten years.

2.0 Background Review

The following section summarizes the existing service provided by Airdrie Transit and how the transit system is performing. It also reviews the policy directions and identifies growth conditions for the next ten years, as identified in the City of Airdrie and Greater Calgary policy documents. Additionally, community and stakeholder engagement were undertaken to inform how the current system is perceived and performs for the community. Based on this review, the current service strengths and gaps have been identified, highlighting what should be addressed in the next ten years to improve service performance and address resident demands.

2.1 Existing Service Review

Airdrie Transit provides both conventional and specialized transit services (pre-registered service for people with disabilities) operated as fixed-route and on-demand services for travel within Airdrie and to nearby Calgary. These services are delivered by a contracted operating company, Transdev Canada, which also provides maintenance for the City-owned transit fleet. The transit system is comprised of four main service types: Intercity Express (ICE), Local fixed-route, Hello To Go, and Access Airdrie services. Table 1 below summarizes the service details:

Table 1: Airdrie Transit Service Details

Service Type	Route	Service Area/ Key Destination	Service Hour			Headway (Mins)
			Mon-Fri	Sat	Sun & Holidays	
Intercity Express (ICE)	900	- Airdrie Downtown, Gateway, & South Transit Terminal - CrossIron Mills Outlet - Calgary Whitehorn and Rundle LRT Station and Peter Lougheed Hospital	6:15 am-11:04 pm	6:15 am-11:04 pm	8:15 am-9:04 pm	60
	901	- East Airdrie & South Transit Terminal - Calgary Downtown	6:00-7:37 am & 2:50-5:52 pm	No Service		2 AM and PM peak period trips
	902	- Airdrie Downtown, Gateway, West, & South Transit Terminal - Calgary Downtown	6:13-9:21 am & 3:20-6:50pm	No Service		4 AM and PM peak period trips
	1	Anti-Clockwise loop in Airdrie	6:00am-8:55 pm	7:00am-8:55 pm	No Service	30 (Mon-Fri)/

Fixed Route – Local	3	Clockwise loop in Airdrie	6:00am-8:57 pm	7:00am-8:57 pm	No Service	60 (Sat) 30 (Mon-Fri)/ 60 (Sat)
Hello To Go On-Demand Service and Access Airdrie – Local Service		Stop-to-stop (virtual stops) or curb-to-curb (for Access Airdrie registrants only) on-demand service within Airdrie City limits	6:00am-11:00pm	7:00am-11:00pm	8:00am-6:00pm	N/A
Access Airdrie – Regional Service		Pre-registered and subsidized curb-to-curb service operated by Checker Cab for trips to Calgary for medical specialties not available in Airdrie	8:00am-6:00pm	No Service		N/A

A map of the existing transit network is shown in Appendix A. In addition to these regular services, Airdrie Transit provides special event services for events within the city, such as AirdrieFEST and Canada Day parades.

Airdrie Transit charges different fares on Local, Route 900, and Route 901/902 services. A special, subsidized fare of \$30.50 is charged on the Access Airdrie – Regional Checker Cab service. Fare products, including cash fare, 10-ticket book, and monthly pass, are available for purchase at retail locations and via the HotSpot app. A surcharge is added to every purchase processed via the HotSpot app. For regional travel within Calgary, customers must pay a separate fare on services operated by Calgary Transit.

2.1.1 Service Standards

Airdrie Transit has established service design and performance standards to guide the development and evaluation of its services. These standards ensure a consistent and fair approach to meeting the diverse travel needs of customers within budgetary and resource limitations. Highlights from the existing standards include:

- Service Design Standards
 - Proximity/Walking Distances to Transit: For Local routes and Hello To Go services, the maximum walking distance to a transit stop should be 400 meters for 90% of residences.
 - Frequency and Booking Periods: During peak hours, the maximum headway for ICE services is 60 minutes, whereas service is provided based on demand in non-peak hours. For Local routes, the maximum headway is 30 minutes during peak hours and 60 minutes during non-peak hours. The minimum booking window for Hello To Go is 60 minutes across all periods.

- Service Performance Standards
 - Schedule Reliability: For Local and ICE services, the standard is for 90% of trips to arrive at timed stops no more than 3 minutes early or 1 minute late.
 - Service Productivity: The performance of individual routes should be assessed annually based on daily service productivity targets, measured in boardings per revenue vehicle hour¹, as shown in Table 2 below.
 - Modifications to Existing Services: Service level enhancements, such as increased frequency, earlier start times, or later finish times, may be considered when passenger loads consistently exceed maximum targets or when boardings per revenue vehicle hour exceed the minimum productivity target by 25%.
 - Introduction of Service to New Neighbourhoods: The introduction of local transit services in new neighbourhoods is phased based on development.

Table 2: Service Productivity Targets

Service	Boardings per Revenue Vehicle Hour		
	Weekday Peaks	Weekday Off-Peaks	Weekends
ICE Routes	20	15	12
Local Routes	10	6	6
Hello To Go	5	3	3

2.1.2 Performance Review

The following section reviews the existing system-wide and service-type performance of Airdrie Transit, including ridership, productivity, and financial conditions, to identify areas of service that require optimization over the next 10 years.

2.1.2.1 System Performance

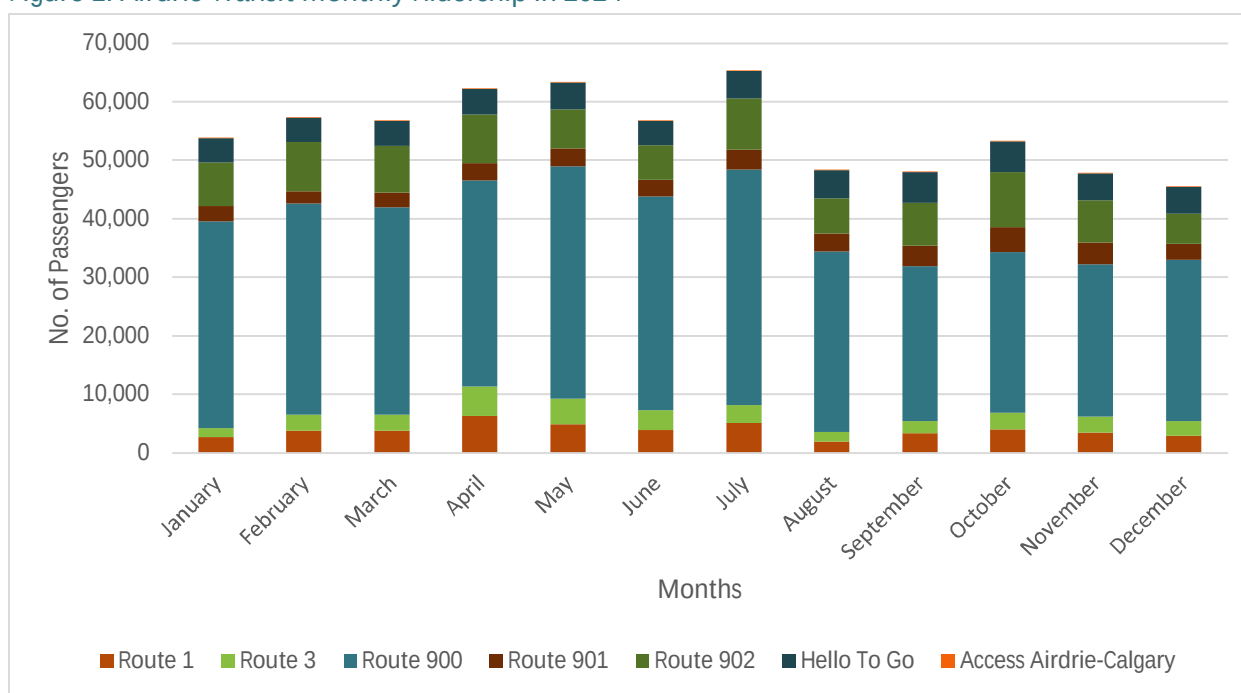
Table 3 below shows the overall system performance for fixed-route Airdrie Transit services in 2019 and 2024. It is noted that ridership in 2024 is higher than in 2019, which was before the pandemic. However, the revenue-to-cost ratio remains lower in 2024 than in 2019. The lower ratio is likely due to reductions in ICE fare prices since 2019. Considering 2024's significantly higher ridership per revenue vehicle hour, there is likely demand to add more service hours to cope with the transit demand.

¹ Revenue vehicle hours are the hours travelled when the vehicle is in revenue service (i.e., the time when a vehicle is available to the public and there is an expectation of carrying passengers).

Table 3: Airdrie Transit Conventional System Performance in 2019 and 2024

Service Metric	2019	2024
Service Area Population	70,564	85,805
Revenue Vehicle Hours	31,415	33,331
Revenue Vehicle Hours per Capita	0.4	0.4
Total Ridership	388,536	657,854
Ridership per Capita	5.5	7.7
Ridership per Revenue Vehicle Hours	12.4	19.7
Average Fare (\$)	4.9	2.7
Total Operating Revenue (\$)	1,898,407	1,795,544
Total Direct Operating Cost (\$)	3,461,411	4,837,974
Net Direct Operating Cost (\$)	1,563,004	3,042,430
Operating Cost per Revenue Vehicle Hour (\$)	110.2	145.1
Revenue-to-Cost Ratio	55%	37%

Figure 1 below shows the ridership of each service type in 2024. Ridership was higher between April and July than the rest of the year, especially on Local Routes 1 and 3. Notably, Route 900 makes up over 50% of the system-wide ridership throughout all months. And together with the commuter Routes 901 and 902, service to Calgary is a major source of ridership to Airdrie Transit. The Hello To Go and co-mingled Access Airdrie Local Service ridership is combined, with the combined ridership levels being roughly comparable to Routes 1 and 3 together. Access Airdrie service to Calgary ridership is very low, with 20-25 requests per month and less than one ride per service day (weekdays) during some months.

Figure 1: Airdrie Transit Monthly Ridership in 2024

2.1.2.2 Peer Service Hours Review

A comparison was made to compare Airdrie Transit's service hours in 2024 with similar municipalities in the Greater Edmonton Region, as reflected in Table 4 below. The service hours per capita provided by Airdrie Transit (0.4) are similar to those of smaller municipalities like Spruce Grove (0.4) and Leduc (0.6). However, Airdrie's population is much larger, being closer (but still larger than) St. Albert (1.3) and Strathcona County (1.5). In comparison to these more similar communities, Airdrie Transit's service level is significantly lower, demonstrating that Airdrie Transit is quite far behind where it should be.

Notably, Strathcona County Transit serves a smaller population with a significantly better-resourced system compared to Airdrie. It operates a series of local routes (including on-demand transit) and some intercity routes into Edmonton, spending 115,810 service hours to achieve 1,397,201 rides (18.5 rides per capita) in 2024. In contrast, Airdrie Transit spent 33,331 service hours to achieve only 657,615 trips (7.7 rides per capita), despite a greater population.

As Airdrie performs below other Albertan transit systems, the City is less connected and harder to get around, making it less competitive in terms of attracting businesses and residents. Generally, as service hours per capita grow, rides per capita increase as well, indicating a virtuous cycle whereby ridership benefits improve at a greater rate than investment in service hours. In this way, there exists great potential for Airdrie Transit ridership increases with the support of additional service hours. As Airdrie grows, it must not only invest in transit to meet growth but also catch up to appropriate service levels for its existing population.

Table 4: Population and Service Hours of Airdrie Transit and Peer Agencies in 2024

Agency	Service Area Population	Annual Service Hours	Service Hour per Capita
Airdrie Transit	85,805	33,331	0.4
St. Albert Transit	72,316	94,961	1.3
Strathcona County Transit	75,575	115,810	1.5
Spruce Grove Transit	63,194	27,614	0.4
Leduc Transit	38,543	22,711	0.6

Source: Canadian Urban Transit Association (CUTA) Canadian Conventional Transit Statistics – 2024 Operating Data

2.1.2.3 Service Performance

On-Time Performance

Using the on-time performance definition in the service standards, Airdrie Transit's automated performance tracking system reveals that 59% of trips were on time in 2025. Meanwhile, 7% of them were early, and 34% were late. However, staff noted that the current automated system is limited and may not reflect actual on-time performance. From staff observation and manual tracking practices, the

actual performance was significantly better than what is revealed by the automated figures. Additionally, public engagement (see Section 2.3) did not highlight on-time performance as an issue.

Service Productivity

Airdrie Transit tracks service productivity by measuring boardings per revenue vehicle hour. Table 5 below shows the boardings per revenue vehicle hour of different service types in March 2025. Most service types met the service performance standard presented above, except Routes 1 and 3 during weekday off-peak periods, and potentially Hello To Go during weekday peaks.

Table 5: Boardings per Revenue Vehicle Hour in March 2025

Services	Weekday Peaks	Weekday Off-Peaks	Weekend All-Day
Route 900	28.2	24.7	21.4
Routes 901 & 902	25.6	N/A	N/A
Routes 1 & 3	15.3	5.3	N/A
Hello To Go	4.5		4.6

Hello To Go Service Availability

Although not included in the service standards, Airdrie Transit has been tracking the service availability of the Hello To Go service. Trip data from September 2 to 16, 2025 indicates that of the 15,951 trip searches made during the period, 51% (8,112) were recorded as denied due to high demand. It is important to note that a denied trip search does not directly equate to a lost trip or an unmet passenger journey.

Based on evaluations of on-demand transit deployments across North America, 65% to 85% of failed searches are attributable to:

- Exploratory searches without intent to travel;
- Users checking alternative pickup times or destinations;
- Multiple searches made by the same individual; and
- Successful bookings made after an initial denial.

For the September 2-16, 2025 period, using conservative industry conversion assumptions, the estimated lost trips range between 1,200 trips (15%) to 2,800 trips (35%). This suggests that the majority of denied searches likely reflect rescheduling, repeat searches, or exploratory use, rather than foregone trips.

2.1.3

Organization Structure

Airdrie Transit currently has four full-time staff members working in the structure in Figure 2 below. These positions and their main tasks undertaken include:

- Team Leader: Conduct strategic service planning and coordinate with adjacent municipalities;
- Customer Service Administrator: Handle service compliments, complaints, and inquiries from the public;
- Contract Performance Specialist: Coordinate with Transdev over service delivery and performance tracking; and
- Active Transportation Assistant: Assist in the inter-modal integration of transit and active transportation.

Figure 2: Airdrie Transit Organization Structure

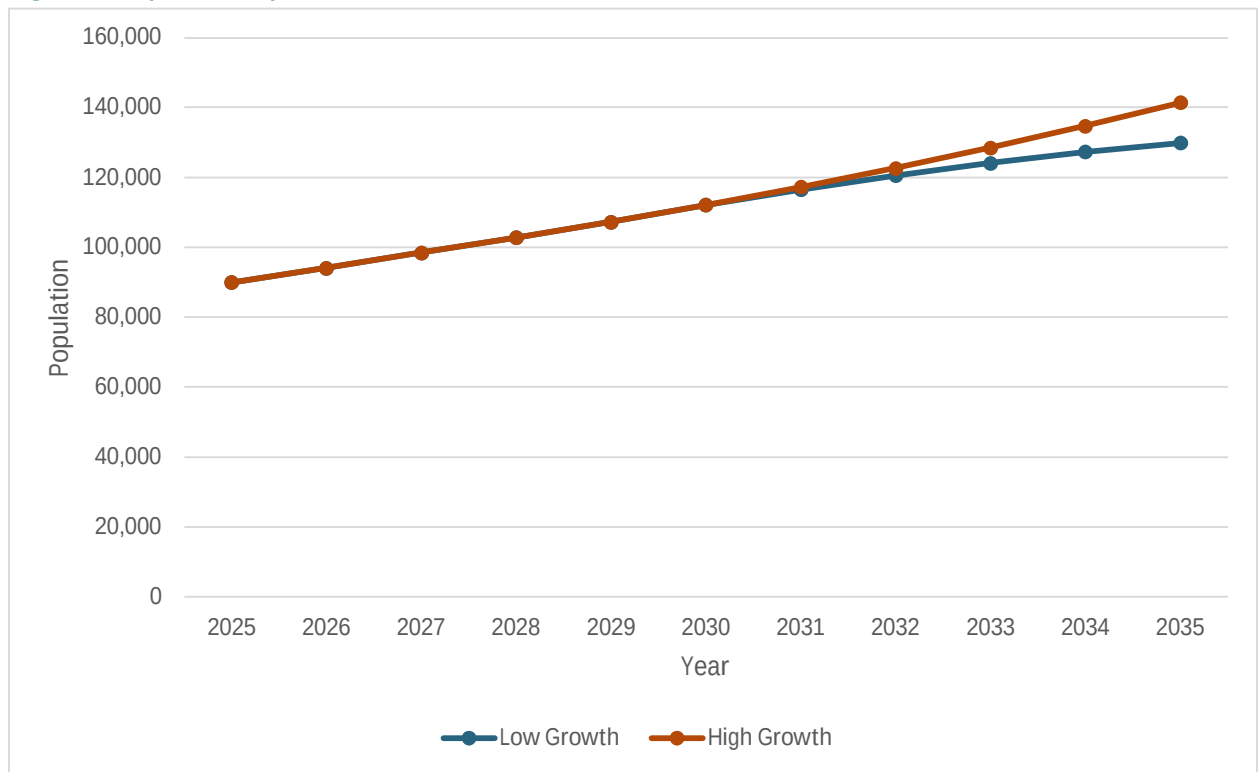


Airdrie Transit currently has 26 full-time operators hired by Transdev and has an admin-to-operator ratio of 1:6.5. Peer transit agencies in Alberta generally have a lower ratio, ranging from 1:7.5 (Calgary Transit) to 1:17.5 (St. Albert Transit). This signifies Airdrie Transit has adequate admin staff to support current service operations.

2.2

Market and Policy Review

As the city grows and expands, significant population growth is expected over the next ten years in Airdrie. Figure 3 below shows the growth forecast in the City's low and high growth scenarios. By 2035, the population of Airdrie would be between 129,910 and 141,420.

Figure 3: Expected Population Growth from 2025-2035

Source: Nichols City of Airdrie Growth Projection (2025)

The growth in the next ten years is expected to be concentrated along the edges of Airdrie, including the northwest, west, southwest, and southeast. As such, transit service should be expanded to these new developments to satisfy the travel needs of new residents. Policy documents support transit service being expanded to address the needs of new residents, as well as to serve existing residents better, especially in the context of increasing integration between municipalities in Greater Calgary. These transit policy implications are summarized in Figure 4 below.

Figure 4: Transit Policy Implications

Sustainability - The transit system shall be sustainable in the following three key areas:

- Environmental: Reduce greenhouse gas emissions and improve air quality.
- Social: Improve transit access, especially for captive transit riders and vulnerable populations.
- Fiscal: Utilize resources and optimize investments in transit infrastructure.



Regional Transit Integration - The Greater Calgary transit network should be further integrated in terms of service and fare. A high-capacity regional service either in a passenger commuter rail or a light rail shall be constructed in the longer future. Upon the service commissioning, Airdrie Transit service shall be reorganized to focus on connecting passengers to rail stations and facilitate transfers to the greater regional network.



Service Coverage - A minimum 400-metre transit service coverage target (approximately a five-minute walk) is set for all residences in new Airdrie communities, along with a 600-metre coverage target for employment land uses, with enhanced coverage expectations in higher-density areas, at key destinations, and in neighbourhoods where people experiencing vulnerabilities and transit-dependent riders reside.



Stop Infrastructure - Improve transit stop accesses and conditions through paved surfaces and the provision of amenities, e.g., seating, route information, and shelters.



Inter-Modal Transportation Integration - Active transportation should be better integrated with transit through the provision of amenities onboard and at stops (e.g., bike racks) and better connecting paths.

2.3 Public and Stakeholder Engagement

To understand what the Airdrie community thinks about transit, two rounds of public and stakeholder engagement were organized in June and November 2025. The feedback received was important for the project team to understand the existing strengths and shortcomings of Airdrie Transit services, and where to focus specific improvement measures. The following section discusses the engagement methodology and summarizes the results, which inform the service strategies in this plan.

2.3.1 Methodology

The two rounds of engagement included the following:

- Round One - Engagement activities were conducted early in the study with the focus on learning residents' travel patterns and what they expect from transit now and in the future, and to solicit ideas on how to better meet the needs of residents in the service area.
- Round Two - This round focused on gathering feedback on the draft TMP, including the proposed network, service level, and changes to customer technology.

In addition to the general public engagement, the project team identified peer transit services, municipalities, and major parties in Airdrie or Calgary with an interest in transit. These stakeholders were invited to targeted engagement activities to have more in-depth discussions on how transit should meet their needs and/or be integrated regionally. These stakeholders include:

- Airdrie Board of Youth Affairs;
- Airdrie Regional Chamber of Commerce and member businesses;
- Calgary Transit;
- Fortis Alberta;
- Rocky View County and Handi Bus; and
- University of Calgary – Parking and Transportation.

In addition to the two rounds of engagement, Calgary Transit was also involved in the ongoing regional service and fare integration discussions with Airdrie Transit. Below summarizes the engagement activities and communication undertaken as part of the TMP update.

- **Communication & Outreach:** The team used a multi-channel approach, including a dedicated webpage on Involve Airdrie, social media, Transit app notifications, and various print advertisements, to promote the study. Participation in the public information session and survey is further encouraged through prize draws and waiving local transit fares during the public session.
- **Survey (Rounds One & Two):** An online survey was shared with the public and employers on Involve Airdrie for three weeks for each round to collect data on current travel patterns and desired improvements in Round 1, followed by feedback on proposed service changes in Round 2.
- **Pop-up Session (Round One):** Two in-person sessions were held at Genesis Place to build public awareness and gather qualitative feedback on transit services. To facilitate interaction with participants, they were invited to share their thoughts using post-its on poster boards.

- **Stakeholder Interviews (Round One):** Six interview sessions were conducted with key groups to identify service priorities, resource availability, and the transit models that would receive the most community buy-in. These discussions focused on aligning transit services with the vision and values of Airdrie residents and employers.
- **Public Information Session (Round Two):** This session presented the draft Transit Master Plan (TMP), highlighting proposed network and service levels and technological updates. The project team used poster boards for information sharing and invited participants to share their thoughts using post-its to facilitate interactions.
- **Stakeholder Workshop (Round Two):** A targeted workshop was held to facilitate in-depth dialogue with the stakeholders regarding the draft TMP through presentation slides and facilitated group discussions.

2.3.2 Results

The engagement feedback collected from the various engagement activities is summarized in Table 6 below. Detailed engagement results can be found in the [Round One What We Heard Report](#) and [Round Two What We Heard Report](#).

Table 6: Engagement Results

Round	Theme	Feedback
Round One	Travel Patterns	• Key Destinations: Within Airdrie, common destinations include the downtown area and the east side, such as Genesis Place, while outside Airdrie, destinations are mainly in Calgary, such as downtown, the University of Calgary (U of C), and Foothills Medical Centre. • Time of Travel: Most transit users travel during the weekday midday period (9:00am-4:00pm), followed by weekday afternoon peak and morning peak.
	Service Strengths	• Service Satisfaction: 77% of survey participants rated their satisfaction with Airdrie Transit as average or better. • ICE and Hello To Go: ICE routes were deemed to have direct routings, and the Hello To Go service was appreciated for its flexibility and proximity to homes in newer neighbourhoods.
	Service Shortcomings	• Service Hours and Frequency: The most significant desires for improvement reflected in the survey relate to service hours and frequency, which are often inconvenient for non-traditional work hours and lead to long wait times. • Routing and Service Coverage: Routing and service coverage are also major concerns, especially access to newer neighbourhoods within Airdrie, which often requires long walks to bus stops with poor pedestrian paths. • Hello To Go Availability: The Hello To Go service is frequently unavailable due to high demand. • Customer-Facing Technology: the existing separation of apps for transit information, reservation, and ticketing creates inconvenience

Round Two	Desire for Future Service	• Expand Service Coverage: There was a strong desire for fixed-route coverage to new neighbourhoods in South Airdrie. There were also requests for direct connections to more key areas in Calgary, including Saddletowne, Martindale, the U of C (Brentwood Station), and the East Balzac industrial area. • Service Hours and Frequency: For ICE service (Route 900), there were hopes for longer hours to cover early morning and late-night shifts, and higher frequency, like every 20-30 minutes. For local service, an extension to cover weekday evenings and weekends all day was desired (implemented as of Sept 2, 2025).
	Service Expansion and Integration	• Relocation of Fortis Alberta: Fortis Alberta is relocating its head office to Airdrie by early 2027, which will bring about 400 employees from Calgary, generating a need for a transit service to the new office. • Integration and Cooperation: Stakeholders expressed openness to better integration of Airdrie Transit with Calgary Transit and the U-Pass program of the U of C for seamless payment and ticketing. • Expansion to Rocky View County: Rocky View County is open to discussions to expand transit service, with focus areas including the East Balzac employment and commercial area and West Balzac near the 24th Street transit corridor.
	Overall Service	• Desire for Increased Service Availability: Participants desired Airdrie Transit to evolve to keep pace with the City's rapid growth and emphasized the need for increased service availability, including longer operating hours, higher frequency on all routes, and expanded coverage to new neighbourhoods and key employment areas in Airdrie and Rocky View County. • Transfers and Directness: Both stakeholders and survey respondents preferred fewer transfers and more direct routes for both the ICE and Local networks, including service to key destinations in Calgary, such as the University of Calgary, SAIT, and the airport. • Support for Vulnerable Residents: Stakeholders specifically highlighted the necessity for transit to support the mobility needs of low-income and vulnerable residents, and participants welcomed service improvements for seniors.
	ICE Network	• Survey Responses: Over one-third (36%) of respondents were satisfied with the proposed changes, with feedback demonstrating strong support for the proposed service coverage and network directness. Dissatisfaction among residents was primarily related to service frequency and service hours. • Regional Integration: Participants stressed the need for regional service and fare integration with Calgary Transit, proposing a single payment fare system like the Arc card in Greater Edmonton and coordinated schedules to reduce transfer times.

Local Network	• Survey Responses: Half of the survey respondents were satisfied with the proposed changes, with feedback demonstrating strong support for the proposed service coverage of the network. Dissatisfaction among residents was primarily related to service frequency and service hours. • Local Network Routing: Participants desired local network improvements like better connectivity in growing neighbourhoods, preserving east-west connections, and extending routes deeper into communities to shorten walking distances.
Passenger Experience	• Customer Technology: There was a call for improved customer technology, including a single, reliable app for real-time tracking, clear route information, and online ticket purchases. • Vehicle and Stop Amenities: Participants desired more on-board amenities and stop facilities, such as bike racks, automatic voice announcement systems, and stop shelters.

2.4 Service Strengths and Gaps

Based on the existing network and service levels, and the analysis above, Table 7 below summarizes the service strengths and gaps of the existing Airdrie Transit service. These findings inform the service strategies explored in the later sections of this plan.

Table 7: Airdrie Transit Service Strengths and Gaps

Themes	Descriptions
Strengths	
Ridership	The existing ridership has outperformed the pre-pandemic levels. With the extensive city development ahead, promising ridership growth is expected.
Service Satisfaction	Over 75% of the survey participants rated their satisfaction with Airdrie Transit as average or better.
ICE Service	Direct ICE routes were appreciated by residents.
Hello To Go Service	- The Hello To Go service was appreciated for its flexibility and proximity to homes in newer neighbourhoods. - The existing Hello To Go service is co-mingled with Access Airdrie Local Service, which allows it to utilize spare capacity and achieve higher service efficiency.
Productivity	Most services have outperformed the service performance standard.
Gaps	
Finance	The revenue-to-cost ratio remains lower in 2024 (37%) than in 2019 (55%), largely due to ICE fare decreases. The current ratio is in line with industry norms.
Service Reliability	The current performance tracking system may not track on-time performance accurately.
Service Hours and Frequency	There is a desire for improved service hours and frequency, particularly at off-peak times.
Service Coverage	- There is a desire for fixed-route service to new neighbourhoods in the south of Airdrie. - Access to key destinations in Calgary, especially in northwest Calgary, is desired.
Hello To Go	Hello To Go service is frequently unavailable due to high demand.
Access Airdrie	- The existing Access Airdrie – Regional Service arrangement, where the contracted Checker Cab service is used, results in high operating costs. - Access Airdrie provides a curb-to-curb paratransit service, which is different from the typical door-to-door service among Canadian paratransit providers.
Customer-Facing Technology	The existing separation of apps for transit information (Transit), Hello To Go reservation (RideCo), and ticketing (HotSpot) creates inconvenience to passengers.
Fare	- Existing fare media is limited to cash, physical tickets and passes, and digital on HotSpot. A surcharge is added to fares purchased on HotSpot. - Integrated regional fares for travel to and in Calgary are not available. Separate Airdrie + Calgary fare journey prices are among the highest in Canada. - Fare products are validated by drivers manually, which increases the risk of fare evasion and revenue loss.
Special Event Service	Existing special event services do not include events in Calgary, such as Stampede and Calgary Flames games.

3.0 Policy Framework

A policy framework provides the overall direction for transit systems to plan and operate their services. Based on a review of planning and transportation policies, and the existing Airdrie transit market (including demographic composition, distribution of the socially vulnerable population, key destinations, land uses, and the development timeline of new communities), the project team prepared the following policy framework section, which helps guide the development of the TMP. This framework includes the vision, guiding principles, and objectives of the TMP and the associated strategies and actions associated with the Policy Framework Paper prepared internally for Airdrie Transit.

3.1 Vision

A vision statement embodies an organization's overarching desires in serving its community. The following vision statement is recommended for Airdrie Transit:

To provide a sustainable and efficient transit service that serves the evolving mobility needs of Airdrie residents and businesses.

This vision statement outlines the importance of satisfying passenger needs sustainably and efficiently. It stresses Airdrie Transit's endeavour to provide transit services balancing financial and environmental sustainability and serving the mobility needs of all Airdrie residents and businesses.

3.2 Guiding Principles

The proposed guiding principles for the TMP are presented in Figure 5 below:

Figure 5: TMP Guiding Principles

Convenience: Prioritize passenger satisfaction by ensuring safe, reliable, and convenient transit services that are responsive to diverse community needs and travel patterns.

Integration: Design and operate a transit system that is integrated seamlessly into the regional transit and active transportation networks.

Sustainability: Provide an environmentally sustainable transportation choice to reduce auto dependency and explore technological advancements for improved service delivery and passenger experience in consideration with fiscal sustainability.

Efficiency: Strive for service availability, high service productivity, schedule reliability, and fiscal responsibility through optimized routes, efficient operations, and leveraging technology.

These principles provide high-level guidance on how to achieve the two key transit service elements in the above vision statement: sustainability and efficiency. In addition, they offer additional explanations on the desired service level and network, which would be well integrated into the regional and active transportation networks and prioritize passengers' convenience. Together, these principles describe the strategic directions Airdrie Transit should adhere to meet the mobility needs of the Airdrie community.

3.3 Objectives

Table 8 proposes objectives to guide Airdrie Transit to achieve the proposed vision and guiding principles.

Table 8: Airdrie Transit Objectives

Principle	Objective
Convenience	● Actively Engage with the Public: Actively engage with residents and workers of Airdrie to ensure their travel patterns and feedback are adequately addressed. ● Optimize Service Availability: Improve service availability through extending operating hours and increasing service frequency and availability to accommodate passengers' demand and reduce wait times. ● Expand Service Coverage: Align with land use planning and introduce new services to new neighbourhoods in Airdrie and key destinations in Greater Calgary. ● Enhance Service Reliability: Consistently improve on-time performance for both fixed-route and Hello To Go services to build passenger trust and improve reliability. ● Improve Transit Infrastructure and Amenities: Upgrade transit infrastructure and amenities such as bus stops and on-board facilities with consideration for traffic operations and safety. ● Operate Safe Service: Operate transit service and undertake projects with a focus on the health and safety of passengers and workers. ● Provide Transit Technology for Higher Convenience: Provide passengers with innovative and seamless transit and fare technology solutions, such as more fare payment media and real-time bus information, to provide convenience and improve journey planning.
Integration	● Strengthen Regional Partnerships: Collaborate with nearby transit operators, in particular Calgary Transit, to align service plans and facilitate seamless inter-municipal travel. ● Diversify Fare Payment and Integration: Investigate fare integration with nearby agencies to benefit passengers and simplify regional travel. ● Integration with Other Transportation Modes: Integrate transit with other transportation modes, in particular active transportation, to increase the seamlessness and convenience of inter-modal journeys.
Sustainability	● Increase Transit Mode Share: Serve as a reliable and convenient alternative to personal automobiles. ● Integrate Community and Transit Planning: Align community and transit planning policies to ensure they are complementary and supportive of each other, including developing

	high-density mixed land uses along transit corridors to encourage future density, housing affordability, and intensification. • Maintain an Affordable Fare: Considering different passengers' ability to pay and what fare products may best suit these abilities, including providing subsidized fare products to residents facing financial barriers. • Conserve the Environment: Operate service in an environmentally sustainable manner that reduces greenhouse gas (GHG) emissions and improves air quality. Explore the use of alternative fuel vehicles, such as hybrid and zero-emission vehicles, to deliver service. • Endeavour in Financial Stewardship: Strike a balance between the provision of transit service and the use of financial resources from the City to maintain a sustainable operation. • Promote Social Inclusion: Ensure equitable and closer access to transit service and opportunities are provided for all residents regardless of background, identity, or circumstances. • Drive Economic Growth: Serve as a motivator for businesses to locate in Airdrie and staff to commute using transit service. • Innovative and Adaptable Service Model: Identify market trends and implement innovative measures to improve and adapt service as Airdrie and broader society evolve.
Efficiency	• Reduce Travel Time: Streamline routings and increase frequency and trip reliability to reduce the travel time of passengers. • Maintain Transit Productivity: Maintain a sound balance between customer experience and service utilization level by designating an appropriate frequency and vehicle deployed to provide service. • Optimize Fleet Management: Right-size the transit fleet to improve efficiency and reduce maintenance costs. • Leverage Technology for Improved Efficiency: Consistently improving transit technology to bring a more efficient transit operation in areas such as trip dispatch and accommodation.

4.0

Future Transit Network

The following section presents the recommended future transit system for implementation over the next ten years. These recommendations were developed based on the reviews and analyses in Sections 2.0 and 3.0, and include elements such as service routing, level, ridership forecast, and elements required to support the operation, including technology and service standards. The proposed system aims to address immediate operational concerns and long-term aspirations to create a more convenient and sustainable transit service for residents and staff of Airdrie.

4.1

Service Standards

The service standards of Airdrie Transit serve as the basis for planning and operating transit services. The original version was drafted as part of the last TMP in 2016. These service standards have been updated to reflect the current and potential future service types and models, and include more guidelines to help shape service effectively. The key updates include:

- Updated service classification definitions;
- Updated service hours and Hello To Go and Access Airdrie booking periods;
- Updated schedule reliability standard;
- Expanded transit stops guidelines;
- Consolidated modifications to existing services;
- Added service improvement triggers to the service productivity standard;
- Added route directness standard; and
- Expanded system-wide operational measures of success.

The new service standards are included in Appendix B of this plan.

4.2

Network

The following section presents the proposed service network for the next 10 years, including planning principles, routing, service level, and implementation timeline. A phased approach is adopted to implement the network, aligning with development timelines and prioritizing resources for areas that need them the most. Under this approach, an initial network is proposed, with the potential to build to an ultimate network within the timeframe of this TMP. As Airdrie would need time to refine and fund expansions to the network, the changes are expected to begin in 2027 and gradually finish by 2035.

4.2.1

Service Planning Principles

When drafting the network, the planning principles in Figure 6 were used. These were identified based on the policy framework, existing service standards, and service strengths and gaps in Table 7 above.

Figure 6: Service Planning Principles



A comparison of the service hours per capita of Airdrie Transit and peer agencies (Table 4) and the general desires of residents for longer service hours and higher service frequency in the community engagement imply that the service hours and level offered by Airdrie Transit require improvement. As Airdrie would see continued growth in the next ten years, an increase in service hours is crucial to adequately address the travel needs of the current and new residents and employees and encourage non-transit users to switch to transit instead. As such, a sustainable and manageable service hour target should be identified for Airdrie Transit to ensure the transit network recommendations would be achievable without excessive pressure on financial resources. Considering the gap between the hours provided by Airdrie Transit and the peer agencies, Airdrie is recommended to target providing one service hour per capita by the end of the next ten years.

4.2.2 Inter-Municipal Service

The proposed changes to inter-municipal service are divided into Phase 1 and the future phase. Changes in Phase 1 are proposed to be implemented from 2027 onwards. Progress to the future phase would be subject to discussions with neighbouring municipalities and the delivery of major transit projects in

Greater Calgary. Overall, the proposed changes are designed to integrate into a regional transit network and facilitate greater connectivity between Airdrie, Rocky View County, and Calgary.

4.2.2.1

Phase 1

In Airdrie, regional ICE routes are recommended to start and end at the South Transit Terminal. This centralized approach reduces overlap with Local transit services and ensures each part of the network is focused on what it does best. As a result, resources currently used to provide local service on ICE routes can be redirected toward improving ICE service levels, including frequency, reliability, and hours of operation.

Under this model, travel within Airdrie would be served primarily by the expanded Local transit network (described in Section 4.2.3). This network would provide broader neighbourhood coverage than the existing local portions of ICE routes and, in some cases, shorter travel times for local trips. Passengers would connect between Local and ICE services at the South Transit Terminal, with route schedules coordinated where feasible to minimize transfer times and support efficient overall journeys.

At the same time, the plan recognizes residents' interest in maintaining convenient, direct trips when possible. To balance customer convenience with cost-effective operations, Airdrie Transit should interline certain ICE routes with Local routes where it makes operational sense. Interlining means a bus operating on one route would, at the end of the first route, start a trip on a different route. In this way, passengers can stay onboard the bus and travel directly from an origin on one route to a destination on a different route without changing vehicles. This approach can:

- Provide one-seat rides for some passengers travelling within Airdrie;
- Reduce the number of buses required to operate the network;
- Make more efficient use of staff and fleet resources; and
- Help manage congestion and passenger volumes at the South Transit Terminal during peak periods.

Interlining should be applied only where it aligns well with existing ICE operations, delivers clear customer benefits, and maintains the integrity of the terminal-based network design. The following interlining opportunities may be considered:

- ICE Route 900 with Local Route 4
- ICE Route 901 with Local Route 5
- ICE Route 902 with Local Route 3

Outside Airdrie, the ICE network would focus on connecting passengers with Calgary Transit's Primary Transit Network (i.e. CTrain and MAX Bus Rapid Transit) to improve resource utilization and connectivity between Airdrie and Calgary Transit. Direct trips would continue to be provided on Route 901 (amalgamated with Route 902) between the South Transit Terminal and Downtown Calgary in peak times to facilitate work-related travel to Calgary. In other periods, or for connections to areas outside Downtown Calgary, passengers would need to transfer to Calgary Transit's services at key stations or

terminals. The routings of the existing ICE routes are largely similar, except for Route 900, which would be shortened to McKnight-Westwinds Station to reduce duplication with the CTrain Blue Line. Also, similar to the current service arrangement for CrossIron Mills and its funding model, Rocky View County may review the transit needs along the routing of Route 900 and propose to Airdrie Transit any potential businesses or destinations that would benefit from having service, provided that funding is offered.

To meet demand for access to key destinations in northwest Calgary, a new route to the North Pointe Terminal is proposed to facilitate trips to the area, in particular to the Airport, the University of Calgary, and SAIT. This route is assumed to be numbered as Route 903 hereafter, but may use 902 after existing Routes 901 and 902 are merged. The focus on connecting to Calgary Transit stations and terminals aims to provide access to more potential destinations in Calgary through Calgary Transit's extensive network while minimizing service duplication between the two transit systems. By comparison, direct routes from Airdrie to specific destinations in Calgary would offer fewer potential destinations to riders, be more expensive to operate, and therefore operate at a lower frequency.

Ridership growth, overall attractiveness, and long-term success of Routes 900 and 903 all depend on establishing fare integration with Calgary Transit. Under the existing non-integrated fare arrangement between the City of Airdrie and the City of Calgary, ICE riders who also use Calgary Transit are required to pay an adult fare of \$9.15—one of the highest transit fares in Canada. By contrast, fare and service integrations in regions such as Edmonton, Toronto, and Ottawa have helped spur ridership growth, improve the efficient use of transit resources, and support affordability for customers. Therefore, alongside the proposed route and service level changes, Airdrie Transit should work with Calgary Transit to implement fare and service integration. The proposed Phase 1 ICE network is summarized in Table 9 and Figure 7 below.

Table 9: Proposed Changes to the ICE Network

Route	Service Changes
All ICE Routes	- Shorten to the South Transit Terminal in Airdrie. Neighbourhoods in Airdrie are served by the expanded Local network. - Subject to operational constraints, ICE and Local routes would be coordinated to reduce transfer and overall trip time. - ICE trips would interline with Local routes to maintain one-seat journeys where possible.
900	Shorten to McKnight-Westwinds C-Train Station in Calgary.
901 & 902	Route 902 is merged into Route 901, with an additional evening departure added.
903	New direct route between the South Transit Terminal and North Pointe Terminal in Calgary, providing connections to destinations across the northwest, as well as: - MAX Green along Centre Street to Downtown - Route 8 to the University of Calgary - Route 89 to SAIT - Route 100 to the airport

To ensure a manageable service expansion for the municipal finance, the ICE routes would operate an initial service level in Phase 1, as shown in Table 10 below. Route 900 would continue to provide all-day service, seven days a week, whereas Route 901 and the new Route 903 would provide service in peak hours on weekdays only. For frequency, Route 900 would continue to operate an all-day 60-minute frequency, whereas Route 903 would operate an initial 60-minute frequency in peak hours. In response to residents' requests for a later departure from Calgary, an additional Route 901 trip departing downtown at 6:00pm and arriving in Airdrie at around 7:00pm is recommended. Also, the "reverse" commuting demand to Airdrie is expected to increase as more businesses (e.g., Fortis Alberta) grow their office space there. Airdrie Transit should continue to liaise with major businesses and add services on the ICE routes to cater for these work trips, should the demand increase.

Table 10: Phase 1 ICE Service Level

Route	Service Hours			Frequency (Minutes)				
	Weekdays	Saturdays	Sundays	Weekdays			Weekends	
				Peak	Daytime	Early & Evening	Daytime	Morning & Evening
900	6:00am-11:00pm	7:30am-10:00pm	8:30am-9:00pm	60	60	60	60	60
901	6:00am-9:30am 3:00pm-7:00pm	No Service	No Service	20-45	No Service	No Service	No Service	No Service
903	6:30am-9:30am 3:00pm-7:00pm	No Service	No Service	60	No Service	No Service	No Service	No Service

If service and fare integration with Calgary Transit is not achieved, customers may experience longer transfer times and pay a high double-fare to travel into Calgary. However, the expanded network, particularly Route 903, offers passengers more service, wider coverage in Calgary, and shorter travel times to Northwest Calgary. It should be noted that residents expressed concerns about losing direct access to the Peter Lougheed Centre on Route 900 as part of this change. Therefore, the proposed truncation should only be implemented if/when service and fare integration with Calgary Transit is implemented. For the rest of the changes, implementation in Year 1, regardless of the service and fare integration outcomes, is recommended.

4.2.2.2

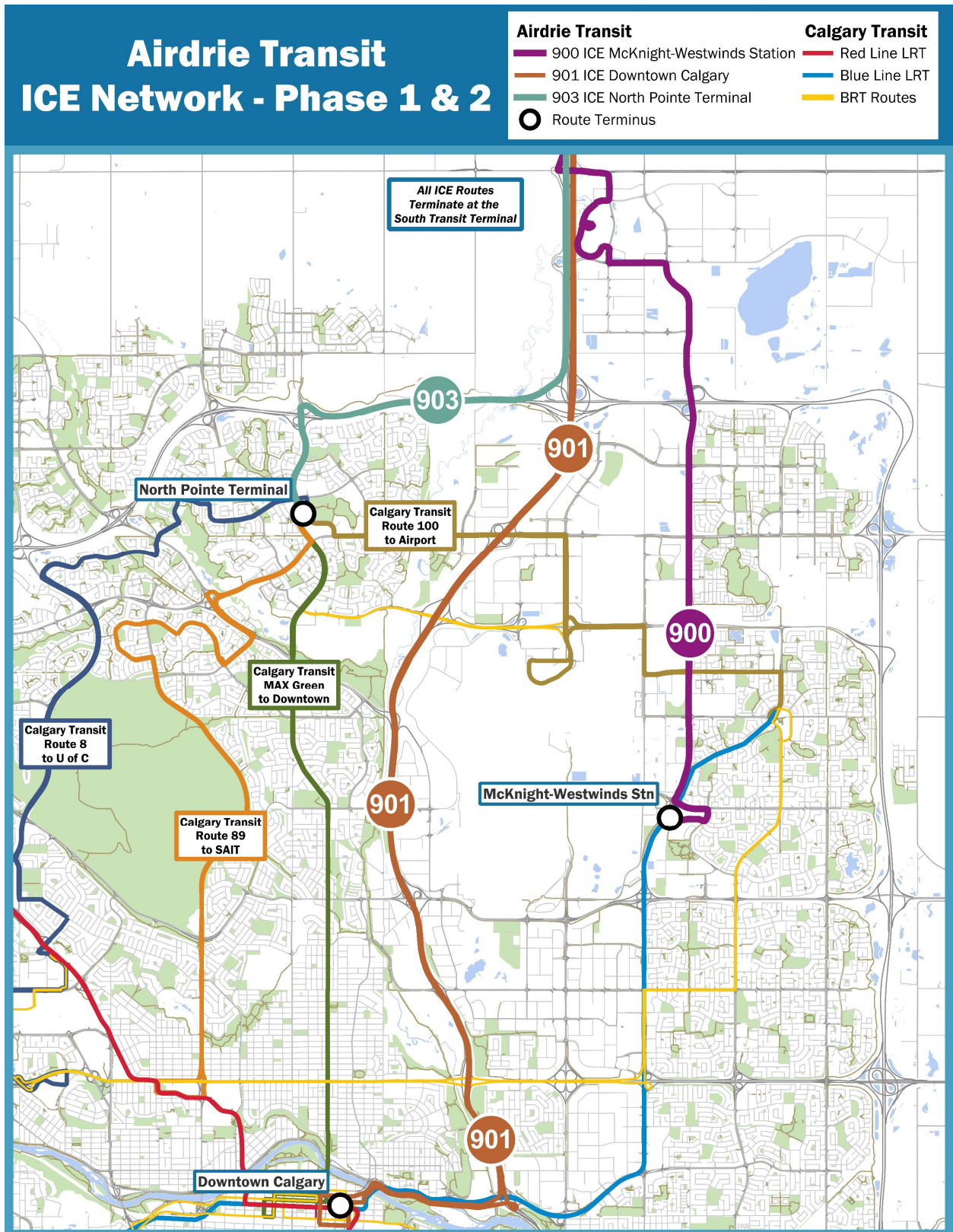
Phase 2

Phase 2 aims to expand services as Airdrie grows, enabling a higher ICE service level to be operated. The ICE routes would operate the same routings more frequently, as shown in Table 11 below. Compared to Phase 1, while Route 901 would continue its peak-time service on weekdays, Routes 900 and 903 would see a service improvement. Route 900 would have a higher frequency of 30 minutes in daytime periods, whereas Route 903 would have an expanded service span to cover off-peak periods on both weekdays and weekends, as well as an increased service headway of 30 minutes during peak times on weekdays.

Table 11: Phase 2 ICE Service Level

Route	Service Hours			Frequency (Minutes)				
	Weekdays	Saturdays	Sundays	Weekdays			Weekends	
				Peak	Daytime	Early & Evening	Daytime	Morning & Evening
900	6:00am-11:00pm	7:30am-10:00pm	8:30am-9:00pm	30	30	60	30	60
901	6:00am-9:30am 3:00pm-7:00pm	No Service	No Service	20-45	No Service	No Service	No Service	No Service
903	6:30am-9:30pm	7:30am-8:30pm	8:30am-8:30pm	30	60	60	60	60

Figure 7: Phase 1 and 2 Intercity Express Network



4.2.2.3

Future Phase

Within the timeframe of this TMP, the inter-municipal service network should grow towards the future, ultimate network, subject to community development and discussions with the City of Calgary and Rocky View County. These proposed changes include the following:

Route 900

Calgary Transit is designing the CTrain Blue Line extension project from Saddletowne to 88 Avenue NE. Upon completion, 88 Avenue NE would serve as a key transit node in Northeast Calgary. Should the new CTrain terminus be completed within the timeframe of this TMP, Route 900 could be shortened to 88 Avenue NE to maintain service connectivity with Calgary Transit and potentially increase service frequency (due to shorter Route 900 length). An en-route stop may be added in Cityscape, a Calgary neighbourhood, in response to residents' comments received during engagement and subject to discussion with Calgary Transit.

Route 903

The West Balzac area of Rocky View County is expected to experience significant development in the next decade. Along with this growth, 24th Street is also expected to start being developed, connecting Airdrie, West Balzac, and North Calgary. Subject to development progress in the area, alignment with the Transportation Master Plan, and discussions between the three municipalities, Route 903 may be rerouted along 24th Street to offer an Airdrie-West Balzac-Calgary corridor service.

East Balzac Industrial Area Shuttle

There is employment-related travel demand to and from the East Balzac industrial area; however, transit service within Rocky View County falls under the County's responsibility. While Airdrie and Rocky View County would need to coordinate on any intermunicipal connections, it is ultimately Rocky View County's role to explore the feasibility, funding, and delivery of transit service within its jurisdiction. Any service operating within Rocky View County would require Rocky View County to lead decision-making related to service design, funding, and implementation.

One potential option for Rocky View County to consider is an industrial shuttle operating entirely within the County to connect major employment areas in East Balzac with Route 900 at CrossIron Mills, which is currently the area's only transit access. Any such service would be expected to be funded by Rocky View County, with operations potentially delivered by Airdrie Transit or another service provider, subject to a formal agreement. Airdrie Transit's role would be limited to coordination on Route 900 connections and, if mutually agreed, service delivery under contract.

If implemented, the shuttle would likely operate with a single vehicle, provide 30-minute service throughout the day, and terminate at CrossIron Mills. Service hours should align with Route 900 and reflect the area's employment patterns, which typically span early morning to late night, seven days a

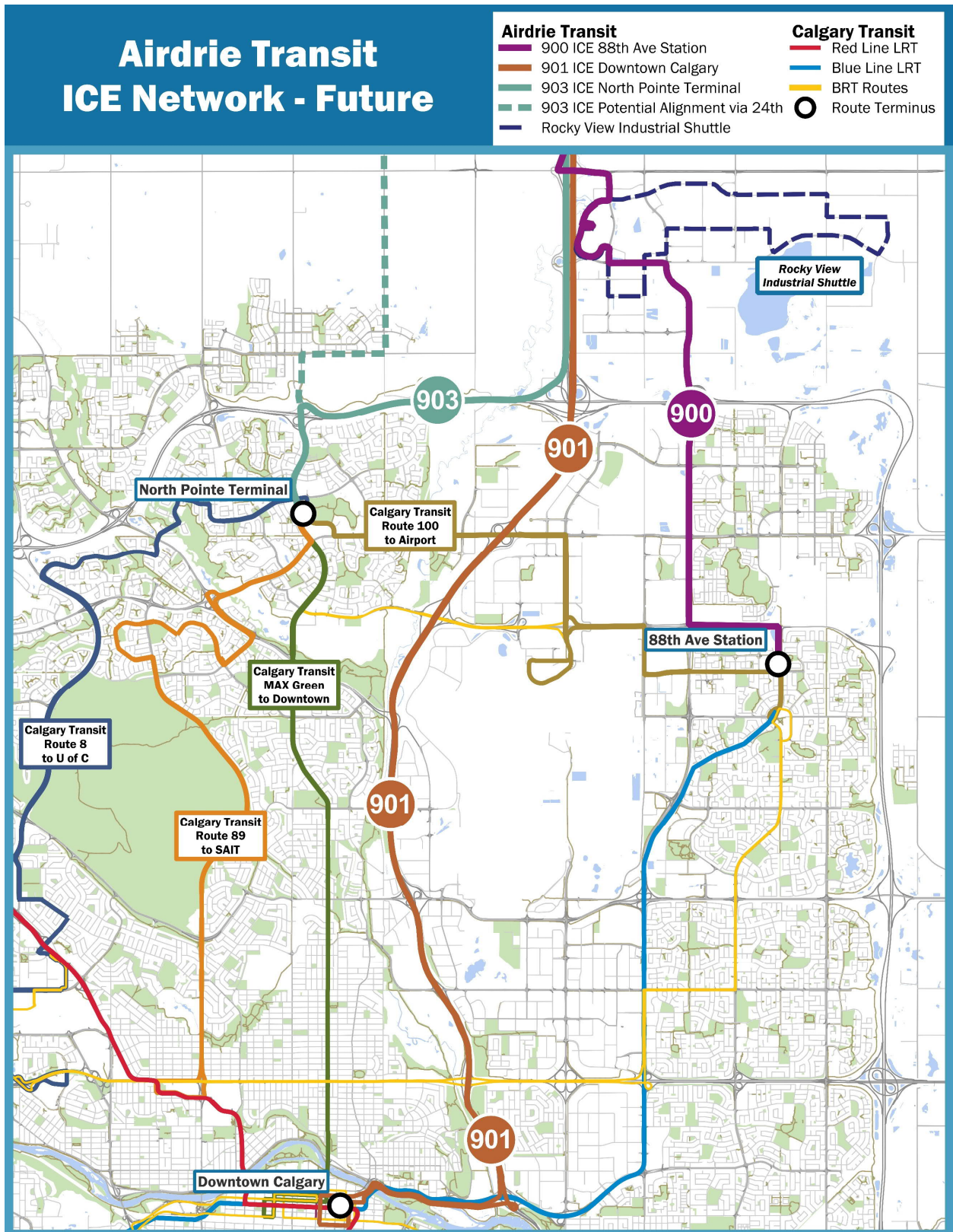
week. Coordination with local employers would be important to ensure the service aligns with shift times within the constraints of Route 900. Figure 8 below shows a proposed high-level routing to serve most of the factories or warehouses in the area.

Access Airdrie – Regional Service

To mitigate high operating costs and support fiscal sustainability, some Access Airdrie – Regional Service trips could be partially served by ICE routes using a Family of Services concept. This approach combines conventional transit and paratransit for all or part of a customer's journey, potentially offering more travel opportunities for a lower cost. For example, a passenger who needs to travel from their residence in Airdrie to a hospital in Calgary, the local Access Airdrie service could take them to the South Transit Terminal, where, with Access Airdrie driver's support, the passenger would transfer to an ICE route. Upon arriving at a terminal in Calgary, the passenger would be received by a Calgary Transit Access driver and transported to their destination. Compared to the contracted Checker Cab service model, this Family of Services concept utilizes the existing capacity of both conventional transit and paratransit services of both agencies, reducing service duplication and costs. However, this approach may not be suitable for all Access Airdrie customers and would therefore only be an option for some trips. To apply this service model, Airdrie would need to discuss with Calgary Transit how and where to integrate services to ensure a safe and seamless transfer for paratransit passengers. Given the existing ridership of only 25 trips per month, benefits are likely to be limited, and therefore, this would be a lower-priority initiative.

The future potential ICE network is presented in Figure 8 below.

Figure 8: Future Intercity Express Network



4.2.3 Local Service

The proposed changes to Local service are to be implemented in three phases. Rather than implementing the changes in a single phase, this approach helps Airdrie Transit and the Council to manage resource requirements and better aligns with the expected development over the next ten years. Overall, in addition to the above general principles in Figure 6, the Local network was developed according to the following principles:

- Recognize corridors identified as major housing and transit corridors with significant development expected in the next ten years, including 24th Street;
- Enhance service coverage, oriented around key travel destinations and high-demand areas, especially downtown;
- Improve accessibility and equitable access by ensuring that affordable housing areas, where transit-dependent riders are more likely to reside, receive frequent, reliable, and convenient transit service that supports access to daily needs, employment, and essential services; and
- Expand frequency, service hours, and coverage, allowing transit to be an option for more trips.

4.2.3.1 Phase 1

Figure 9 below shows the Local network in Phase 1. These changes would commence in early 2027 and be effective until late 2028 or early 2029. They include four new routes (Routes 1, 3, 4, and 5) that replace the existing two local circular loop routes. On the south side, all of them would terminate at the South Transit Terminal to facilitate transfers with the ICE services and between Local routes. Where possible, Local routes would be coordinated with ICE routes to minimize the transfer and overall trip time. An interline arrangement between the ICE routes and some Local routes is also recommended to provide direct trips in response to residents' requests. On the north side of Airdrie, these Local routes would converge in the downtown area to improve access to key destinations there, and also facilitate transfers between Local routes. The detailed downtown stop approach in the transfer zone is discussed further in Section 4.5.2.

To prioritize resources to the areas that need them the most, these initial four routes would focus on the more traditional and established neighbourhoods in Airdrie and continue to cover the neighbourhoods currently served by the two circular loops. Some neighbourhoods without existing fixed-route coverage, e.g., Hillcrest, South Windsong, Bayview, and Baysprings, would also be covered in the new network. Other newer peripheral neighbourhoods, as identified in the community area structure plans, would not have an adequate population level and road infrastructure to support fixed route operations in Phase 1. Therefore, these newer neighbourhoods, together with a small portion of interstitial areas (e.g., Canals and Bayside), would be outside of fixed route coverage (400 metres away from the closest fixed route stop). To fill the service coverage gaps, these areas would be supported by the Hello To Go service. It would continue to connect passengers to key destinations, terminals, and facilitate transfer to fixed routes. With increased fixed route coverage, it is fewer passengers would use the Hello To Go service, which would improve its trip accommodation rate and service reliability.

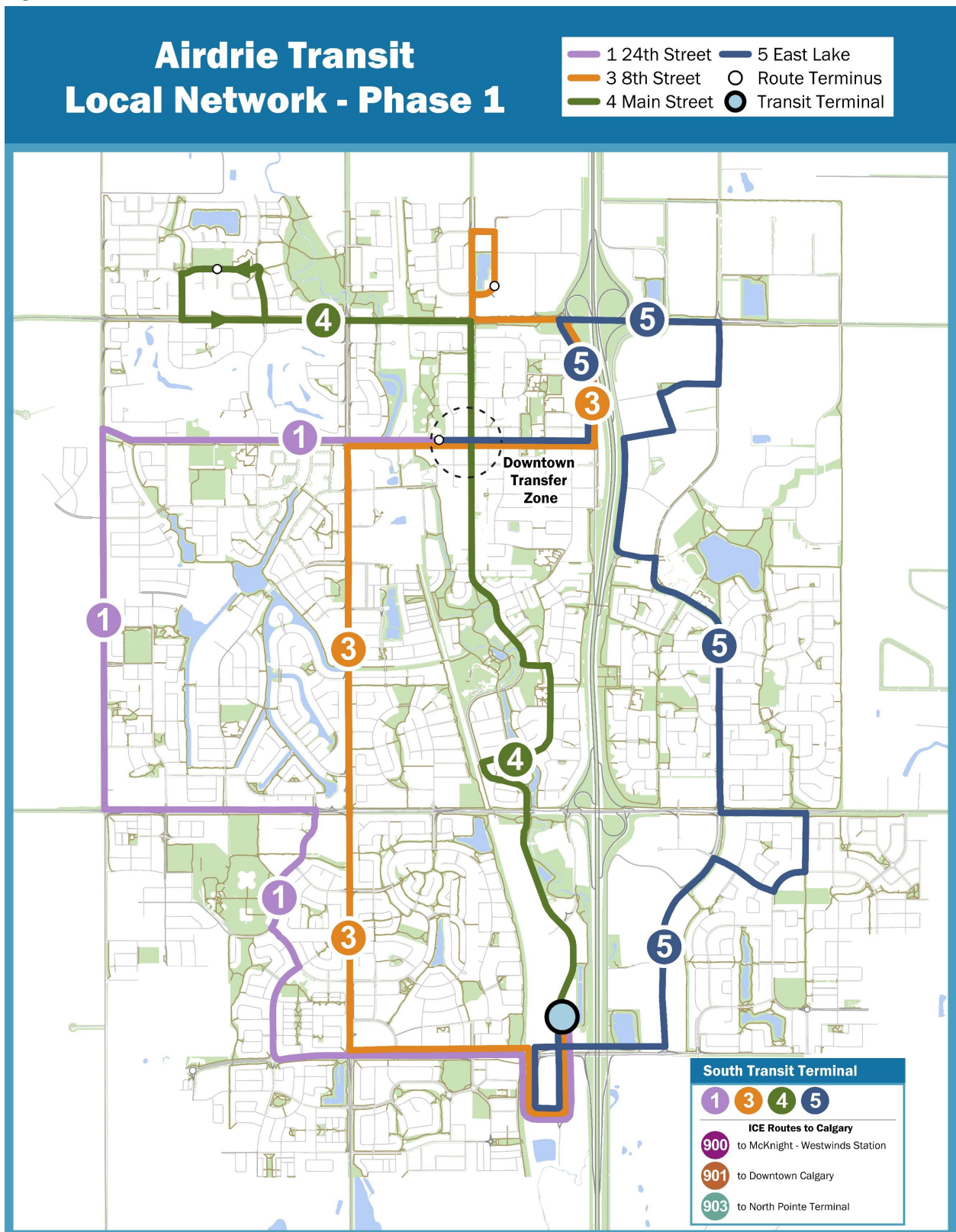
The network would adequately serve north-south travel and allow customers to reach most destinations on a single trip. While there is a desire for increased east-west connections, the presence of Highway 2 and the limited east-west corridors in Airdrie (40 Avenue SW, Yankee Valley Boulevard, and Veterans Boulevard) makes these connections challenging to serve effectively. To address this, Routes 1 and 5 are planned to interline, meaning that the two routes would operate together and offer a combined circular service whereby passengers wouldn't need to change buses to travel east-west in Airdrie. Interlining means a bus operating on one route would, at the end of the first route, start a trip on a different route. In this way, passengers can stay onboard the bus and travel directly from an origin on one route to a destination on a different route without changing vehicles

In terms of the service level, in response to requests for service beyond peak hours on both weekdays and weekends, the Local network would be expanded to all-day service from early morning to late night, operating seven days a week. The operating hours would ensure connections with the ICE services at the South Transit Terminal. Considering the significant additional resources required to support the expanded network, the Phase 1 network would operate at an interim service level to allow the City and the Council to gradually increase the amount of resources dedicated to transit service. This interim service level includes a 30-minute frequency in peak hours and a 60-minute frequency in other periods for all Local routes. The proposed service levels are detailed in Table 12 below.

Table 12: Phase 1 Local Service Level

Route	Service Hours			Frequency (Minutes)				
	Weekdays	Saturdays	Sundays	Weekdays			Weekends	
				Peak	Daytime	Early Morning & Evening	Daytime	Morning & Evening
1	5:30am-11:30pm	7:00am-10:30pm	8:00am-10:00pm	30	60	60	60	60
3				30	60	60	60	60
4				30	60	60	60	60
5				30	60	60	60	60

Figure 9: Phase 1 Local Network



4.2.3.2

Phase 2

Around 2028 or 2029, significant growth in residences and road infrastructure is expected in Lanark, Chinook Gate, Cobblestone Creek, and Bayview. Also, the Southwest Recreation Centre Phase 1 and two high schools in South Windsong and Reunion, which can accommodate up to 1,810 and 435 students, respectively, would also be completed. These developments would generate significant transit demand in the peripheral communities in Airdrie, which signifies the need for expanded Local services in Phase 2.

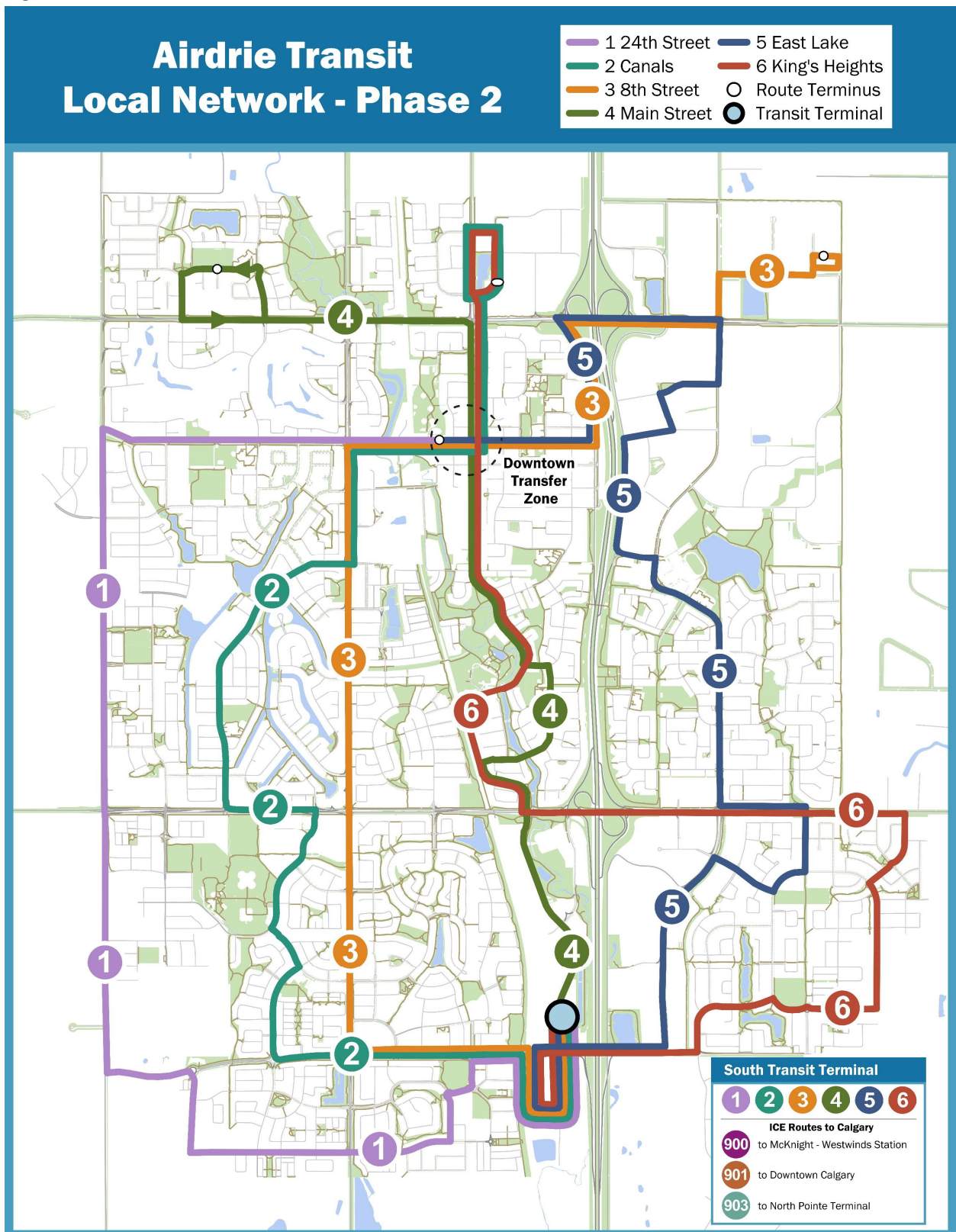
Figure 10 below shows the proposed Phase 2 Local network. By 2028/2029, more resources will be needed to support the expanded network, subject to the increase in approved service levels. During this phase, Routes 2 and 6 would be added, and would better cover both the interstitial and peripheral areas, such as the employment lands of Highland Park. Similar to other routes, these two would originate at the South Transit Terminal and route via the downtown area. Route 2's introduction would allow Route 1 to be adjusted to operate further west to serve the Southwest Recreation Centre (once suitable roads are constructed). The existing southern section of Route 1 would instead be served by the new Route 2. Areas without fixed-route connections, in particular East Lake Industrial Area and newly developed peripheral neighbourhoods, would be supported by Hello To Go, as was the case in Phase 1.

Table 13 below shows the service levels in Phase 2. Compared to Phase 1, the daytime frequency of all routes on both weekdays and weekends would be increased to 30 minutes. Only a small portion of periods in the early morning and evening with lower expected ridership would have a lower frequency of 60 minutes. Should any new areas demonstrate stronger demand as expected and necessitate a higher service level, Airdrie Transit may introduce fixed-route services that operate during certain periods with higher demand and support the rest of the periods with Hello To Go. Likewise, school specials may be operated if there is strong demand from students before the Phase 2 expansion. To continue facilitating east-west travel, Routes 1 and 5 would continue the interline arrangement in Phase 2. In addition, the entry of Route 6 would also improve east-west connections between the southeast communities and key destinations along Main Street and the downtown area.

Table 13: Proposed Local Network Service Level

Route	Service Hours			Frequency (Minutes)				
	Weekdays	Saturdays	Sundays	Weekdays			Weekends	
				Peak	Daytime	Early Morning & Evening	Daytime	Morning & Evening
1	5:30am-11:30pm	7:00am-10:30pm	8:00am-10:00pm	30	30	60	30	60
2				30	30	60	30	60
3				30	30	60	30	60
4				30	30	60	30	60
5				30	30	60	30	60
6				30	30	60	30	60

Figure 10: Phase 2 Local Network



4.2.3.3

Future Phase

Subject to development progress in new areas and resource availability from the Council, the following long-term changes in the future phase should be considered:

Crosstown Commuter Route (Route 7)

To continue to support direct east-west connections in the Local network and serve the eastward expansion of the East Lake Industrial Area (expected beyond 2030), there is potential to introduce an optional crosstown route. This would be in addition to the above Route 1/5 interline and Route 6. This service would offer a direct east-west connection along the majority of Yankee Valley Boulevard in Airdrie and offer additional fixed route service to the interstitial and peripheral areas served by Hello To Go. It would operate along new roads completed beyond 2030 to offer a more direct route, i.e., between East Lake Hill NE and Yankee Valley Boulevard on the east and Cobblestone Boulevard SW. The route has the potential to expand eastward to the industrial area in East Points, subject to development progress. Since it would focus on east-west commuting needs, this service would not deviate via the South Transit Terminal, nor downtown, but it would provide on-street, en-route connections with other Local routes (all routes except Route 1). The proposed routing is presented in Figure 11 below.

Routes 3 and 4 Outward Expansion

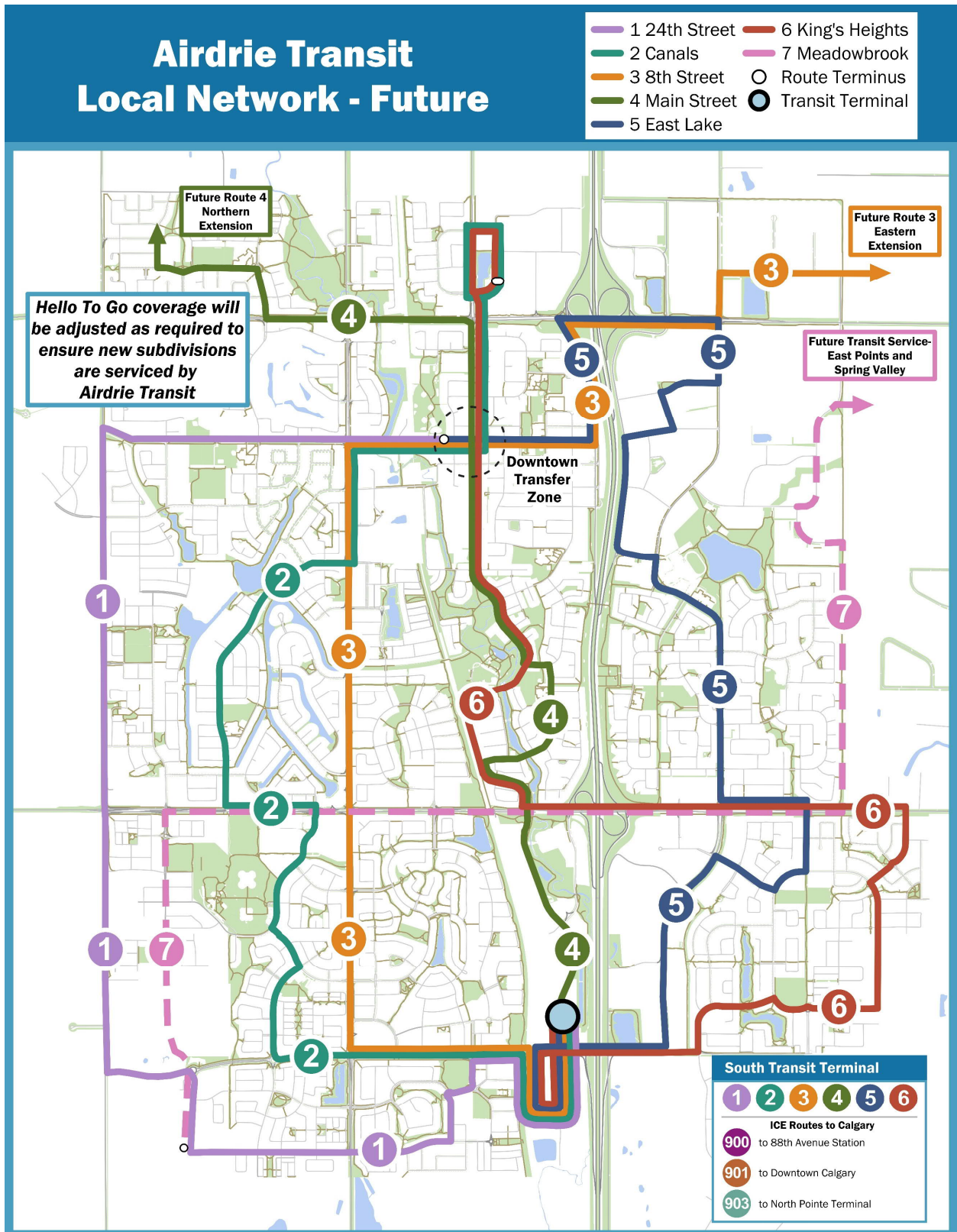
By the end of the TMP timeframe, new residential development is expected to be gradually completed in the northwest community of Sawgrass Park (north of Reunion and Williamstown). Also, the existing Highland Park Industrial Area is nearing completion. More growth is expected to expand eastward towards the north portion of the East Points development area. Subject to the actual development progress, Airdrie Transit may extend Routes 3 and 4 to these areas to replace the Hello To Go service there to provide better coverage, as per Figure 11 below. These service expansion decisions should be made with reference to the development thresholds stipulated in the Service Standards to ensure the transit demand would support the extended fixed routes.

Future Transit Opportunities

As Airdrie continues to expand over the next ten years, developments not currently anticipated in community area structure plans could occur. These developments could include large institutions or amenity destinations. They serve as important economic opportunities to Airdrie, for which flexible, responsive, and scalable transit services should be in place to provide adequate connections. Maintaining an efficient and adequate transit service is also conducive to encouraging developers and event organizers to pursue these opportunities in Airdrie. Should these developments and opportunities arise, Airdrie Transit is recommended to maintain close and frequent communication with developers or event organizers to understand the number of potential transit customers and identify appropriate transit services and fare options (e.g. employee and/or student passes) to capture the transit market. It should be noted that Hello To Go offers the flexibility to quickly serve new and emerging areas as they are developed, before conditions are suitable for fixed route services. Similar to the existing funding

model of Route 900, Airdrie Transit may warrant operational funding from them to introduce service. Timely service provision aligning with customers' needs is fundamental to establishing initial transit use and helps customers develop taking transit as a habit.

Figure 11: Future Phase Local Network



4.2.4

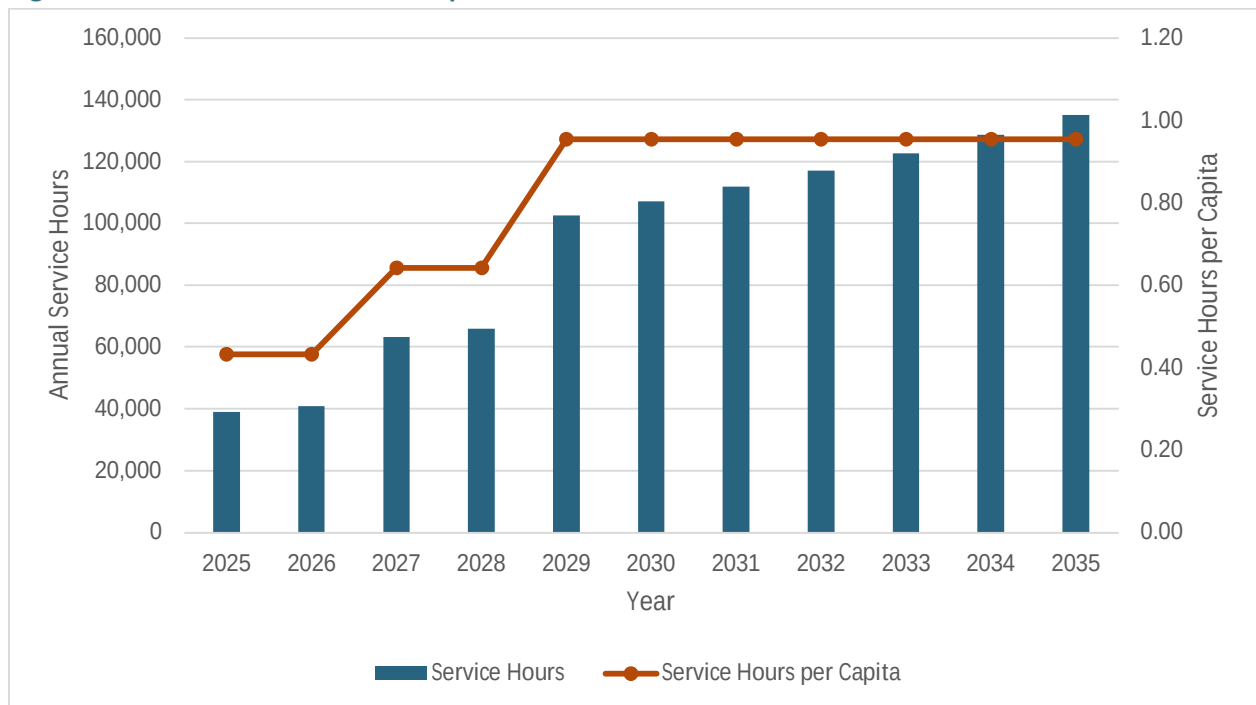
Service Hour Review

The above network and service level changes represent significant transit service growth, requiring additional service hours to meet existing and future demand. The annual service hours were calculated based on the following assumptions:

- **Population Growth:** The high population growth scenario forecasted by Nichols in the City of Airdrie Growth Projection Comparison Memo was used. It assumes a year-by-year population growth rate from 4.5% to 5.0% in the next ten years.
- **Service Hour Growth:** Before the new network implementation in 2027, it was assumed that service levels similar to the current system would be provided, where service hours were assumed to increase at the annual population growth rate. After the new network implementation, the service hours in the first year of each phase would align with the phased approach detailed in **Sections 4.2.2** and 4.2.3, and increase at the annual population growth rate from the second year onwards.

Figure 12 below presents the expected annual service hours and service hours per capita per year. As articulated in the chart below, Airdrie Transit's service hours would increase significantly in a short period of time. A 48% service hour increase to 0.64 hours/ capita would be required to transition to Phase 1 in 2027, and an additional 48% increase in hours to 0.96 hours/ capita would be needed to further transition to Phase 2 in 2029. Subject to the implementation of the additional services in the future phase, the service hours per capita would increase further after 2029. Although the service hours would double in the next few years, the increase is still conservative, as Airdrie's service levels would continue to be uncompetitive with those of municipalities of similar size, as detailed in Section 2.1.2.2.

Figure 12: Service Hour Distribution per Year



4.3

Special Event Service

Airdrie Transit provides shuttle and transit support for a variety of local community events, including the Annual Seniors Holiday Light Tour, New Year's Fireworks at Genesis Place, AirdrieFest, and the Calgary Co-op Stuff-A-Bus program. In 2025, AirdrieFest featured the most successful shuttle service delivered to date, offering free transportation to residents while helping to reduce parking congestion at the event site. Over a nine-hour period, two shuttle vans carried 344 riders, demonstrating strong community uptake and the effectiveness of shuttle service in managing event-related traffic and parking demand.

Currently, Airdrie Transit does not operate special event services to Calgary. Service options have been analyzed for major events such as the Calgary Stampede, including direct point-to-point service from the South Transit Terminal to the Stampede grounds, or a transfer connection at North Pointe to Calgary Transit's Stampede Express service (or via Route 903 once implemented). The transfer option at North Pointe is contingent on fare integration with Calgary Transit but provides a more cost-efficient model. Similar service models have also been evaluated for other Calgary events, such as Flames home games.

It is recommended that Airdrie Transit continue to support shuttle service options to maintain reliable local connectivity for community events. Additionally, a pilot special service from the South Transit Terminal to the Calgary Stampede is recommended to gauge ridership demand and inform potential future services to other major Calgary events.

4.4

Transit Technology

The transit technology gaps identified in Table 7 above reflect the potential for Airdrie Transit to further improve the customer-facing technology apps and solutions and customer experience. The existing technology solutions used by Airdrie Transit are more suitable for standalone small cities or urban areas with limited ridership. As Airdrie continues to grow and integrate into the regional transit network, these solutions require an upgrade to increase the solution capacity and user-friendliness to accommodate more riders, increase convenience, and facilitate service integration.

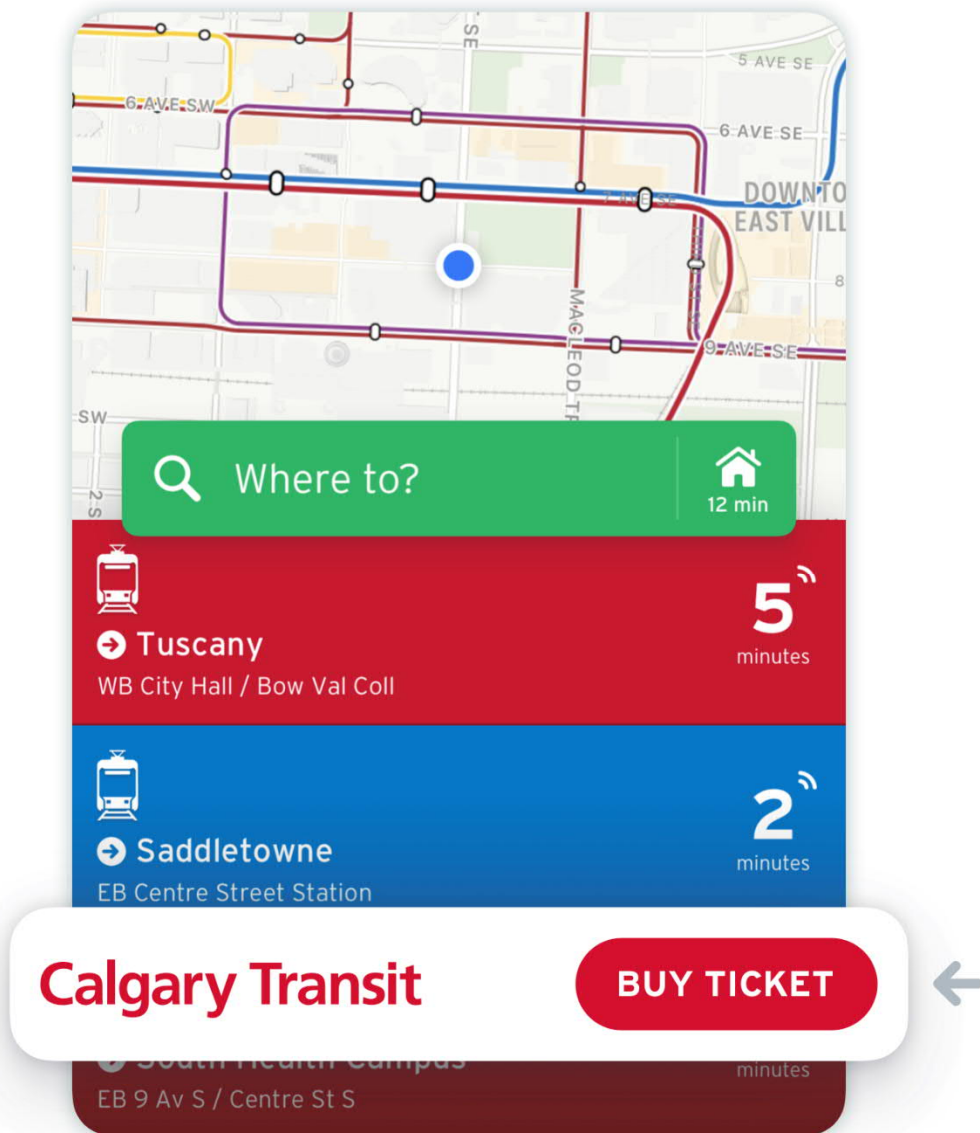
The following Table 14 summarizes the recommendations on the technology of Airdrie Transit, which can be categorized into app and fare technology.

Table 14: Transit Technology Recommendations

Category	Recommended Solution
Customer-Facing Apps	- Integrate customer-facing apps into a single app and improve customer experience, such as the ticketing integration example of Calgary Transit (Figure 13). - Improve overall information accuracy on apps.
Fare Media Options and Structure	- Consider implementing a sectional fare on Route 900 to/from CrossIron Mills by requiring customers to tap off², enabled by appropriate fare technology. - Liaise with Calgary Transit to: - Explore the feasibility of procuring a shared fare technology solution, which would facilitate regional fare integration and lower procurement costs through economies of scale. - Explore the use of more fare media options, e.g., payment QR code (currently in use by Calgary Transit), smart card, contactless open payment, and fare capping, as well as technology options that would support subsidized fare media purchases.
Digital Fare Products	Pays the existing surcharge applied to digital fare products to encourage their use, which would reduce the need to establish physical retail locations.
Fare Validation	Communicate with the fare technology solution provider to install fare validators onboard to reduce fare evasion and collect better ridership data.
Performance Tracking	Improve the on-time performance tracking system functionality to better monitor performance and make necessary service adjustments.

² Requiring passengers to tap on and tap off can record the distance travelled by the passenger, which can enable sectional fares to be implemented and charged based on the distance travelled and effectively reduce transit fares. In Airdrie Transit's context, a lower fare can be charged for Route 900 passengers travelling between CrossIron Mills and Airdrie/Calgary, given the shorter distance travelled compared to Airdrie-Calgary trips.

Figure 13: Embedded Ticketing Prompt of Calgary Transit on the Transit App



Source: [Calgary Transit](#)

4.5 Transit Terminals

Upon implementing the proposed network changes, the transit terminals in Airdrie would require infrastructural upgrades to accommodate additional routes and ridership. Recommendations are also made based on the project team's observations and the public comments during engagement. As the ICE routes would terminate at the South Transit Terminal and the expanded Local network would reduce the number of residents who park and ride.

4.5.1

South Transit Terminal

The number of routes accommodated by the terminal is expected to increase from five currently to nine by the next ten years. With a higher frequency and coordinated schedules, these services are expected to stop at the terminal at a specific time of the hour. The following upgrades are recommended to improve the terminal order and offer a better passenger experience:

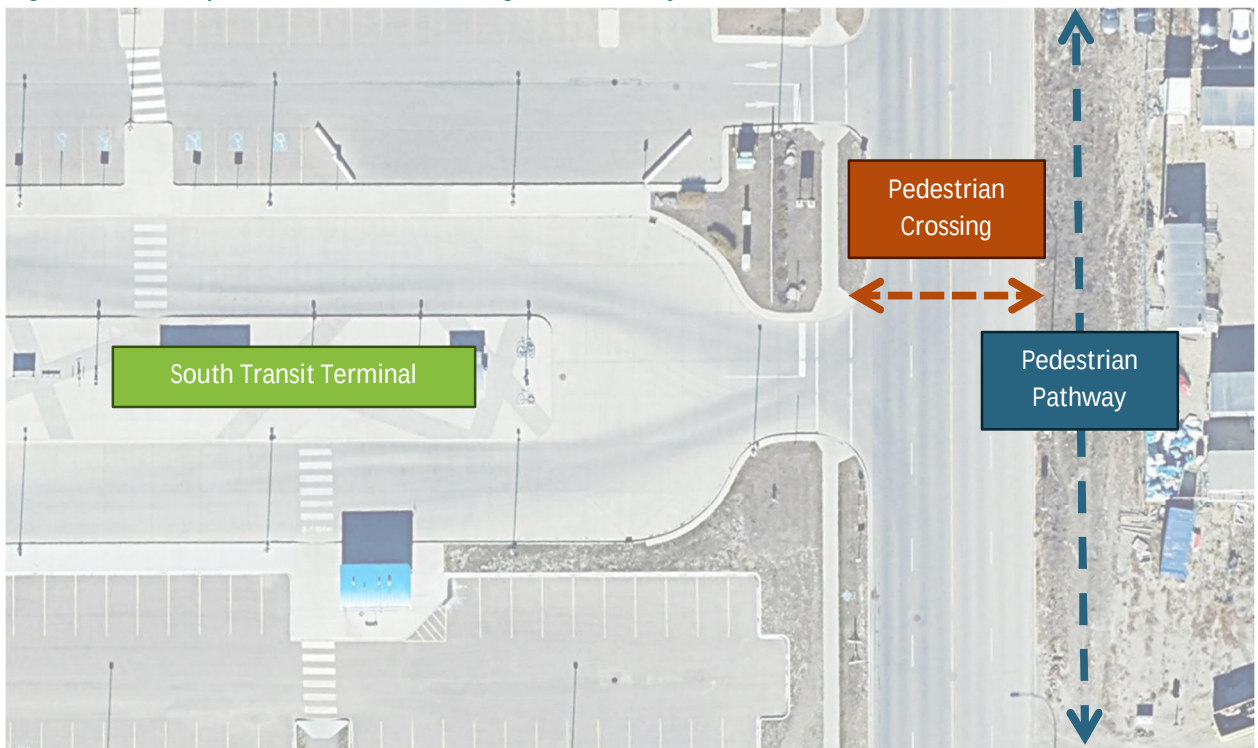
- Stop Indication:** From the project team's observations, the stop location of each route is not labelled at the terminal. Buses stop at random locations upon arrival, which creates chaos as passengers flock to the bus, especially during peak hours. Without indications, it also incurs wayfinding difficulties for occasional riders. As such, there needs to be a wayfinding upgrade to clearly indicate where each route would stop. Taking the wayfinding design of Calgary Transit terminals as an example, stop poles with large font indicating the route number are used to ensure that passengers can locate the route they ride (Figure 14).
- Route Information:** There is no route information, such as route maps, schedules, or passenger notices, provided at the terminal. Passengers would need to rely on their personal devices for this information. To improve wayfinding and communication, service information can be posted at the terminal, which would be especially beneficial for occasional riders. Electronic monitors or kiosks can be considered to ensure information is up to date, in addition to the potential for advertising.
- Terminal Amenities:** The terminal currently has three stop shelters, of which one is a closed, heated shelter (heat is activated when customers press a button or when the temperature drops below -15°C), and multiple bike racks. In response to passengers' requests in the engagement and the expected increased passenger flow, Airdrie Transit should consider upgrades to bus shelters based on the guidelines provided in the service standards document of this plan to accommodate more passengers, as well as installing more bike racks to offer a better passenger experience and encourage biking for the first mile and last mile trip.
- Parking Space:** While the expanded Local network is expected to reduce the number of passengers who park and ride, ridership growth, and the ICE network changes would, in turn, increase park-and-ride passengers at the terminal. Airdrie Transit shall target providing transit for the entire passenger trip, supported by active transportation for the first mile and last mile trip, but may also offer a park and ride option as an alternative. Therefore, there needs to be an increase in parking spaces at the terminal to ensure passengers choosing park and ride can park their vehicles safely and transfer to transit.
- Terminal Connectivity:** From the project team's observations, the road network configuration and limited access to pathways surrounding the terminal have made it vehicle-centric, which encourages access by transit or private vehicles, rather than by bike or on foot. As reflected in the engagement, residents desired easier access to the terminal and better integration with the pathway system. Subject to an overall safety and traffic operation assessment in the area, the City is recommended to construct a pedestrian path on the far side of the terminal on Main Street and a pedestrian crossing connecting the far side to the terminal (Figure 15).

Figure 14: A Stop Pole at Calgary Transit Terminals



Source: Google Earth

Figure 15: Conceptual Pedestrian Crossing and Pathway at the South Transit Terminal



Source: Google Earth

4.5.2 Downtown Transit Stops

As proposed in Section 4.2.3, local routes would converge in Downtown Airdrie, providing high levels of access and passenger transfer opportunities. To help facilitate this, two potential concepts for bus layovers in the downtown area have been proposed. The purpose of these concepts is to improve transfer connections and support schedule reliability.

Any long-term solution proposed must align with broader downtown revitalization outcomes and will be advanced in coordination with related City initiatives. Active transportation will be intentionally integrated to support walkability, cycling access, and overall downtown function. Further detailed design work is required for these solutions. During the transitional period, transit may operate from a temporary layover location while a permanent solution is identified and aligned with broader City plans.

4.5.2.1 On-Street Layover

The City has already constructed stops for both directions of Route 900 in downtown. In the northbound direction (NB Main St at 1 Av), there is a lay-by of approximately 30 metres long on the far side of the Main Street/ 1 Avenue intersection that allows buses to lay over for a short period of time without affecting oncoming traffic. This lay-by has the appropriate length to accommodate two 40-foot vehicles to pull in and out independently, or one 60-foot articulated bus. Without a designated terminal in downtown, longer layovers should be done elsewhere to avoid blocking oncoming traffic. Assuming buses would only stop for boarding passengers and lay over for up to a few minutes, an on-street layover option can be used. In the southbound direction, a layover is not recommended in this location due to road geometry and to avoid the removal of parking spaces in the downtown core.

To support Routes 1, 2, 3, and 5, a dedicated curbside layover location is required in the downtown area. To best support the Main Street-based downtown routes, east-west connections should be located as close as possible to Main Street and 1 Avenue NW. Ideally, this would be within the corridor between Main Street and 8 Street NW to support efficient transfers. The layover should be designed as a curbside lay-by comparable to the existing northbound layover on Main Street and include passenger amenities such as an electronic information display, shelter, seating, and bicycle racks. Prior to implementation, the proposed layover location would require review through the City's Land Acquisition Strategy.

Should the on-street layover option be chosen, passengers would be required to walk between the layovers on Main Street and 1 Ave to transfer between routes. In the short- and mid-term, this concept is proposed as a temporary measure before the completion of an off-street transit hub in the long-term (discussed in Section 4.5.2.2 below).

4.5.2.2

Conceptual Downtown Transit Hub

Another option investigated is an off-street hub. Under this option, the City would transform a land parcel into a dedicated bus loop for layovers and transfers. This option includes two possible design concepts:

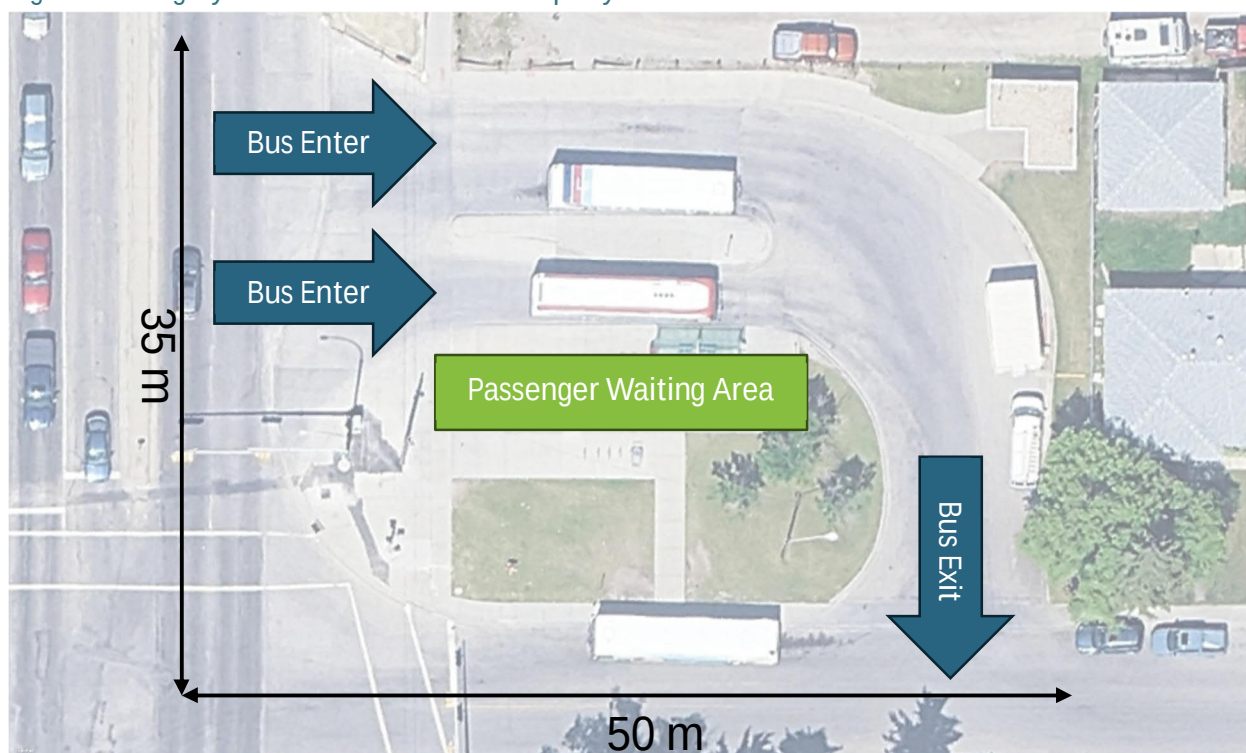
- **Side-by-Side:** This layout has at least one island that separates the platforms of each route and accommodates buses stopping side-by-side. Subject to the length of the platform, two buses can be accommodated in a lane. If the platform has sufficient length and a drive-through lane is available, buses can pull in and out independently; otherwise, the rear bus would be blocked by the bus in front, which may affect trip time and reliability. An example of this layout is the Calgary Transit 78 Avenue Bus Loop (Figure 16 & Figure 17).
- **Linear:** This layout has a linear, elongated curb with multiple platforms. Spaces are usually retained between platforms to allow independent pull-ins and pull-outs. If the platform is not long enough, buses may need to stop end-to-end and be blocked by the buses in front. A saw-tooth design may also be used for easier pull-outs. This layout is similar to the on-street option discussed, with the difference being that it moves buses off-street and minimizes traffic impact. An example of these layouts is the TransLink's UBC Exchange (Figure 18-Figure 20).

Figure 16: Calgary Transit 78 Avenue Bus Loop



Source: Google Earth, City of Calgary

Figure 17: Calgary Transit 78 Avenue Bus Loop Layout



Source: Google Earth

Figure 18: TransLink UBC Exchange Linear Platform



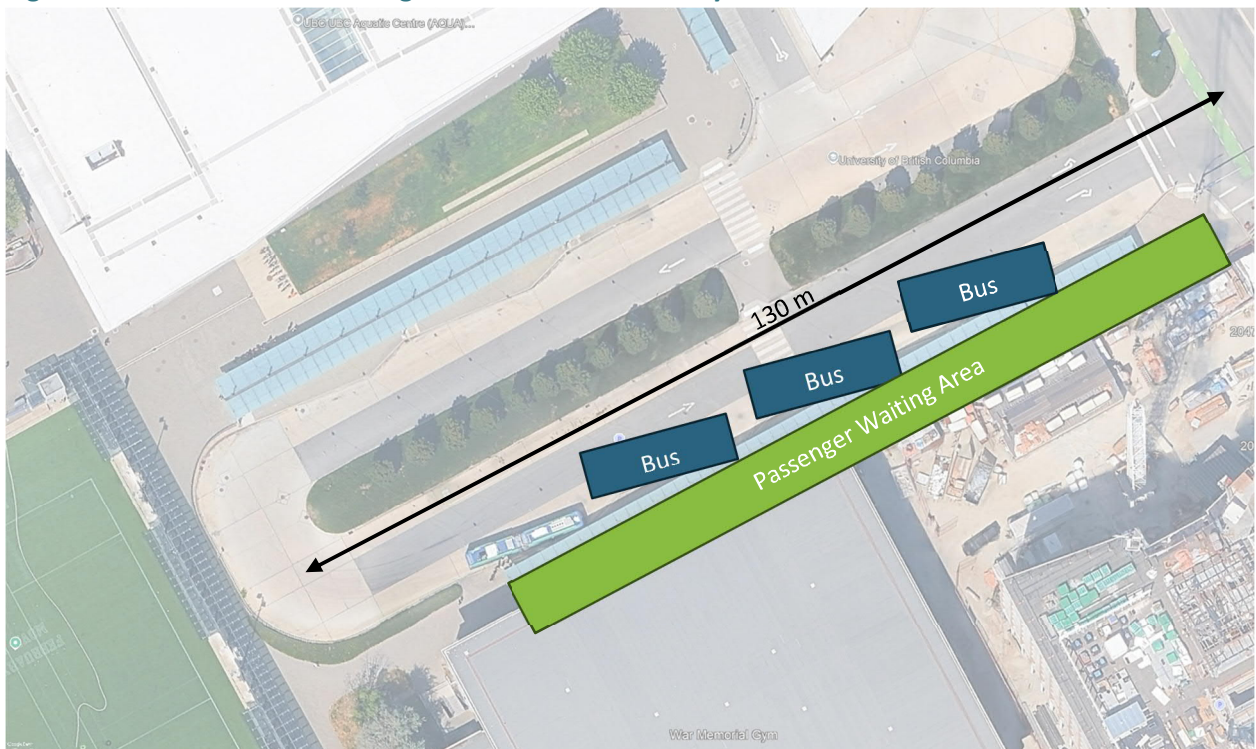
Source: Google Earth, UBC Studios

Figure 19: TransLink UBC Exchange Saw-Tooth Platform



Source: [Northwest](#), under the Creative Commons [Attribution-Share Alike 4.0 International](#) license.

Figure 20: TransLink UBC Exchange Saw-Tooth Platform Layout



Source: Google Earth, Vexcel Imaging US, Inc.

Compared to an on-street option, constructing a hub off-street would require a dedicated land parcel and may need land acquisition, alongside higher construction costs. Given that the downtown is already well-developed and the need to locate the hub closer to the downtown core, it could be difficult to identify an appropriate site. However, this option would allow same-stop transfers for passengers, minimize traffic impact, and the sharing of passenger amenities. Moving buses off-street would also offer higher scheduling flexibility, allowing buses to lay over for longer when needed. The City's land acquisition policy should prioritize appropriate parcels in the downtown area that meet specific criteria to support the potential development of a downtown transit hub in the long term. A preferable site should accommodate two bus lanes to maintain scheduling and layover flexibility, divert passengers to their respective platforms, and avoid overloading when buses arrive. Any hub development will require a traffic impact and operations assessment prior to development.

4.6 Ridership Forecast

With rapid city expansion and population and employment increase, alongside the service hour increase in the proposed network, the ridership of Airdrie Transit is expected to increase significantly in the next ten years. A ridership forecast is prepared to identify how sufficient the future service level would be to cope with the future demand. To prepare the forecast, the methodology of service hour calculations in Section 4.2.4 and the following assumptions are used:

- **Factors Affecting Ridership:** The growth in population and changes to service levels are assumed to be the factors affecting ridership. A fixed propensity to use transit as the existing condition is assumed, considering a similar development density in the new areas as the existing.
- **Ridership Time Lag:** Each service hour devoted in 2025 generated 14.00 passengers. A constant relationship between service hours and ridership is assumed to exist throughout the 10 years. As there is often a time lag for ridership to align with a service change due to information gaps and the time needed for travel patterns to change and settle, a 35% and 60% multiplier is assumed in the first and second year of service hour increase in each phase, respectively. A general observation of transit use in Canada reflects that ridership would reach full potential from the third year onwards.

Table 15 below shows the ridership forecast as a result. Compared to the existing service level, the annual service hours are expected to increase by 55% in both 2027 and 2029. The number of service hours per capita would increase from 0.43 currently to 0.96 in 2029. This increase in service hours is expected to almost quadruple the overall ridership from 546,000 in 2025 to 1.9 million in 2035. As a result of this increase, the ridership per capita is expected to increase from 6.06 currently to 13.37 in 2035. With this significant increase in ridership per capita, the transit mode share in Airdrie is also expected to increase.

Table 15: Service Hours and Ridership Forecast from 2025-2035

Metric	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Period	Existing		Phase 1		Phase 2/ Future						
Population	90,044	94,070	98,490	102,780	107,280	112,140	117,210	122,660	128,470	134,710	141,420
Service Hours	38,998	40,741	63,217	65,971	102,467	107,109	111,952	117,157	122,706	128,666	135,075
Service Hours per Capita	0.43	0.43	0.64	0.64	0.96	0.96	0.96	0.96	0.96	0.96	0.96
Ridership	545,809	570,213	680,311	826,115	1,038,916	1,315,017	1,566,861	1,639,717	1,717,385	1,800,801	1,890,500
Ridership per Capita	6.06	6.06	6.91	8.04	9.68	11.73	13.37	13.37	13.37	13.37	13.37
Ridership per Service Hour	14.00	14.00	10.76	12.52	10.14	12.28	14.00	14.00	14.00	14.00	14.00

5.0 Implementation Strategy

This section discusses how the above future transit network changes could be implemented in a phased approach over the next ten years. These phases include staffing and financial impacts (using 2026 dollars), as well as other important tasks to support Airdrie Transit. To achieve the proposed network changes, three implementation phases are proposed:

- Short-Term (2026-2028): Implement the Phase 1 changes of both inter-municipal and local services.
- Mid-Term (2029-2032): Implement the Phase 2 changes of both inter-municipal and local services.
- Long-Term (2033-2035): Identify opportunities to implement the future phase changes of both inter-municipal and local services.

Importantly, any significant changes to transit service levels and routes will require Council funding approval and, to that end, will be brought for discussion prior to implementation. The proposed changes and phases detailed in this report are a guide and are likely to evolve to suit the City's growth patterns, overall needs, and resource constraints at the time of proposed implementation.

5.1 Staffing Requirements

The implementation of the new network would result in additional tasks that need to be undertaken by the City or the service contractor (Transdev Canada). This section discusses how these additional tasks should be divided to enable smooth service delivery.

5.1.1 Transit Planning and Operation Structure

The transit service planning and operations duties are currently divided between Airdrie Transit and Transdev in the following split in Table 16.

Table 16: Transit Service Planning and Operations Duty Split

Airdrie Transit/ City of Airdrie	Transdev
• Conduct strategic planning, including service network, level, fleet and technology procurement, inter-modal integration, and ensure services meet the city's growth targets and planning directions. • Identify service policies. • Handle service compliments, complaints, and inquiries. • Manage the performance of the service contractor and the tender process. • Liaise with peer municipalities on partnership opportunities.	• Provide the fixed route, co-mingled Hello To Go, and charter bus services using Airdrie Transit vehicles • Support and maintain transit technology, including fare, vehicle dispatch, communication, and monitoring technology. • Monitor routine service operation and handle interruptions. • Conduct service scheduling and runcutting. • Manage service vehicles, including servicing and maintenance.

• Manage stop facilities (Active Transportation Assistant). • Manage the garage and washroom at the South Transit Terminal (City of Airdrie). • Source advertising partners.	• Report service hour data and operating cost data (e.g., fuel, fleet maintenance, technology) to Airdrie Transit for reimbursement.
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The duty split above implies that Airdrie Transit is responsible for decision-making, including strategic planning on service and facilities and policy making, as well as managing the service contractor and handling customer service inquiries. In addition, the Active Transportation Assistant in the Airdrie Transit's structure is also responsible for maintaining bus stop facilities. Outside Airdrie Transit, the City of Airdrie (Building Maintenance Department) is responsible for managing the garage and the washroom at the South Transit Terminal, in addition to other City facilities. On the contractor side, Transdev is responsible for routine service scheduling, runcutting, and routine monitoring, as well as any communication and fleet servicing and maintenance to ensure smooth service operation, based on Airdrie Transit's directions.

5.1.2 New Network Implementation

The new network implementation would require more operators to operate the new routes and increased service hours, which would result in a lower admin-to-operator ratio and more workload for Airdrie Transit. Assuming the number of operators required would increase proportionally to service hour increases, this would increase the number of operators from 26 currently to 56 in 2035. By then, the admin-to-operator ratio would reduce to 1:14, which indicates the need to hire new staff or assign more work to the service contractor and reduce the workload undertaken by Airdrie Transit staff.

The above proposed transit network changes are expected to bring the following impacts on the tasks, which would be designated according to the following split:

- Airdrie Transit/ City of Airdrie:
 - More integration and coordination effort with Calgary and Rocky View County;
 - Management of the new downtown transit hub;
 - Procurement of the new fare technology integrated with Calgary Transit's system;
- Transdev:
 - Operate more routes and increase service hours;
 - Operate the new special event service to Calgary; and
 - Implement new scheduling requirements, including interlining and schedule integration with Calgary Transit.

The Dillon team investigated how Milton Transit in Ontario, which has a similar operating scale as Airdrie Transit and contracts service to PWTransit, operates and assigns work to the contractor. Table 17 below presents the key differences in how Airdrie Transit and Milton Transit designate work to the contractor.

Table 17: Key Differences in the Operation Structure of Airdrie and Milton Transit

Area	Airdrie Transit	Milton Transit
Customer Service	The City provides call-taking for Hello To Go bookings and cancellations and handles customer service inquiries, compliments and complaints. Transdev handles operational inquiries related to lost and found.	PWTransit is responsible for a comprehensive customer service headquarters, including phone support and reservationist functions.
Operations Facility	The City owns the facility at 90 Highland Park Common and leases it to Transdev.	The transit facility at 420 Morobel Drive is leased directly by the contractor from the property owner.
Technology	Transdev must provide necessary technology solutions for daily operations, including a bus tracking and vehicle communication solution.	PWTransit is responsible for housing, maintaining and servicing all Town-owned ITS and radio systems and assets.
Revenue Handling	Transdev is explicitly prohibited from handling cash or tickets.	PWTransit typically manages the maintenance and servicing of farebox assets.

In comparison, Airdrie Transit retains more control on service operation and finance by performing customer service functions, Hello To Go bookings and handling cash and tickets, while Milton Transit contracts all these functions to the contractor. This, while enabling Airdrie Transit to have better monitoring of service quality, incurs additional work for municipal employees. Considering that Airdrie Transit's workload would increase with the proposed network, especially coordination with nearby municipalities for service and fare integration, Airdrie Transit would require an additional staff member to support the extra workload. Meanwhile, Airdrie Transit may also explore the feasibility of delegating routine customer service functions and revenue handling to the service contractor.

Comparing the two proposals, delegating the routine functions to Transdev would unleash staff ability to support functions requiring decision-making. While this option would save the cost of hiring a new admin staff member, it would come at the risk of less operational control. Meanwhile, hiring a new staff member would maintain the existing service operational control, but comes with higher staff remuneration costs. Should the delegation proposal be chosen, the service contract with Transdev should be redrafted to mitigate service control risk and delineate responsibility.

5.2

Costing

The increased service level recommended for the next ten years will increase the transit operating and capital costs. The following section presents a high-level cost forecast for the City, for which a financial strategy can be developed.

5.2.1

Operating Costs

The operating costs of transit service include driver's remuneration and fuel. Aside from these direct operating costs, vehicle servicing and maintenance (technicians' hours and parts) and remuneration of non-operating staff, including transit planning and admin staff, are part of the indirect operating costs.

Transdev, the contracted operator of Airdrie Transit, currently charges an all-inclusive rate for all direct operating costs of fixed route and Hello To Go services. These existing contracted rates (excluding inflation) were used to forecast the financial impact of the proposed network in the next ten years.

It should be noted that, although the expansion of the fixed route local network and its conversion to all-day, seven-day-a-week service would replace part of the current Hello To Go service, more Hello To Go service hours would still be provided in the next ten years to improve current trip denial levels and accommodate growth from new development areas.

In addition, an all-day interline arrangement is assumed on Route 4 with Route 900 during all terms, where the impact on vehicle costs of this interlined service is reflected in those of Route 900. The impact of Route 4's vehicle costs in the short-term only covers those of the additional departures in peak hours on top of the interlined departures, due to the lower frequency of Route 900 during daytime. In the mid- and long-term, as the frequency of Route 900 and Route 4 is aligned across all periods, there would not be a standalone Route 4 service, resulting in a significant vehicle cost decrease. As the changes recommended in the long-term are conceptual and subject to change based on discussion with the peer municipalities, their impacts on vehicle costs are not assumed here.

In addition to regular services, a new special event service for Calgary Stampede was also recommended, as per Section 4.3.

In addition to the above contracted costs, the recommended changes would also incur an increase in vehicle maintenance and fare technology:

- **Vehicle Maintenance:** The annual fleet maintenance hours based on the current fleet size are estimated at 2,500. The annual maintenance hours are expected to increase and align with the fleet size stipulated in Table 19 below.
- **Fare Technology:**
 - As outlined in **Section 4.4**, Airdrie Transit should plan to transition away from its current fare technology solution at the end of the existing contract term and explore alternative fare technology options with lower ongoing subscription costs. This may include pursuing a partnership with Calgary Transit to leverage a shared fare platform that supports fare integration, or sourcing an independent solution that better aligns with Airdrie's long-term needs and scale.
 - In evaluating future fare technology options, Airdrie Transit should consider fare systems where transaction commissions are paid by the municipality rather than passed on to customers. While

this approach represents an additional operating cost to the municipality, it offers several important benefits. Removing transaction-related charges from customers promotes fare equity by ensuring riders pay the advertised fare, without additional surcharges that can disproportionately impact lower-income riders, youth, seniors, and frequent users who rely on mobile ticketing. A municipality-paid commission model also aligns with broader affordability and accessibility objectives.

- From a ridership and system growth perspective, absorbing transaction commissions at the agency level creates a simpler and more predictable fare experience, reducing barriers to adoption of digital fares. This can support higher mobile fare usage, faster boarding times, and improved customer satisfaction, all of which contribute to ridership retention and growth over time. Fare integration with Calgary Transit, if pursued, would further support regional travel and make transit a more competitive option for intermunicipal trips.
- If Airdrie Transit were to adopt a fare technology model similar to Calgary Transit's current approach, it would likely be subject to transaction commissions. These costs would need to be considered as part of future operating budget decisions and weighed against the long-term equity, customer experience, and ridership growth benefits.

5.2.2 Capital Costs

To support the increased service level and maintain a financially sustainable service, apart from the recommended changes to transit technology and terminals mentioned in Section 4.0 above, additional capital changes, including fleet, stop infrastructure, and facility, are recommended. Their estimated costs are presented below.

5.2.2.1 Fleet

The following section presents a fleet forecast for the next ten years. It is subject to the following assumptions or limitations:

- **Vehicle Delivery:** The delivery timeframe of conventional transit buses in Canada currently varies between 12 and 18 months. Assuming Airdrie Transit would obtain funding from the Council to place bus orders by the end of 2026 or early 2027, these new buses would be delivered by mid or late 2028. Therefore, the new conventional buses would only be available for mid-term network changes. As an interim measure in the short-term, Airdrie Transit is recommended to procure smaller buses (e.g., cutaway buses), which typically have a shorter delivery timeframe than the conventional buses.
- **Long-Term Network:** It is assumed that the conceptual route changes in the long term, including the new Route 7 and Rocky View Industrial Shuttle and the extension of Routes 3 and 4, would materialize.
- **Vehicle Deployment:** Considering the lower expected ridership on new local routes serving the new peripheral neighbourhoods in the beginning years and the short-term vehicle delivery limitations, the following vehicle deployment scenarios in Table 18 are assumed. Despite the deployment assumptions, larger or smaller vehicles may be assigned interchangeably to satisfy passenger and operational needs, provided these spares are available and that the road conditions permit.

- **Spare Ratio:** A 25% spare ratio is used to calculate the number of spare vehicles required and the total fleet required. Since the smaller buses procured in the short-term have higher capacity than the existing transit vans, they would be better spares than the vans and should be maintained in the fleet even after the delivery of conventional buses in the mid-term.

**Note: Spare ratio = No. of spare fleet ÷ peak vehicle fleet requirement. According to the American Public Transportation Association, the recommended spare ratio for an agency operating 50 or more fixed route vehicles is 20%. Considering that Airdrie Transit currently operates 26 vehicles, a higher 25% spare ratio is assumed.*

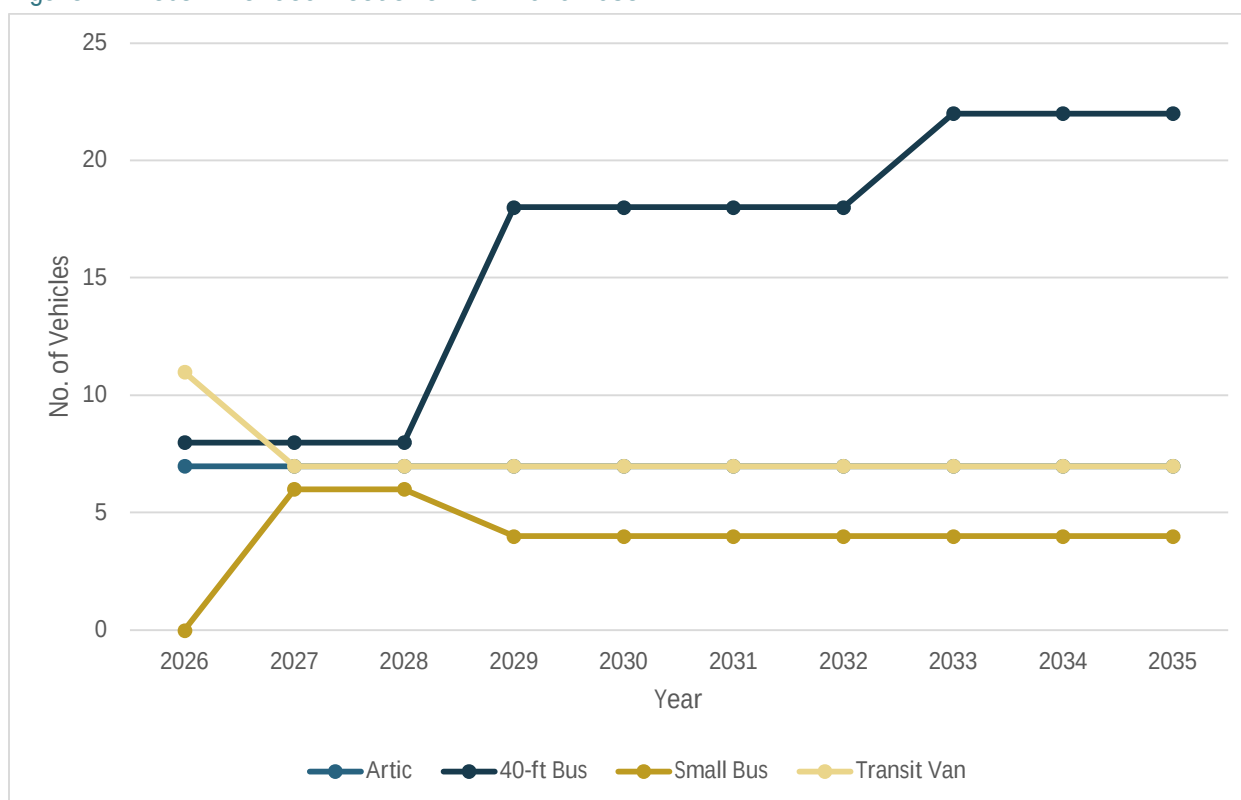
Table 18: Vehicle Deployment Scenarios

Route	Short-Term	Mid-Term	Long-Term
900	Artic	40-Ft	40-Ft
901	Artic	Artic	Artic
903	40-Ft	40-Ft	40-Ft
1	Small Bus	40-Ft	40-Ft
2	No service	40-Ft	40-Ft
3	40-Ft	40-Ft	40-Ft
4	Artic (Interline) 40-Ft (Standalone)	40-Ft	40-Ft
5	40-Ft	40-Ft	40-Ft
6	No service	Small Bus	40-Ft
7	No service	No service	Small Bus
Hello To Go	Transit Van	Transit Van	Transit Van
Rocky View Shuttle	No service	No service	Small Bus

As a result of these limitations and assumptions, Table 19 below presents the peak requirement and total and spare fleet distributions per vehicle type in the upcoming ten years, while Figure 21 presents a total fleet size graph. In the short-term, most articulated and 40-foot buses would be dispatched during peak periods. Small buses would be served as the main spares for these articulated and 40-foot buses in the fleet. Upon bus delivery from the mid-term onwards, the expanded fleet would better support the above deployment assumptions and provide greater vehicle use flexibility.

Table 19: Fleet Requirement and Distributions

Category	Fleet Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Peak Fleet	Artic	5	7	7	5	5	5	5	5	5	5
	40-Ft Bus	6	7	7	14	14	14	14	17	17	17
	Small Bus	0	2	2	2	2	2	2	3	3	3
	Transit Van	3	3	3	3	3	3	3	3	3	3
	Total	14	19	19	24	24	24	24	28	28	28
Total Fleet	Artic	7	7	7	7	7	7	7	7	7	7
	40-Ft Bus	8	8	8	18	18	18	18	22	22	22
	Small Bus	0	6	6	4	4	4	4	4	4	4
	Transit Van	11	7	7	7	7	7	7	7	7	7
	Total	26	28	28	36	36	36	36	40	40	40
Spare Fleet	Artic	2	0	0	2	2	2	2	2	2	2
	40-Ft Bus	2	1	1	4	4	4	4	5	5	5
	Small Bus	0	4	4	2	2	2	2	1	1	1
	Transit Van	8	4	4	4	4	4	4	4	4	4
	Total	12	9	9	12	12	12	12	12	12	12

Figure 21: Recommended Fleet Size from 2026-2035

According to the table and figure above, Airdrie Transit is recommended to expand its 40-foot bus fleet and procure new small buses to operate more fixed routes and meet the service level requirement. The total 40-foot bus fleet would almost triple from 8 currently to 22 in 2035. Given the planned expansion of fixed-route service in Airdrie, which is expected to reduce demand for the Hello To Go on-demand service, and the currently high spare ratio within the transit van fleet, Airdrie Transit should consider a modest fleet right-sizing in the short term. Rather than maintaining the current fleet of 11 vans, it is recommended that the fleet be reduced to 7 vehicles total, including 3 vehicles dedicated to on-demand peak operations and 4 vehicles retained as spares or for special events, contingency, or peak service needs. This approach would involve the disposal of 4 vehicles, allowing Airdrie Transit to better align fleet size with operational requirements while preserving adequate operational flexibility and resiliency.

While the affected vehicles were originally acquired using grant funding, meaning there was no upfront purchase cost to the municipality, they continue to generate ongoing expenses. These include insurance premiums, amortization, and other administrative costs. As such, retaining underutilized vehicles represents a continuing financial liability without a corresponding operational benefit. Reducing the fleet to seven vehicles would lower these fixed costs while maintaining sufficient capacity to support on-demand service delivery, spare coverage, and special event needs. This measured reduction balances fiscal responsibility with service reliability and reflects a more efficient use of municipal resources as service delivery priorities evolve.

For the articulated bus fleet, the number is recommended to remain unchanged. As the number of small buses required would reduce upon the delivery of 40-foot buses in the mid-term, Airdrie Transit could procure the four small buses required throughout the next 10 years and lease the two buses that are only needed in the short-term to reduce amortization costs.

5.2.2.2 Stop Infrastructure

In the new network, both the terminal and on-route stop infrastructure require an upgrade to serve the expanded service.

Terminal

- South Transit Terminal: As per **Section 4.5.1**, the Terminal would require better stop indication and route information, expanded passenger shelter, more parking spaces, and improved connectivity with the nearby pedestrian pathway network.
- Downtown Transit Layover: From **Section 4.5.2**, Airdrie Transit is recommended to proceed with an on-street option for the Downtown Transit Layover in the short- and mid-term that offers a temporary transfer option to passengers, and work on completing an off-street terminal option in the long-term that offers a better passenger experience and minimizes the impact on traffic. An on-street option is expected to cost significantly less than on off-street option.

On-Street Stops

The denser coverage of fixed route service within Airdrie would require more bus stops to be installed. Currently, there are 77 bus stops within Airdrie, covering the circular Routes 1 and 3 and the local section of Route 900. Assuming a bus stop spacing with reference to the stop spacing standard in the Service Standards (Appendix B) and considering that routes with sections overlapped could share bus stops, it is expected that Airdrie Transit would need to install 20 bus stops in the short-term and 60 bus stops in the mid-term. These 80 new bus stops would require amenities, such as bike racks, a bus shelter, and a bench, according to the Service Standards.

For stops of ICE routes in Calgary, stop amenities are shared with Calgary Transit. This practice is expected to continue in the new network, where Airdrie Transit is only required to install a stop pole at North Pointe Terminal for Route 903, and relocate or remove the Route 900 poles when it is shortened. For the services proposed in the long-term, as the service design is currently conceptual, where the routing is largely subject to change, it is not possible to estimate the number of stops required and their subsequent costs now.

5.2.2.3

Facility

The existing Airdrie Transit Operations Centre was recently completed in 2020. It was designed to house 32 vehicles, including 13 articulated buses, 11 40-foot buses, and 8 transit vans. Aside from the storage area, it also has two maintenance bays for articulated buses and one for buses up to 40 feet. As per the fleet forecast, Airdrie Transit would have 7 articulated buses, 22 40-foot buses, 4 small buses, and 7 transit vans. Since the number of articulated buses and transit vans would be lower than the design capacity, some of these spaces saved can be allocated to 40-foot and small buses to defer the need for facility expansion. In the long-term (i.e., from 2033 onwards), the fleet size would grow beyond the design capacity of the facility, which necessitates an expansion. Airdrie Transit may opt for constructing a sheltered area outdoors and storing part of the fleet there to save construction costs, as indicated in the example of Roam Transit's facility in Figure 22 below. Alongside an expansion of the storage area, there also needs to be modifications to the maintenance bay to adapt to the fleet composition, where Airdrie Transit is recommended to convert one for articulated buses to buses up to 40 feet.

Figure 22: Roam Transit Outdoor Fleet Storage Area



Source: Dillon Consulting Limited

5.2.2.4

Fare Technology

The new fare technology solution would also require an initial equipment and installation cost. Given the fleet growth scenario to 40 vehicles by the end of the next ten years, it has been assumed that onboard technology (e.g. validators) would need to be procured for 40 vehicles.

5.2.3

Cost Impacts

To conclude the above operating and capital costs, Table 20 below presents a summary of the magnitude of additional costs incurred to implement the new network. These are articulated as costs changes compared to the preceding term.

Table 20: Magnitude of New Network Costs

Area	Action Items	Short-Term	Mid-Term	Long-Term
Inter-Municipal Service	Operate the recommended ICE service	Low	Medium	
Local Service	Operate the recommended local service	Medium	High	
Special Event Service	Operate the recommended special event service	Low		
Fleet	Expand the 40-foot and small bus fleet	Medium	High	High
	Right-size the transit van fleet	Low (saving)		
	Increase fleet maintenance hours	Low	Low	Low
Garage	Retrofit the Transit Operations Centre		High	
Stop Infrastructure	Retrofit and expand the South Transit Terminal	Medium		
	Construct an on-street downtown layover	Low		
	Construct an off-street downtown transit hub	High		
	Install new bus stops and the necessary amenities	Low	Medium	
Fare Technology	Procure a new fare technology vendor with Calgary Transit	Low	Low	Low
	Operate the new fare technology system	Low	Low	Low

From the above ridership and cost forecasts, Table 21 below presents a financial forecast for Airdrie Transit's service in the next ten years. With higher ridership per capita, Airdrie Transit would be able to recover more operating costs from fare revenue, leading to a higher revenue-to-cost ratio and improved financial conditions.

Table 21: 10-Year Performance Forecast

Metric	Existing	Short-Term	Mid-Term	Long-Term
Year	2024	2027	2029	2033
Ridership	657,615	826,000	1,315,000	1,801,000
Service Hours	33,331	63,217	102,467	122,706
Revenue-to-Cost Ratio	Medium	Medium	Medium	High

5.3 Land Use Policy

Land use and transportation planning are interrelated, such that one's policy often affects the other. For example, land use density tends to exhibit a positive correlation with transit use, where high-density and mixed land use areas often present higher transit use. Meanwhile, areas with good access to transit service tend to encourage higher-density land uses. In the next ten years, the City is recommended to

implement the following land use and community planning policies to favour density intensification and encourage transit use:

- Support flexible land use policy to support a broader range of housing types and higher-density residences;
- Support a mix of land uses to support mixed-use development, particularly around major transportation corridors;
- At such a time as land along transportation corridors is developed and redeveloped, where possible, require upgrades to pedestrian infrastructure such as sidewalks, crosswalks, or transit infrastructure; and
- Consider transit routing and key transportation corridors when planning for higher-density areas and areas to encourage future density.

5.4 Implementation Plan

Airdrie Transit is recommended to implement the above recommendations in a phased approach. The following presents the key steps to be undertaken in each term. These key steps, however, are subject to change depending on the recommended concept and progress of the regional rail network currently underway by the province, for which Airdrie Transit shall monitor and adjust the concepts recommended in this TMP accordingly.

5.4.1 Short-Term (2026-2028)

- **Network Launch and Monitoring (Phase 1):** Transition to the Phase 1 inter-municipal and local network and operate the special event service. Monitor performance and review passengers' feedback on the new network and service level to fine-tune service.
- **Regional Integration:** Initiate negotiations with Calgary Transit to establish fare and service integration, specifically targeting the shared use of terminal facilities and fare integration to avoid a double fare and implement a regional fare structure and products.
- **Active Transportation Integration:** Retrofit stops and vehicles to encourage inter-modal trips, including adding bike racks on vehicles and at stops.
- **Infrastructure Upgrades:**
 - Install new on-street bus stops and upgrade facilities to support the expanded local coverage in Phase 1, including the downtown layover stops.
 - Confirm the downtown transit hub design and begin the land acquisition (if needed), planning, and construction work, and target completion before the implementation of the future phase network.
- **Technology & Fare:**
 - Explore the procurement of a new fare technology vendor and implement the recommended fare changes.
 - Discuss with the existing technology solution providers to improve passengers' experience in trip planning and receiving trip updates.

- Explore with post-secondary institutions in Calgary on the need and feasibility for U-passes.
- **Fleet Growth and Rightsizing:** Expand the 40-foot bus fleet and downsize the Mobility Van fleet. Before vehicle delivery, services can be provided by the spare articulated buses to meet the recommended service level in the transitional period.
- **Operation Structure:** Explore staffing requirements to determine whether support functions are best fulfilled through the addition of a municipal employee or through delegation to contracted staff.
- **Review Development Progress:** Monitor the city expansion progress and key special events and discuss with developers and event organizers to introduce additional services as needed.
- **Passenger Rail Master Plan:** Monitor progress on the Rail Master Plan and participate in engagement opportunities as available.

5.4.2 Mid-Term (2029-2032)

- **Network Expansion and Monitoring (Phase 2):** Transition to the Phase 2 inter-municipal and local network. Monitor performance and review passengers' feedback on the new network and service level to fine-tune service.
- **Infrastructure Upgrades:**
 - Retrofit the South Transit Terminal with improved wayfinding, expanded passenger amenities, and more parking spaces.
 - Install new on-street bus stops to support the expanded local coverage in Phase 2.
- **Fleet Growth:**
 - Procure the additional 40-foot buses to the fleet as indicated to accommodate the expanded Phase 2 network requirements.
 - Implement the recommendations in the Alberta Municipalities Transit Fleet Electrification Planning Study to begin fleet electrification.
- **Facility Expansion:** Retrofit and expand the Transit Operations Centre to accommodate an expanded fleet. The expansion should target completion before the future service implementation in the long-term period.
- **Reform Access Airdrie – Regional Service:** Reform the service model to utilize a family of service concept and reduce fares and operating costs.

5.4.3 Long-Term (2033-2035)

- **Future Network Adjustments:**
 - Evaluate the need for Route 7 and outward extensions of Routes 3 and 4 based on passengers' travel patterns and actual development progress.
 - Monitor development and transit project progress in Calgary and Rocky View County to identify the need for the Rocky View Industrial Shuttle, and the timeframe to convert Route 900 and 903 to the ultimate routing.
- **Fleet Growth:** Procure the additional 40-foot buses as indicated to accommodate the expanded future network requirements.

- Infrastructure Upgrades: Open the new downtown transit hub and monitor operations.
- **Rail Integration:**
 - Identify opportunities to encourage future rail use.
 - Consider potential commuter rail development when planning for new communities within Airdrie.
 - Review municipal plans and update where necessary to plan for future rail opportunities.
 - Monitor the confirmed regional rail concept in the Rail Master Plan and adjust the service network to be rail-oriented.
- New Transit Master Plan: Begin the preparation of a new transit master plan when approaching the end of the ten years.

Appendix A

Existing Airdrie Transit Network

EB Gateway Li
at Gateway Dr

NB Main St at
Gateway Dr

WB Gateway Dr
at Superstore

SB Main St at 6th Av

NB Main St at Flett Dr

SB Main St at 4th Av

NB Main St
at Jensen Dr

SB Main St at 1st Av

NB Main St at 1st Av

SB Main St at
Centre Av (Shell)

NB Main St at
ATB (City Hall)

SB Main St at Safeway

SB Main St at
Ridgegate Wy

NB Main St at Elk Hl

SB Main St at
St Paul's Church

NB Main St at
Eldorado Rd

SB Main St at
Summerfield Cl

NB Main St at Summerfield Cl

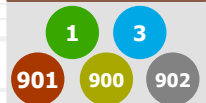
SB Main St at Co-op

NB Main St at Co-op

SB Main St at
Sierra Springs Dr

NB Main St at
Sierra Springs Dr

South Transit Terminal



ICE Route 900

○ To Airdrie Stops

○ To Calgary Stops

--- 900 to Airdrie

— 900 to Calgary

Effective Sept. 2024

To Calgary

NB Bass Pro Wy
at CrossIron Mills
(Entry 2)

To Airdrie

SB 36 St NE at
Whitehorn LRT

SB 36 St NE at 26 Av NE
(Peter Lougheed)

SB 36 St NE at 25 Av NE
(Rundle LRT Station)



ICE Route 901 Morning

- To Airdrie Stops
- To Calgary Stops
- 901 AM to Airdrie
- 901 AM to Calgary

Effective Feb 2024

To Calgary

EB East Lake Cr
at East Lake Bv
(Ron Ebbesen Arena)

SB East Lake Bv
at Big Hill Rd
(Bert Church)

SB East Lake Bv
at Big Springs Dr
(North)

SB East Lake Bv
at Big Springs Wy

SB East Lake Bv
at Big Springs Dr
(No Frills)

WB Yankee Valley Bv
at Market St (Ricky's)

SB 1 St at
4 Av SW

WB 4th Av at 1st St SE
(Harry-Hays Building)

SB 1st St at 8th
Ave SW (Calgary)

To Airdrie



METS TR NE

STONEY TR NE

STONEY TR NW

14 ST NW

DEERFOOT TR NE

METS TR NE

48 AV NE

CENTRE ST S

5 AV SW

6 AV SW

9 AV SW

1 ST SE

5 AV SE

6 AV SE

9 AV SE

MACLEOD TR SE

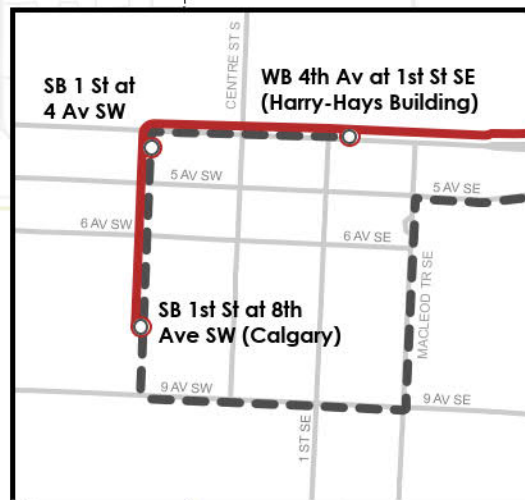
14 ST NW

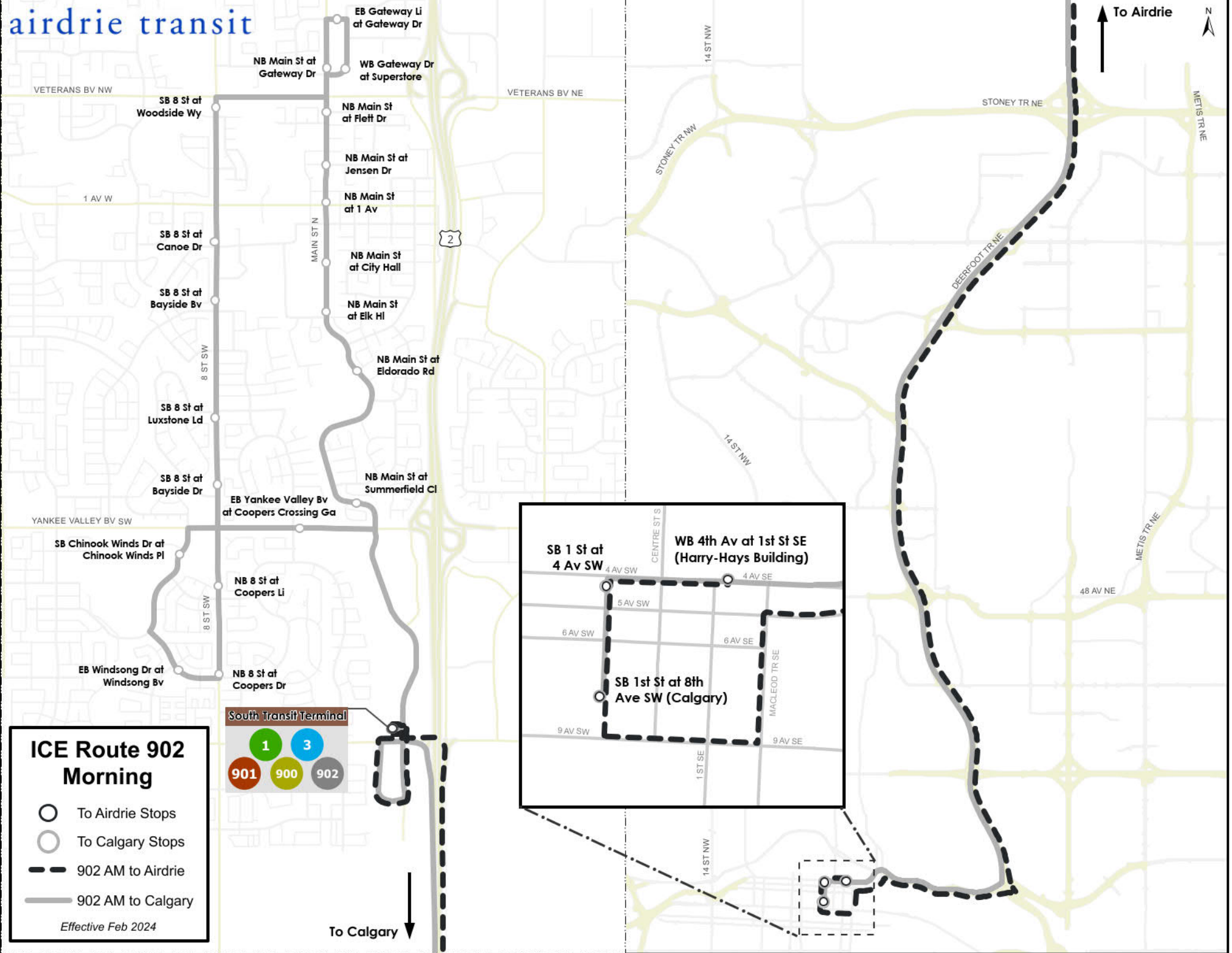


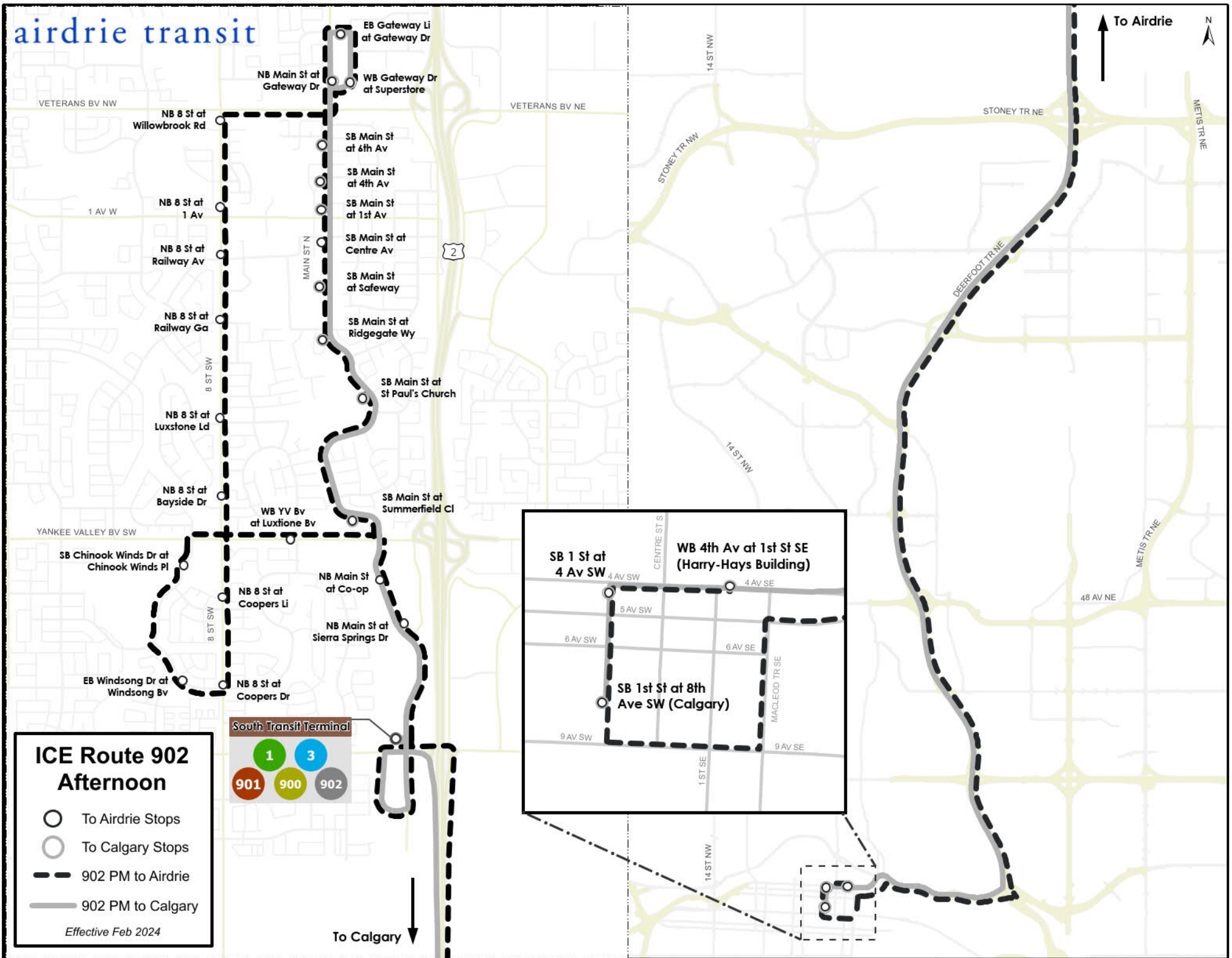
ICE Route 901 Afternoon

-  To Airdrie Stops
-  To Calgary Stops
-  901 PM to Airdrie
-  901 PM to Calgary

Effective Feb 2024









Route 1

 Route 1 Stops

 Route 1

Effective Jan 2024

NB - North Bound

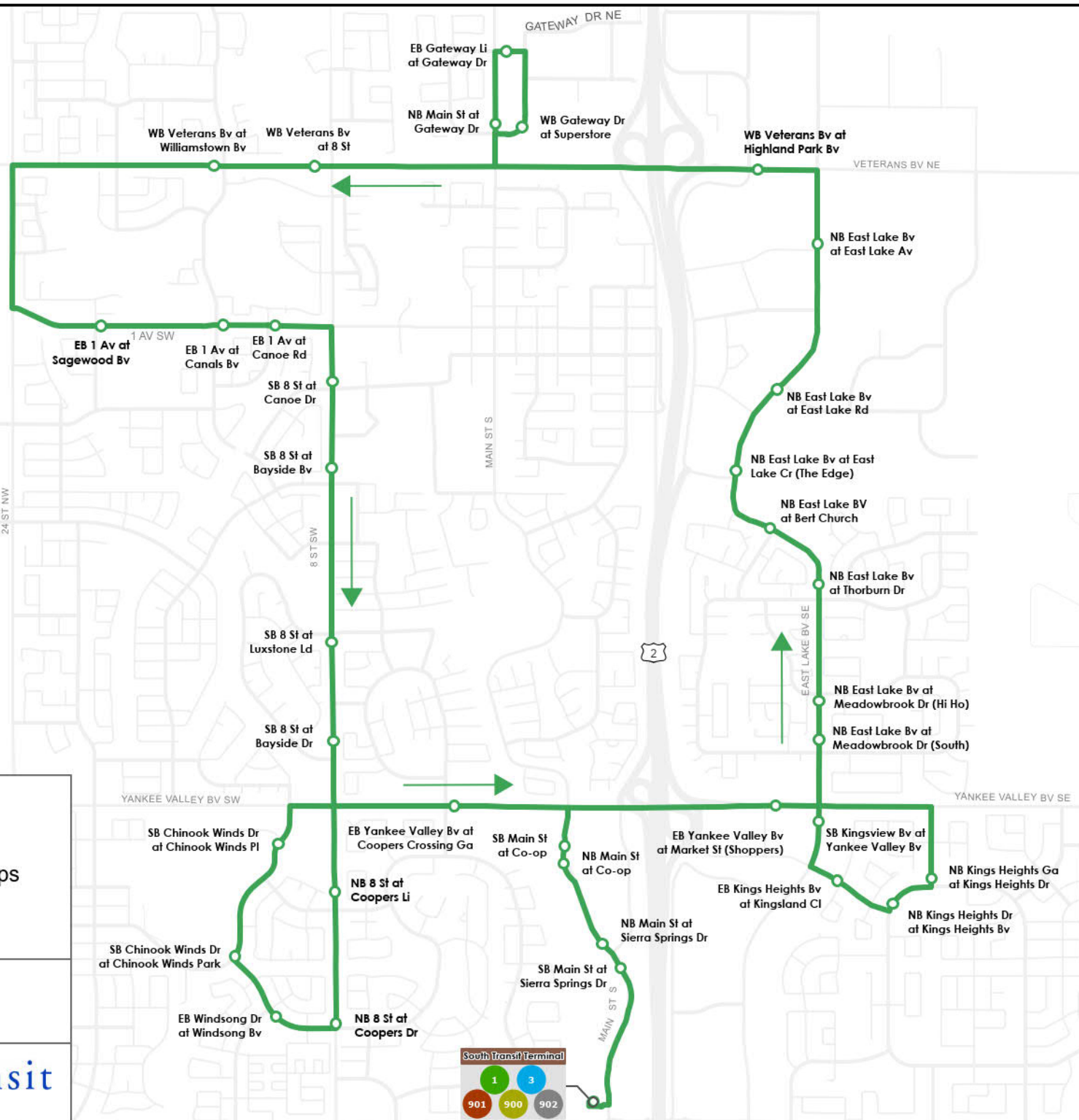
EB - East Bound

SB - South Bound

WB - West Bound



www.airdrietransit.ca





Route 3

 Route 3 Stops

 Route 3

Effective Jan 2024

NB - North Bound

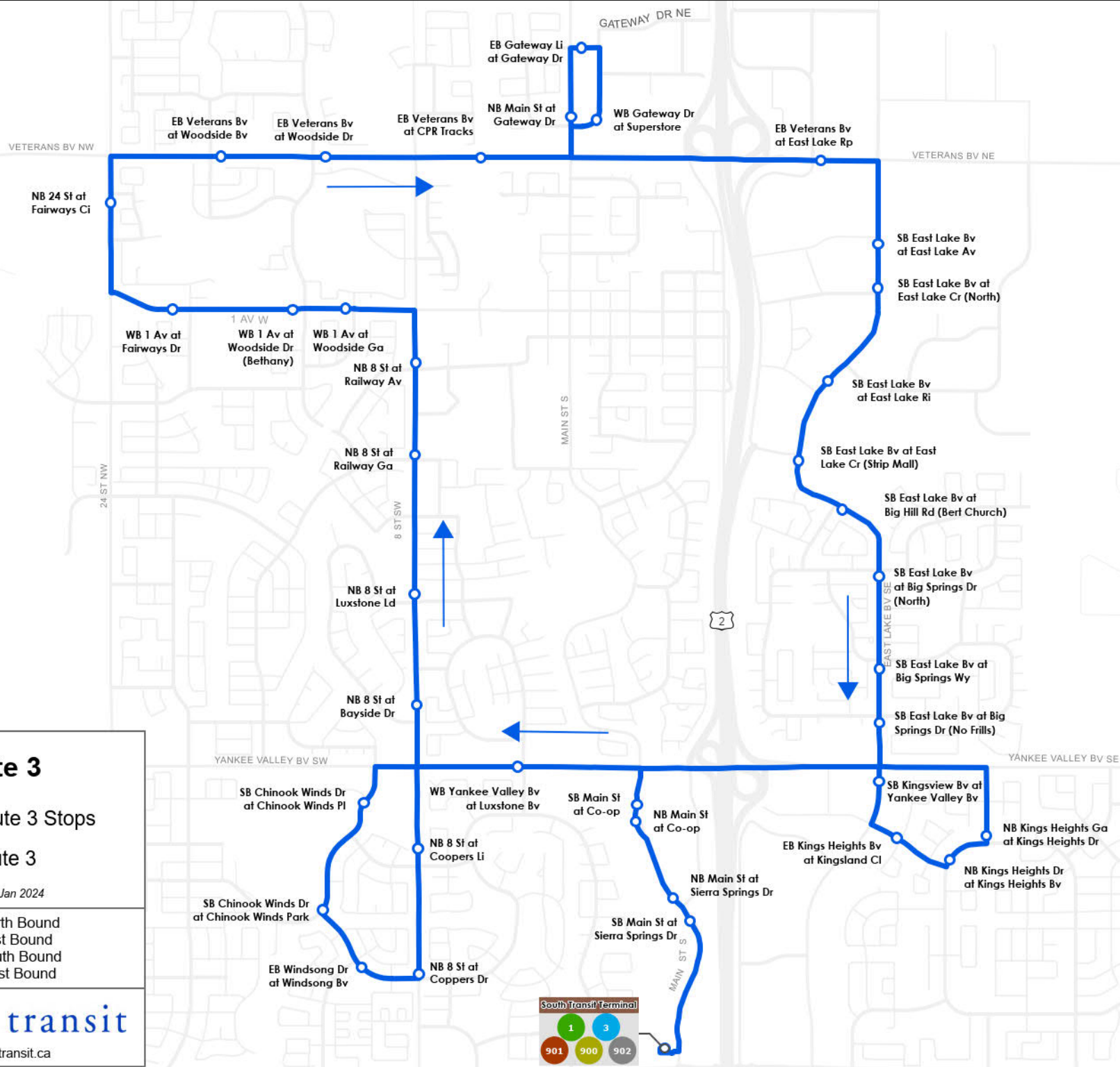
EB - East Bound

SB - South Bound

WB - West Bound

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Appendix B

Service Standards

1.0

Service Standards

A Service Standards document was developed and updated based on the Service Standards detailed in the Airdrie Transit Master Plan (2016). Service Standards provide for a consistent and fair evaluation of both existing and proposed services and establish a framework for guiding decisions on how to best serve customers' diverse travel needs within prevailing budgetary and resource limits.

1.1

Service Classification Definitions

Service standards are defined for the different service classifications that form the overall family of services offered by Airdrie Transit. The proposed route classifications are as follows:

- **Intercity Express (ICE):** ICE routes provide a direct connection between Airdrie and high-demand destinations or transfer points within an adjacent municipality, making limited stops where significant ridership activity takes place at specific transit nodes and facilitating transfers to the future primary transit network services in the municipality. ICE services primarily operate on the provincial highway network or the arterial road network and can be a precursor to future rapid transit routes.
- **Local Transit Route:** Local Transit Routes are designed to provide fixed route services within the City of Airdrie. The focus of these routes should be on arterial and collector roads connecting to places of employment, schools, local activity centres, and transfer points for connections to other services. Operation on local residential streets should be limited and only considered to serve major passenger destinations where no other options exist to meet service proximity objectives, or to accommodate operational needs, such as a turnaround.
- **Demand-Responsive Transit:** Demand-Responsive Transit provides flexible routing and scheduling within a defined service area based on customer requests for trips. These typically use small/medium vehicles (including buses, taxis and vans) operating in shared-ride mode between pick-up and drop-off locations according to customer needs. The service strategy is typically deployed for specific low-demand markets with greater accessibility needs (such as persons with disabilities) or in low-demand periods and areas where Local Transit do not meet minimum productivity standards. The service strategy may also be applied to provide a higher and more convenient level of service to a targeted market. Currently, Airdrie Transit provides the following Demand-Responsive Transit services:
 - **Hello-To-Go:** A stop-to-stop conventional Demand-Responsive Transit service operated in low-demand areas and periods within the Airdrie city limits. It focuses on connecting passengers outside Local Transit Route access to key destinations and the fixed-route service network for wider transit access in Airdrie and adjacent municipalities.
 - **Access Airdrie:** A pre-registered, specialized Demand-Responsive Transit service for people with disabilities who face difficulties in using conventional transit. Services are divided into local service within the Airdrie city limits and regional service to Calgary.

1.2 Service Design Standards

Service Design Standards provide specific criteria for route design and service levels and cover key characteristics such as system proximity, route directness, service frequencies and period of service.

1.2.1 Proximity/Walking Distances to Transit

The maximum walking distance to the closest transit stops in the urban area of Airdrie should be:

- 400 metres for 90% of residences, with consideration for stops closer to:
 - medium and high-density residential developments
 - affordable and supportive housing
 - major seniors' residences & activity centres
- 600 metres to 90% of industrial land uses

1.2.2 Service Period and Frequency

Airdrie Transit services should be provided according to the following service period and frequency/ wait time standards (Table 1). For demand-responsive transit, service requests should be accepted up to seven days in advance of the ride. The maximum wait time for immediate trip requests should match the maximum local service headway in each period.

Table 1: Service Period and Frequency

Service Day	Operating Period	Max. Headway – Intercity Express (Mins)	Max. Headway – Local (Mins)	Max. Wait Time – Demand-Responsive Transit (Mins)
Weekday	AM/ PM Peak	60	30	60
	Midday	60	30	60
	Early Morning/ Evening	60	60	60
Weekend	All Day	60	60	60

1.2.3 Service Transfers

The following service standards aim to support connectivity between local transit and ICE services:

- All ICE services should offer connections to local transit services with less than a 10-minute wait
- During peak times, opportunities to through-route ICE trips to/from local transit services should be explored

1.2.4 Route Directness

The fixed route services of Airdrie Transit will follow a direct routing to balance travel time and service coverage. Route directness is calculated according to the following formula:

$$\frac{\text{Length of Route with Deviation}}{\text{Length of Route Corridor without Deviation}} = \text{Route Directness Factor}$$

Table 2 below presents the route directness standard of ICE and Local Transit Routes:

Table 2: Route Directness Standard

Service Type	Route Directness	Explanation
ICE Route	1.0-1.2	Service to adjacent municipalities will follow a direct routing to facilitate inter-municipal travel and transfers. Deviations should be avoided.
Local Transit Route	1.2-1.4	Balance route directness between two points or communities and service coverage. As warranted by demand or to achieve proximity standards, deviations to serve local areas and major destinations shall be permitted.

1.2.5

Transit Stops

Location and Spacing

The following service standard regarding transit stop location and spacing is recommended:

- Proximity to intersections: Bus stops should be located with consideration to intersection geometry and traffic flow. Ideally, stops should be placed on the far side of intersections to improve safety and operational efficiency.
- Dedicated laybys: In general, buses should stop in the traffic lane to avoid delaying bus pull-outs and thereby reducing service speed and reliability. At timed stops, layovers, and locations with high passenger boarding numbers, laybys may be considered to avoid traffic disruption.
- Winter maintenance: Stop placement should consider ease of winter maintenance, including snow clearing and sanding operations.
- Sightlines and visibility: Stops should be placed where they do not obstruct driver or pedestrian sightlines, especially near driveways or intersections.
- Service type-specific standards:
 - Local Transit Route and Demand-Responsive Transit – Stops should be located no closer than 250 metres apart.
 - ICE – Outside Airdrie city limits, stops should be minimized to be placed only at key destinations or transit nodes to shorten travel time and facilitate transfers to primary transit services of the adjacent municipalities.

Accessibility

The following service standard regarding transit stop accessibility is recommended:

- 100% of all transit stops within the City of Airdrie should be accessible.

- Stops should be integrated with pedestrian infrastructure, e.g., sidewalks, crosswalks, and lighting, to ensure safe and accessible access for all users.
- Airdrie Transit should only use accessible stops at CrossIron Mills and in Calgary.

Amenities

- A minimum space of 8 meters wide and 5 meters deep should be allocated at bus stops for the future installation of shelters, signage, benches, and waste bins, even if these amenities are not installed immediately upon stop placement.
- All amenities should not protrude into the sidewalk connecting the stop or the passengers' path of travel where the bus stop door would be located. Except for the stop signage, these amenities should maintain a minimum distance of 1.5 meters from the curb.
- Transit shelters are installed at stops based on a priority identified by a point system, which includes the criteria of passenger usage, physical applications, and Service area, as presented in Table 3 below, up to a maximum of 100 points:

Table 3: Passenger Shelter Warrant Point System

Criterion	Description
Passenger Usage	1 point per daily average passenger boardings for all routes servicing the stop, up to a maximum of 50 points.
Physical Applications	• Exposure to Weather Elements: Measures the degree of protection in a waiting area: ○ Protected (Buildings or Other Shelter): 0 points ○ Minor (Residential/ Local Street): 5 points ○ Moderate (Collector or Arterial, Wide Right-of-Way): 10 points ○ Extreme (Wide Open Area, Wind Swept, No Refuge): 15 points • Site Line Hazard: Whether the shelter installation would constitute a sight line hazard to vehicular traffic or pedestrians: ○ Yes: 0 points ○ No: 5 points • Lighting: Night-time illumination in the waiting area: ○ Poor: 0 points ○ Good: 5 points
Service Area	Points are awarded based on the type of area being serviced: • Undeveloped: 0 points • Under Development: 5 points • Industrial/ Commercial: 10 points • Residential – Low Density: 10 points • Residential – Medium Density: 15 points • Residential – High Density: 20 points • Transfer Point: 25 points

	• Special Location (Hospital, Seniors' Housing, Shopping Mall, Special Needs Locations): 25 points
Other Criteria	The following factors would be considered when installing a bus shelter: • Land available; • Usable shelter pad available; • Installation cost; • Accessibility – No bus shelter would be installed if the stop is not accessible to the nearby pedestrian pathway network; and • Heated shelters should be installed at terminals.

- In addition to bus shelters, other customer amenities should be implemented at Airdrie Transit stops based on the following priority:
 - At terminals – benches, real-time customer information, bike racks;
 - At major transfer points and stops served by two or more routes – benches, bike racks;
 - At high volume local stops – benches, bike racks;
 - At all stops – accessible stops, with bus stop signage and adequate lighting.
- At stops outside the Airdrie city limits, amenities are shared with the local transit agency where available. Amenities provided will follow the above standards where possible.

Snow Clearance

The following service standard regarding snow clearance at transit stops is recommended:

- Transit stops – all bus stops to be cleared of snow within 24 hours of a snow event on days that transit is operating.
- Terminals and park-and-ride lots – all terminals and park-and-ride lots to be cleared of snow one hour prior to service operations, on days that transit is operating.
- Transit operations facility – to be cleared of snow one hour prior to service operations, on days that transit is operating.

1.3 Service Performance Standards

Performance measures are used primarily to set desired and achievable goals for the performance of Airdrie Transit and permit evaluation and feedback on how well these goals are being met. The following section guides the overall performance of the system in terms of the effectiveness of the service provided and the customer experience. This includes specific criteria for measuring passenger comfort, service utilization, service reliability and guidelines for service expansion.

1.3.1 Schedule Reliability

- 90% of all fixed-route trips should depart timed stops between 0 minutes early and 3 minutes late
- 90% of all fixed-route trips should arrive at timed stops between 3 minutes early and 1 minute late

- Demand-Responsive Transit should arrive at a scheduled pick-up point no more than 5 minutes late, 90% of the time.

1.3.2 Service Reliability

- 100% of scheduled service should be provided 98% of the time.
- Demand-Responsive Transit trip requests made within a booking window of 60 minutes to 7 days in advance (non-immediate requests) of the scheduled pick-up time should be accommodated 90% of the time.

1.3.3 Service Productivity

Individual route performance should be assessed annually, with potential for changes based on productivity targets measured in boardings per revenue vehicle hour, as outlined in Table 4. Improvement triggers signify the ridership level where service improvement should be considered to accommodate passenger demand.

Table 4: Daily Service Productivity Targets (boardings per revenue vehicle hour)

Service Type	Vehicle Type	Route Minimum			Improvement Trigger		
		Weekday Peaks	Weekday Off-Peak	Weekends	Weekday Peaks	Weekday Off-Peak	Weekends
ICE Service	40-Foot	20	15	15	40	30	30
	60-Foot	40	30	30	75	60	60
Local Transit Routes	40-Foot	10	6	6	25	15	15
Demand-Responsive Transit	Transit Van	5	3	3	7	5	5

Ridership data generated from the Automatic Passenger Counting (APC) system, in conjunction with service hour statistics from the scheduling software, should be used to obtain boardings per revenue hour data, by route and time period for each service type. This analysis should be completed, at a minimum, on an annual basis.

1.3.4 Modifications to Existing Services

The following service standards regarding service additions or reductions (e.g. frequencies, different service start or finish times, new routes) are recommended:

- Consider service level enhancements, either in frequency or service vehicle deployed, when the boardings per revenue vehicle hour in the time period in question consistently exceed the improvement trigger during 75% of the time over three consecutive months.
- Consider service level enhancements for earlier start times or later finish times if the administration receives passenger requests consistently, provided the service enhancements are expected to achieve and maintain the minimum productivity targets.

- Consider service level reductions or restructuring when boardings per revenue vehicle hours in the time period in question are consistently less than the minimum target 75% of the time over three consecutive months.

Services that exceed the improvement trigger level should be monitored and reviewed for potential improved service levels and/or reclassification to a higher level of service type (i.e., convert Demand-Responsive Transit to a Local Transit Route).

Services consistently not meeting the prescribed minimum should be reviewed to identify the best option to improve performance. Options for remedial action should consider the characteristics of each route/service, and could include service level adjustments, route restructuring, and operational modifications. When adjusting individual routes and services, care must be taken to consider the impacts on the proximity standards and the connecting routes.

1.3.5 Introduction of Service to New Areas

Expansion Stages and Thresholds

For services expanded to new areas in Airdrie, a gradual service expansion approach with the expansion stages and thresholds in Table 5 should be followed. Service may be introduced earlier than the expansion thresholds if the productivity targets in Table 4 are expected to be quickly achieved.

Table 5: New Service Expansion Stages and Thresholds

Expansion Stage	Expansion Threshold
1. Demand-Responsive Transit	The new area is 25 percent developed and has at least 400 residents or employees located outside 400 metres of the existing transit service.
2. Weekday Peak Period Local Transit Route	The new neighbourhood is 40 percent developed, subject to road network development and connectivity.
3. Weekday Daytime Local Transit Route	The new neighbourhood is 60 percent developed, subject to road network development and connectivity.
4. Weekday All-day Local Transit Route	The new neighbourhood is 70 percent developed, subject to road network development and connectivity.
5. Weekday and Weekend All-Day Local Transit Route	The new neighbourhood is 80 percent developed, subject to road network development and connectivity.

In stages 2 to 5, alongside the Local Transit Routes, the remaining service periods where the Local Transit Route does not provide service should be supported by Demand-Responsive Transit to provide all-day transit service seven days a week. Ultimately, observed ridership should guide service expansion and the potential conversion from demand-responsive to fixed route service.

Pilot Period

Services introduced in new areas should operate for a minimum pilot period of 12 months to ensure adequate time for travel patterns to adjust and year-round ridership patterns to be assessed. Interim ridership targets are as follows:

- 3 months after operation: 25% of the minimum productivity target
- 6 months after operation: 50% of the minimum productivity target
- 9 months after operation: 75% of the minimum productivity target

Upon the conclusion of the pilot period, if the minimum productivity target is not reached 50% of the time, options for service level reductions or restructuring, including replacement of the Local Transit Route with Demand-Responsive Transit, should be considered.

1.3.6 System-Wide Measures of Success

In order to measure success, service standards will often include performance targets that should be monitored and revised as necessary. Regarding Airdrie Transit, the following operational measures are recommended for the five-year period 2026-2030:

- System Ridership
 - 22 boardings/hour (current 19.7)
- System Ridership
 - 10 rides/capita (current 7.7)
- Amount of Service
 - 0.75 hours/capita (current 0.4)
- Cost Recovery
 - Revenue/Cost - 35% (current 37%)

These targets should be measured on an annual basis and, if they are not met, Airdrie Transit should investigate and consider what changes to make to achieve the targets. Conversely, if it is concluded that the target(s) cannot be met, despite all efforts to achieve the target(s), Airdrie Transit should report that conclusion and subsequently seek approval to reduce the target(s) in the future.