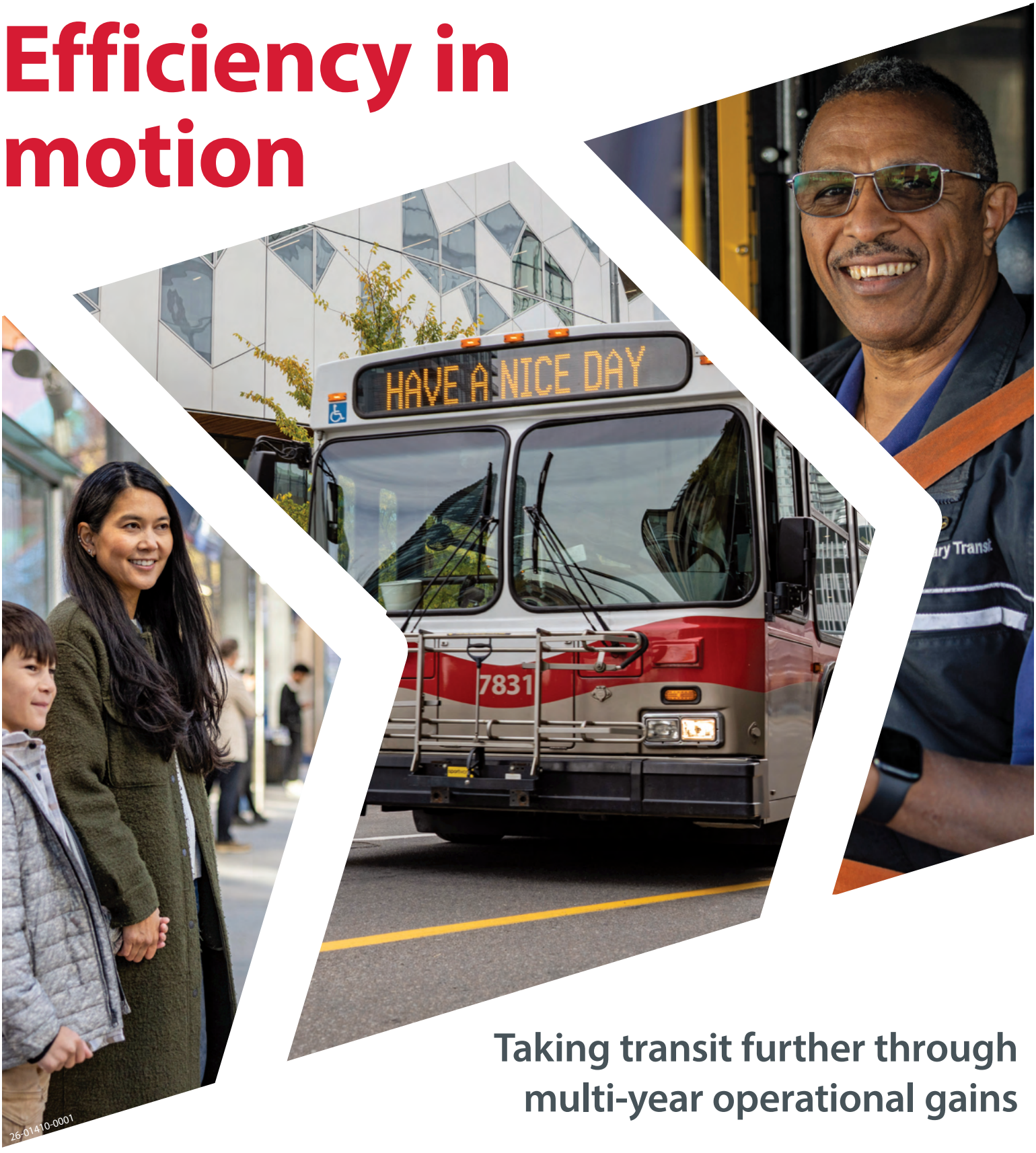
Calgary Transit

Efficiency in motion



Taking transit further through multi-year operational gains

26-01410-0001



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Executive summary



At Calgary Transit, we are always moving forward. Every day on the front lines, we take our customers where they need to go – and behind the scenes, we are learning, adapting and improving service delivery.

As one of North America's fastest-growing cities, Calgary Transit has faced increasing financial, workforce, infrastructure and service delivery pressures. Starting in 2020, the pandemic had a profound impact on the entire transit industry, impacting ridership and operations. With the goal of maintaining quality service in an increasingly constrained environment, Calgary Transit has continued to find new ways to work more efficiently and make the most of available resources.

This document provides a consolidated summary of Calgary Transit efficiencies since 2023, including **36 recently completed initiatives** and another **47 initiatives underway.** Together, these initiatives are expected to deliver approximately **$14 million** in quantified financial benefits, which includes cost savings, cost avoidance, productivity improvements, revenue generation and risk reduction.

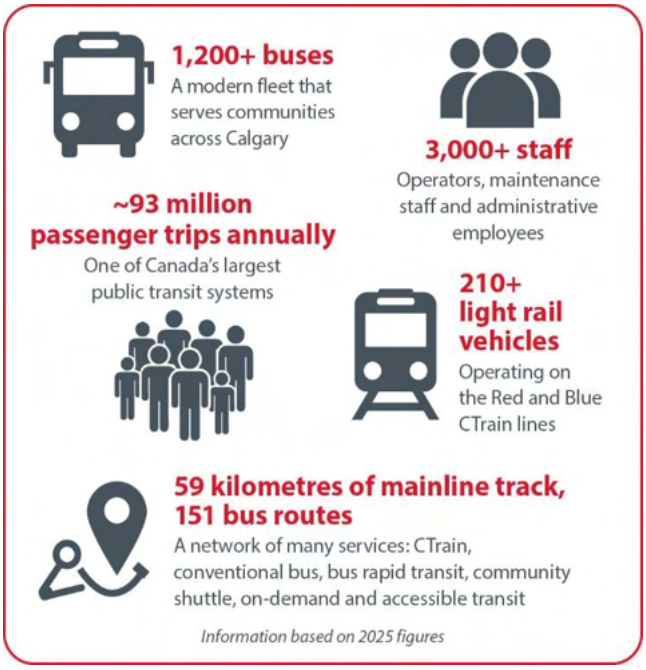
Over the past several years, the Calgary Transit business unit has delivered measurable improvements through:

- **Workforce optimization**: Enhanced workforce planning and scheduling to manage overtime costs.
- **Asset optimization**: Improved asset management planning, enhanced lifecycle management and achieved fuel savings through fleet diversification.
- **Service optimization**: Improved network efficiency through transit service reviews and increased non-fare revenue opportunities.
- **Digital enablement**: Advanced data-driven decision-making through automated passenger counting, modern fare technology, real-time information systems and operational analytics.
- **Governance and oversight**: Strengthened accountability, performance reporting, project oversight and continuous improvement practices.



These improvements support the implementation of RouteAhead, our 30-year strategic plan for Calgary Transit, by delivering a more financially sustainable transit service. By optimizing resource allocation and service delivery, Calgary Transit can better accommodate future growth, improve value for money and make transit investments go further.

Introduction



Overview

Calgary Transit has been providing public transit service since 1909, when passengers boarded the first streetcar, and providing specialized transit service since 2001. It is one of Canada's largest public transit service providers, providing more than 93 million passenger trips annually through a network of buses, CTrains and specialized transit services.

Calgary Transit provides safe, accessible, reliable and courteous transportation services to Calgarians and visitors. Its primary role is to connect people with jobs, schools, services, recreation and other destinations throughout the city. Calgary Transit operates as a business unit within The City of Calgary and employs more than 3,000 people, including operators, maintenance workers and administrative staff.

RouteAhead is Calgary Transit's strategic plan that guides how transit will evolve as the city grows. It envisions transit as the backbone of Calgary's best future – an easy and convenient transit system that is a preferred transportation choice for many Calgarians. Continuous improvement initiatives support the achievement of this vision by optimizing resources and enabling more funding to go towards improving and expanding transit service for customers.

Purpose of this report

Efficiency in Motion demonstrates Calgary Transit's commitment to delivering efficient, high-quality service. It provides a clear view of progress by bringing together key initiatives, results achieved and future opportunities. The report promotes accountability and transparency by highlighting measurable outcomes and ongoing efforts, while building confidence with customers, Council and the public that Calgary Transit is adapting to meet changing needs.





Building on previous efforts

Calgary Transit's focus on efficiency and continuous improvement is not new. We regularly collect ideas from staff and leadership teams and are always learning and refining operations. In 2016, Calgary Transit participated in a Zero-Based Review, which reviewed the entire transit operation and recommended changes to realize savings and improve financial sustainability. In 2027, Calgary Transit will undertake another Zero-Based Review, which will identify further opportunities for improvement.

What this report includes

Efficiency in Motion provides a consolidated view of initiatives from across the Calgary Transit business unit that improve efficiency, reduce costs and deliver greater value while preserving or enhancing service for customers.

Depending on the nature of each initiative, the financial benefits are categorized as:

- **Financial savings**: Initiatives aimed at reducing operating or capital costs.
- **Cost avoidance**: Initiatives that reduce or prevent future / forecasted capital or operating cost increases. These initiatives reduce the need for future spending without necessarily generating immediate financial savings.
- **Productivity improvements**: Initiatives that enhance the efficiency of Calgary Transit's service delivery, processes or functions. While these initiatives may not generate immediate financial savings, they increase the value and outcomes from current spending.
- **Risk reduction**: Initiatives that manage or mitigate risks to the transit service, avoiding future issues.
- **Revenue generation**: Initiatives that increase revenues by enhancing existing non-fare revenue streams or introducing new sources, supporting the financial sustainability of transit operations.

Many of the initiatives also have other benefits including improved customer experience, safety and accessibility.

Key operating challenges



While transit ridership has gradually recovered to pre-pandemic levels, Calgary Transit continues to face several challenges that put pressure on our ability to maintain efficient and effective service. The key challenges currently facing Calgary Transit are outlined below, followed by initiatives that we have undertaken in response to these challenges.

Financial pressures

Calgary Transit continues to face significant financial pressures as post-pandemic ridership and revenue recovery have not kept pace with the rising cost of delivering transit services. Inflation, higher material and supply costs, tariffs and broader economic pressures have increased operating expenses. Labour-related costs, particularly operator overtime, remain a key financial driver due to workforce shortages, absenteeism and service delivery demand. At the same time, Calgary Transit has managed fare increases and maintained or expanded fare discounts, recognizing the ongoing cost-of-living challenges facing many Calgarians and the need to maintain affordability. These pressures highlight the importance of identifying efficiencies that reduce costs, improve productivity and maximize the value of existing resources while maintaining service quality and reliability.

Workforce challenges

Transit service delivery is highly dependent on the availability of skilled and qualified employees, and Calgary Transit continues to face workforce challenges that impact operational efficiency, service reliability and organizational capacity. Increasing levels of sickness and injury-related absences have reduced operator availability and contributed to higher overtime costs and staffing pressures, while shortages in critical roles, including skilled trades, create additional operational risks. Existing shift structures do not always align with current service demands, limiting workforce availability and the efficient deployment of resources. Strengthening workforce planning and forecasting practices will improve visibility into future staffing needs and support more proactive recruitment, hiring, and resource allocation decisions, helping Calgary Transit maintain service levels and mitigate cost increases.

Organizational complexities

Transit is a highly complex service that requires coordination across many teams within and outside of the Calgary Transit business unit. For example, transit operations, public safety, infrastructure planning and delivery, long-term service planning and enabling services (e.g. IT, fleet, HR) span across multiple business units and departments. Given the organizational complexities, enhanced governance tools are needed to ensure alignment across the transit service around shared outcomes, and to maintain ongoing sharing of information, data, dependencies and risks.

Aging infrastructure

Many parts of Calgary's transit system are close to 50 years old, with some assets even older. As a result, we are facing a projected $3.8 billion capital funding gap between 2027 and 2036 across fleet, technology, systems, and facilities. Aging vehicles and infrastructure are driving higher maintenance costs and increasing the risk of service disruptions, while delays in fleet procurement and aging technology can further reduce efficiency and increase operating costs. Addressing these challenges requires Calgary Transit to continue optimizing maintenance practices, extend the life of existing assets where possible and identify innovative approaches to manage infrastructure renewal within funding constraints.

Service level expectations

Calgary Transit faces growing expectations to improve and expand transit services within constrained financial and workforce resources. Population growth, evolving travel patterns and rising customer expectations, including keeping pace with advancing technology and industry standards, continue to drive demand for service enhancements. At the same time, maintaining existing service levels requires ongoing investment and upkeep. These pressures require Calgary Transit to carefully balance operational efficiency with customer experience while identifying opportunities to improve productivity, optimize resources and make targeted investments that maximize service benefits for customers.

Political and funding uncertainty

As a publicly-funded service, Calgary Transit operates within an environment where funding decisions are influenced by municipal, provincial and federal priorities. Changes in government programs, grant funding and political priorities can create uncertainty and, compared to other large transit providers in Canada, Calgary Transit receives very limited provincial funding for transit operations. This funding variability can affect long-term planning, infrastructure investment decisions, workforce planning and the timing of key improvement initiatives. Predictable and sustainable funding is required to expand service, strengthen the network and respond to increasing demand.

Calgary Transit's efficiency program



Continuous improvement is the responsibility of everyone across Calgary Transit. Employees are encouraged to identify efficiencies, share ideas and incorporate improvement initiatives into their team's work plans. Opportunities for improvement are generated through the Operator Zone portal, quarterly town halls, data analytics, benchmarking with other transit providers, and day-to-day operational insights from across the organization.

In 2024, Calgary Transit created a dedicated continuous improvement team that works across the business unit to help coordinate efforts. This includes tracking and prioritizing improvement ideas, reporting on progress and supporting a culture of continuous improvement. The team also delivers high-priority improvement projects, including service reviews, business cases, process improvements and cross-divisional initiatives that help Calgary Transit operate more efficiently.

How we prioritize projects

Not every improvement idea can be pursued at the same time, and not every idea has benefits that outweigh the costs. Calgary Transit is working to evolve its continuous improvement program maturity so that opportunities are evaluated using a consistent prioritization process, which ensures efforts are focused where they will provide the greatest value. Initiatives are assessed based on:

- **Potential impact**: The expected benefits for customers, employees, operations, safety or finances.
- **Cost and complexity**: The level of effort, resources or costs required to deliver the work and implement the change.
- **Importance and urgency**: How significant the issue is and the risk of delaying action.

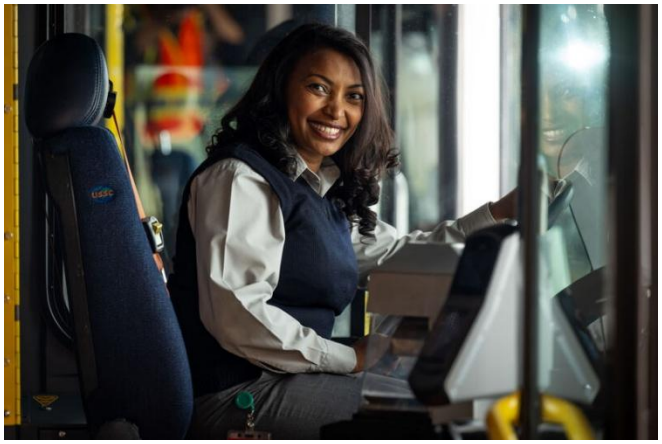
Priority is typically given to initiatives that provide the greatest benefit, address important operational challenges, support the advancement of RouteAhead and Council priorities, and can be delivered efficiently.

Our current focus areas

Over the past several years, Calgary Transit has focused on five areas that are key to increasing efficiency: workforce optimization, asset optimization, service optimization, digital enablement, and governance and oversight.

The following sections highlight the initiatives completed and underway in each of those focus areas, including a description of the initiative and the key benefits.

Workforce optimization



Workforce optimization focuses on ensuring the organization has the right people, with the right skills, available at the right time. Through strategic workforce planning, scheduling, training, safety and employee development, Calgary Transit is improving workforce effectiveness while managing labour costs and reducing overtime pressures. These efforts support reliable service delivery while building a skilled and adaptable workforce ready to meet evolving transit needs.

Over the past several years, Calgary Transit has implemented a range of initiatives to improve employee safety, increase workforce availability and enhance operational efficiency. Investments in training capacity, overtime management, workforce scheduling, operator development, workplace safety, and organizational design have strengthened service delivery while generating measurable savings, reducing operational risks, and improving employee retention and readiness.

Current efforts focus on expanding apprenticeship opportunities, increasing operator availability, optimizing maintenance workforce deployment, strengthening workplace culture, and enhancing employee safety. Together, these initiatives help improve service reliability, reduce costs and ensure Calgary Transit can attract, develop and retain the skilled workforce needed to support Calgary's growing transit system.

Recently completed initiatives

Initiative	Description	Outcome	Benefit types
Providing multiple ice cleat options for transit operators	Calgary Transit enhanced winter safety for bus and CTrain operators by providing various ice cleat options to increase traction on icy and snowy surfaces, reducing the risk of workplace slips and falls.	Operational employees helped trial and select multiple ice cleat options that addressed ergonomic and durability concerns, improving traction on icy surfaces and helping to reduce workplace injuries, lost-time incidents, and service disruptions.	Risk reduction, productivity gains
Optimizing Beyond the Driver's Seat training schedule	Calgary Transit optimized its 2026 Beyond the Driver's Seat operator training schedule. This approach maintains mandatory annual training requirements for operators while better aligning training with operator availability and staffing capacity.	This change will lead to a more balanced and sustainable training schedule that improves operator availability during a critical operational period, reduces dispatcher workload and operational stress, lowers the risk of service cuts and reduces costs (estimated **$160 thousand** annual savings in overtime costs).	Financial savings, productivity gains
New hire operator training improvements	Calgary Transit increased operator training capacity by adding more trainers and adjusting class sizes and training ratios. This helps grow the complement of operators sooner, which supports service delivery when operator availability is limited.	More trainees can move through the program at the same time, helping Calgary Transit fill operator vacancies faster, reducing overtime caused by workforce shortages. This improves workforce availability and supports more reliable service for customers.	Productivity gains, financial savings
Transit operator recertification program	Calgary Transit developed and piloted a recurring operator recertification program to ensure that operators continue to meet core competencies related to safety and driving standards.	A consistent recertification cycle helps to identify training gaps and supports more consistent operator readiness. This should lead to reduced preventable collisions, operator injuries and vehicle repairs.	Productivity gains, cost avoidance, risk reduction

Beyond the Toolbox training program	Similar to the training program developed for operators, Calgary Transit established Beyond the Toolbox, a training day for fleet maintenance staff. The training includes required corporate training courses, technical skill development and team building into a single, instructor-led event.	Instead of asking employees to complete various training courses on their own, Beyond the Toolbox brings an instructor directly to the workplace. The instructor-led sessions are often faster than online training because there are fewer interruptions, questions are answered right away, and staff can stay focused from start to finish. This saves an estimated **$250 thousand** per year through time savings.	Cost avoidance, productivity gains
Fleet maintenance overtime management and controls	Calgary Transit's Fleet Maintenance team implemented robust overtime management processes to ensure that overtime is only paid when an urgent need comes up.	Calgary Transit's fleet maintenance team reduced overtime costs, supporting a reduction in total cost per trip and total overtime cost for Calgary Transit. Preliminary estimate of approximately **$2.9 million** in 2025 overtime savings from the previous year.	Financial savings
Consistent schedule pilot for new operators	Calgary Transit piloted a new approach to scheduling for newly hired operators. Instead of the traditional "phone-in" or standby assignment model, new hires in their first month receive a consistent schedule, issued daily for the following day. This gives operators time to review their assigned routes before reporting for duty.	Results of the pilot showed improved safety outcomes and customer experience. Operators provided positive feedback that they felt better prepared with more route familiarity and increased confidence. Employee retention for the newly hired operators was high and the operators provided positive feedback.	Risk reduction, productivity gains, cost avoidance
Call centre optimization	Calgary Transit reviewed shift structures, call centre operating hours to identify efficiencies within the Transit Operations Centre and call centre. Changes included adding offline channels and implementing more reasonable response and wait-time standards.	These changes streamlined operations while maintaining a high level of customer service. The changes resulted in financial savings of approximately **$2 million**, which enabled the creation of a performance and analytics team to drive further improvements.	Financial savings
High visibility vests for transit operators	Calgary Transit issued high-visibility vests to all operators to improve visibility and safety when exposed to traffic outside of buses and trains. The vests meet established safety standards and are mandatory in applicable situations.	Improved operator safety and compliance with safety standards through the issuance of high visibility vests. Increased visibility reduces the risk of incidents and injuries and helps avoid costs associated with workplace accidents and lost time.	Risk reduction, productivity gains
Redesign to Deliver	Calgary Transit redesigned its organizational structure by aligning related functions under Support, Infrastructure, and Operations, while clarifying roles, responsibilities, reporting relationships, and career pathways to improve organizational effectiveness and readiness for growth.	By reducing the number of managers from five to four, the new structure streamlined operations, strengthened accountability, and enhanced coordination across teams, enabling faster decision-making, more consistent service delivery, and increased agility in meeting Calgary's evolving transit needs.	Productivity gains

Initiatives currently underway

Initiative	Description	Outcome	Benefit types
Uniform home delivery	Calgary Transit is evaluating the option of shipping online clothing orders directly to employees' residential addresses via Canada Post, creating a more accessible and convenient process for transit operators to order and receive their uniforms.	This initiative provides a more accessible and convenient uniform distribution model by delivering uniforms directly to operators' residences. Compared to the current cost, this represents an annual savings of approximately **$38 thousand**.	Financial savings
Leveraging industry best practices to further optimize training	Calgary Transit is conducting an industry scan on operator hiring and training best practices. Some areas under consideration are training duration and scheduling, trainer-to-trainee ratios, training methodologies, delivery approaches, training materials and assessments.	Learning from other best practices is intended to improve time-to-hire without compromising training quality and service outcomes. Changes could also provide increased support for new transit operators and improve retention.	Productivity gains, financial savings
Bus and LRV maintenance realignment	Calgary Transit is restructuring how fleet maintenance resources are allocated including optimizing scheduling and staff structure at bus and light rail vehicle (LRV) garages. This will improve fleet readiness and service reliability by conducting more maintenance during off-peak periods.	These changes will reduce reliance on overtime and contribute to a more resilient operation. The initiative is expected to generate approximately **$1.5 million** in annual savings.	Productivity gains, financial savings
Fleet maintenance workplace improvement program	Calgary Transit completed a cultural assessment across fleet maintenance garages and is developing actions tailored to each location. The assessments identified what's working well and how leadership can turn the curve with engagement and communication across shifts and roles.	Location-specific improvements will strengthen communication, teamwork and follow-through. A more stable and coordinated workforce supports consistent maintenance delivery and can reduce absenteeism, turnover and HR related incidents.	Cost avoidance, risk reduction
Community shuttle pilot for increased operator availability	A pilot project is underway that allows bus operators to also drive shuttles if required. Previously only shuttle operators could drive shuttles, which led to workforce shortages in some situations.	This change has enabled Calgary Transit to shift bus operators to shuttles to optimize fleet utilization. This increases overall operator availability and productivity.	Productivity gains, financial savings
Truck & Transport Technician apprenticeship program	Calgary Transit is expanding and formalizing its Truck & Transport Technician apprenticeship program to develop skilled tradespeople from within the organization and create a sustainable pipeline of qualified technicians. Calgary Transit is facing an aging workforce, increasing technical complexity of transit vehicles, and growing competition for certified technicians. Developing apprentices internally helps ensure the organization has the skilled workforce required to maintain safe, reliable transit service for Calgarians.	The apprenticeship program increases the number of qualified technicians available to support fleet maintenance, reducing reliance on external recruitment and helping address workforce shortages. Building internal capacity improves succession planning, supports employee retention and reduces the risk of service disruptions caused by staffing constraints. Over time, the program is expected to improve productivity, optimize use of overtime, shorten vacancy durations, and create a more sustainable workforce capable of supporting future fleet growth and technology changes.	Cost avoidance, productivity gains

Operator barrier installation	Calgary Transit is installing protective barriers in buses to help protect operators from violent behaviour and physical attacks. The barriers create a safer workplace for operators and are supported by Council investment.	The barriers are expected to improve operator safety and reduce the risk of physical attacks. It will also help avoid safety-related service disruptions, injuries and associated costs. The first barriers have been installed and are being tested under actual operating conditions before installation across the fleet.	Risk reduction, cost avoidance
Workplace Violence Prevention and Anti-Harassment Plan	Calgary Transit is developing a plan to establish a coordinated, evidence-based framework for preventing and responding to workplace violence and harassment, particularly those arising from negative public interactions. The plan will include both immediate action and long-term improvements, supported by a multi-year implementation roadmap.	To improve operator safety, the plan integrates violence and harassment prevention across existing mechanisms including security presence, engineering controls like shields or cameras, training operators and supervisors and reporting and response protocols.	Risk reduction

Asset optimization



Asset optimization is centered on maximizing the value, performance and lifespan of transit assets. By strengthening asset management practices, planning for the full lifecycle of assets, and investing in proactive maintenance, Calgary Transit is improving reliability, extending asset life, and reducing long-term costs across its fleet, facilities, infrastructure, technology, and transit amenities.

In recent years, Calgary Transit has implemented several initiatives to improve asset utilization and reduce operating costs. Highlights include the development of a 10-year Asset Management Plan, implementation of an asset performance dashboard, fleet diversification through compressed natural gas buses and optimization of transit facilities and property maintenance. These efforts have improved asset reliability, strengthened investment decisions and generated significant financial benefits.

Current efforts focus on fleet renewal planning, reliability-centered maintenance, infrastructure modernization, workspace optimization and extending the life of critical assets. Collectively, these initiatives support safe and reliable service, reduce lifecycle costs and ensure Calgary Transit maximizes the value of its existing assets while preparing for future growth.

Recently completed initiatives

Initiative	Description	Outcome	Benefit types
Calgary Transit 10-year asset management plan	Calgary Transit developed a 10-year asset management plan in 2025 that identifies asset needs using condition, risk and lifecycle information.	The plan supports better prioritization of maintenance, replacement and capital funding decisions for transit assets. It was also used to inform Calgary Transit's content within The City's 10-year Capital Infrastructure Plan.	Cost avoidance, risk reduction
Replace diesel buses with lower cost compressed natural gas buses	Over the last few years, Calgary Transit has replaced some of its oldest diesel buses with compressed natural gas (CNG) buses. Fleet diversification helps Calgary Transit reduce risk by avoiding reliance on a single fuel source or vehicle technology, while providing greater flexibility in fleet procurement and deployment. It can lower operating costs through potential fuel savings compared to diesel, reduced maintenance requirements, and the generation of Clean Fuel Regulation credits.	This initiative improves operational resilience while supporting cost efficiency, sustainability goals, and future fleet modernization. This change to our bus fleet delivered significant fuel cost and maintenance cost savings, estimated at about **$4.2 million** from 2024 to 2025. It also resulted in approximately **$2.2 million** in Clean Fuel Regulation credits from the Government of Canada.	Financial savings, revenue
Transit asset management dashboard	Calgary Transit created a performance dashboard that brings asset condition, risk, criticality, replacement value and budget information into one view.	A shared asset view helps decision-makers identify priorities sooner and coordinate maintenance, replacement and long-term funding decisions.	Productivity gains, risk reduction

Haysboro LRV storage expansion	Calgary Transit extended the Haysboro LRV storage facility, which originally opened in 1984 for 3-car CTrain storage. Over the past 42 years, LRT service continued to grow, including the introduction of 4-car trains. With the addition of more trains, they outgrew the indoor storage capacity. As a result, Calgary Transit had been storing trains outdoors where available, which led to increasing maintenance costs and downtime, as the equipment was exposed to the elements.	The Haysboro expansion increases the lifespan of Light Rail Vehicles (increases the indoor storage for 4-car CTrains, up to nine 4-car trains), increases LRT system reliability (more trains available across the network when ridership numbers need it), and saves energy costs with a new sustainability focused building (solar panels were installed, efficient water fixtures, and reduction in light pollution).	Cost avoidance, productivity gains
Consolidating facilities portfolio	Calgary Transit evaluated the need for one of the operational facilities (Lot 91) within its portfolio. Functions working at the site were relocated to the existing Victoria Park garage and the facility was then relinquished and demolished.	Ongoing maintenance costs related to keeping the facility operational have now been eliminated. A consolidated portfolio also helps to simplify operations.	Financial savings
Optimizing landscaping contract	Calgary Transit implemented several changes to optimize landscaping with third party contractors. We removed fall clean-up activities and reduced the number of grass-cutting visits, while maintaining safe and functional transit properties. We also eliminated the need for irrigation activities by installing established landscapes and using drought-tolerant plant species.	These changes resulted in annual savings of approximately **$250 thousand**, while maintaining a satisfactory level of service for customers. The irrigation changes also reduced water usage, lowering water consumption costs and supporting water conservation objectives.	Financial savings
Two-car train pilot	Calgary Transit tested operating shorter two-car trains on weekends to determine whether customer demand could be met while reducing operating and maintenance costs. The pilot was designed to evaluate opportunities to better match service levels with ridership, to extend the life of our CTrain vehicles while maintaining a positive customer experience.	The pilot demonstrated that shorter trains could accommodate customer demand during typical weekend service while reducing energy consumption and wear on expensive vehicles and infrastructure. It also identified periods of higher demand when longer trains remained necessary (e.g. special events). We determined that operating shorter trains during lower ridership periods could deliver significant cost savings – however, due to external pressures, the approach was not advanced for broader implementation.	Financial savings, cost avoidance

Initiatives currently underway

Initiative	Description	Outcome	Benefit types
Bus and CTrain fleet renewal plan	Calgary Transit is developing a long-term plan for replacing, refurbishing or repowering buses and CTrain vehicles. The plan considers asset conditions, future growth and anticipated funding needs and can be used to inform decision-making.	A long-term view helps prioritize investment and avoid short-term vehicle decisions. This supports reliable service and more effective use of operating and capital funding.	Cost avoidance, risk reduction

Park and Ride parking optimization	Calgary Transit is working with Calgary Parking to draft a Reserved Parking Strategy to improve revenue generation following demand decline during the pandemic. Although the lots will still be owned by Calgary Transit, Calgary Parking would operate the reserved parking program with transit oversight.	By allowing parking experts to manage and operate a parking program similar to those in their current portfolio, we can ensure revenue potential is maximized. This leverages established business processes and frees up staff time within Calgary Transit to focus on other priorities.	Revenue
7 Ave vaulted tree life extension pilot project	Calgary Transit is adding humic acid to the soil of vaulted trees (urban street trees growing inside a concrete enclosure beneath a paved sidewalk) at 7 Ave station to double the life expectancy of the trees.	Extending the life of trees reduces replacement costs, helps maintain the urban canopy and maximizes return on investment from rehabilitation efforts. This could save around **$18 thousand** annually from tree replacement at 7 Ave station alone.	Financial savings
Reducing pocket route map printing	Calgary Transit is reviewing how many printed pocket route maps and network maps are needed by transit operators. The work will track how maps are distributed and used and identify where printed copies can be reduced while ensuring operators continue to have the route information needed to provide service.	Better tracking will help Calgary Transit print only the maps that operators need. This is expected to reduce printing costs and paper waste.	Financial savings
Increasing workspace utilization	This project focuses on assessing space utilization at each individual location, as well as across Calgary Transit as a whole, to ensure the most effective and efficient use of available workspace. The assessment will identify opportunities to optimize space allocation, support operational needs, and accommodate future growth while maximizing the value of existing facilities.	This work will ensure Calgary Transit makes the best use of its existing workspaces by locating teams where they can operate most effectively. This approach will accommodate future growth within current facilities and help reduce the need for costly building expansions.	Cost avoidance
Bridgeland and Franklin Station escalating equipment optimization	Calgary Transit is advancing design work to remove the down escalators and relocate the elevators at Bridgeland and Franklin CTrain stations, pending capital funding approval. Station accessibility will be maintained, with elevators continuing to provide access between the upper and platform levels.	Relocating the elevators closer to the platform doors will provide more direct, visible and convenient access for customers who require elevator service. Removing the down escalators will also reduce ongoing maintenance and refurbishment requirements, resulting in approximately **$62 thousand** in annual cost savings.	Financial savings, risk reduction
Standard and articulated bus review	This project assesses the costs, benefits and operational impacts of 40-foot standard buses compared to 60-foot articulated buses to support long-term fleet planning and future bus procurement decisions. The work aims to identify the optimal fleet mix required to meet service demand, improve operational efficiency, and support Calgary Transit's future growth objectives.	The project will deliver a data-driven assessment of the costs and benefits of 40-foot versus 60-foot buses to support future fleet procurement decisions. Expected benefits include optimized fleet composition, improved asset utilization, alignment of vehide capacity with ridership demand, and more cost-effective long-term capital and operating investment decisions.	Productivity gains, cost avoidance
Reliability centered maintenance	This project will improve how Calgary Transit maintains its fleet by using data to better understand why vehicles break down and which maintenance activities provide the greatest benefit. The goal is to focus maintenance efforts where they are needed most, helping keep transit vehicles safe, reliable and available for service. This approach is especially important as new technologies are introduced into the fleet.	Expected benefits include fewer unexpected vehicle breakdowns, improved service reliability, less time spent on emergency repairs, and more efficient use of maintenance staff and parts. By making maintenance decisions based on data and risk, Calgary Transit can improve vehicle performance, reduce service disruptions, and make better decisions about vehicle repairs, upgrades and replacement.	Cost avoidance, risk reduction, productivity gains

Support vehicle booking and management pilot	Calgary Transit is piloting a new approach that improves how it manages support vehicles by expanding access to shared fleet vehicles through a mobile booking app and keyless entry.	Shared vehicles and better usage information can help reduce underused fleet units, place vehicles where they are needed, improve vehicle replacement planning, and lower operating costs. Overall, this will ensure support vehicles are used efficiently to support day-to-day transit operations.	Productivity gains, cost avoidance
CTrain power control system upgrade	Calgary Transit is developing a power control evolution which insources the power control and monitoring function from ENMAX to Calgary Transit. The project is required in response to ENMAX's decision in 2023 to discontinue providing power control services to Calgary Transit, ensuring the continued safe and reliable operation of the CTrain power system.	The power control evolution will improve CTrain reliability and reduce the impact of service disruptions on customers. Bringing power control in-house will strengthen monitoring of the traction power system and support future CTrain expansions and green initiatives. The new system will also provide enhanced alarm monitoring, transit-specific displays, load flow modelling, remote access to substation information, and improved system security.	Cost avoidance
Embedded rail system pilot	Calgary Transit is building a more reliable transit system for tomorrow by piloting an embedded rail system. It is a new track design for in-street/embedded track at 7 Avenue to replace the existing tracks due to age and deterioration.	This new design is expected to have a longer service life compared to the existing track system. It is also expected to address issues such as broken rails, broken or deteriorated concrete from vibration, and reduce noise caused by wheel rail interface. This will significantly improve safety and reliability of the system as well as reduce cost of maintenance and capital investments. If proven to be successful, this new design will be used for future rehabilitations at 7 Avenue.	Cost avoidance, risk reduction, productivity gains
Improved ventilation in Anderson garage	At the Anderson Garage, three end-of-life air units are being replaced with modern units that recycle waste heat from exhaust air to preheat incoming air, thereby reducing energy consumption and improving operational efficiency. The new units incorporate a glycol heat recovery unit that preheats incoming cold air, reducing the heat gradient needed to achieve the required indoor temperature.	This initiative is anticipated to lower operating costs associated with heating the building and improve energy efficiency.	Financial savings
Overhead catenary wire thickness measurement tool	The new overhead catenary wire thickness measurement tool allows Calgary Transit to assess contact wire wear without disrupting CTrain service or requiring a maintenance truck to access the overhead wire for manual measurements. This provides a significant operational advantage by reducing the equipment, staff time, track access, and service impacts associated with traditional measurements. Wire condition can be assessed more efficiently, helping staff identify wear earlier and make better-informed maintenance or replacement decisions.	The anticipated benefits are improved system reliability, reduced service disruption, more efficient use of maintenance resources and equipment, and lower costs associated with inspections, emergency repairs and unplanned failures.	Risk reduction, financial savings, cost avoidance

Switch point roller pilot	Alternatives to standard switch plates are being installed as a pilot on track switches that eliminate the need for grease or graphite lubrication. Today, maintenance crews regularly lubricate switch plates to keep switches operating smoothly and reliably for train service. This work takes significant time, costs money, and can impact the environment. These rollers simplify maintenance, reduce costs, and provide a more environmentally friendly solution.	The pilot will enhance the reliability and safety of both train operations and maintenance activities. By eliminating the need for lubrication, it will reduce environmental impacts and lower operating costs while extending the lifespan of switch motors and decreasing electricity consumption.	Risk reduction, financial savings
Bonding cables theft mitigation	Copper bonding cables are exposed to the public on the right of way and are stolen for the scrap metal value. The theft interrupts the signals for the trains which can result in temporary service impact. Calgary Transit started encasing the cables in rail resin to make it more difficult to steal, with a target of encasing 15 sets of cables each year.	This program has decreased theft at locations where the resin was used, which avoids costs and reduces the risk of service interruptions.	Risk reduction, cost avoidance

Service optimization



Service optimization focuses on improving how transit services are planned, delivered and supported using available resources. As Calgary continues to grow and travel patterns evolve, Calgary Transit is working to ensure service investments are directed where they deliver the greatest value for customers while maintaining affordability and reliability.

In response to evolving needs, Calgary Transit has implemented several initiatives to improve service delivery, operational coordination, and customer access. These include expanding On Demand Transit to areas not already served by transit, improving accessibility at stations, strengthening emergency and disruption management through the Transit Tactical Operations Centre, and enhancing planning processes for CTrain service disruptions. Calgary Transit has also explored innovative non-fare revenue opportunities to help offset operating costs and support service delivery.

Current efforts include service reviews to better align routes and schedules with customer demand, integrated service and resource planning, improvements to winter service reliability, expanded station amenities, and new revenue-generating opportunities. Together, these initiatives support reliable, customer-focused transit service while improving operational efficiency and helping ensure the long-term sustainability of the transit system.

Recently completed initiatives

Initiative	Description	Outcome	Benefit types
Planned CTrain disruption approval process	Calgary Transit has improved the way planned CTrain disruptions are reviewed and approved. The new process sets out clear guidelines, includes a yearly schedule for major planned closures, and provides a structured way to review and approve any changes to that schedule.	By using a yearly closure schedule and standard planning timelines, Calgary Transit can coordinate work earlier, reduce scheduling conflicts, provide advance notice to customers, and make better use of maintenance and project resources.	Productivity gains
Transit Tactical Operations Centre	Calgary Transit implemented a new emergency response model called the Transit Tactical Operations Centre. The initial pilot and roll-out focused on proactive operations coordination for severe winter weather events. The new approach includes improved communication, enhanced notification processes, strengthened financial tracking and formalized response procedures.	The pilot has been successfully completed and resulted in several improvements. The result has been less stuck buses, improved customer communication, and increased protection of transit infrastructure. Building on its success, the Tactical Operations Centre has expanded its focus to support additional operational activities, including the coordination and management of planned service shutdowns.	Cost avoidance, risk reduction

On Demand transit service expansion	Calgary Transit significantly expanded its On Demand service in 2023 as a cost-effective way to provide transit services to new communities that do not yet have the population to support a bus route. The service connects customers to nearby transit hubs and commercial centres by allowing them to book rides through a mobile app. Once transit demand exceeds On Demand's ability to serve an area efficiently, fixed route service is implemented if resources allow.	This approach has helped build transit ridership early in a community's development, while avoiding the higher cost of introducing fixed-route transit before there is enough demand (On Demand service hours are one-third of the cost of regular bus service). This allows Calgary Transit to use its limited resources more effectively. For Calgarians in developing communities, this means access to introductory transit service, more transportation choice, and service that evolves with community demand.	Cost avoidance, productivity gains
Accessibility improvements	Calgary Transit is implementing improvements to stations including pedestrian access, removal of physical barriers and enhanced connectivity. In 2025, tactile walking surface indicators were installed at two additional CTrain stations.	Accessibility improvements support customers with physical and cognitive disabilities to use the public transit system. For riders with disabilities, this means more choice and access to transportation options. It also avoids operating expenses since public transit costs significantly less per trip compared to specialized transit.	Cost avoidance
Disco Train	This initiative was a paid promotional activation sponsored by Red Bull. Prior to the Calgary Stampede, Red Bull transformed several LRVs into fully branded "Supertrains," featuring complete interior and exterior advertising wraps. Red Bull was responsible for installing and removing all activation equipment and covered the costs of cleaning the vehicles both before and after the event.	Estimated **$50 thousand** in non-fare revenue for the event. Innovative ways to generate non-fare revenue.	Revenue
CTrain platform validators	In 2025, fare validators were installed on CTrain platforms for customers to validate mobile tickets prior to boarding. The purpose was to reduce fare evasion and improve consistency across the system, ensuring the same validation process is required for bus and CTrain service.	Overall, Calgary Transit has seen reduced fare evasion since the implementation of CTrain platform validators, which contributes to increased fare revenue.	Revenue

Initiatives currently underway

Initiative	Description	Outcome	Benefit types
Transit Service Reviews	Service reviews include a structured assessment of routes in key areas to identify where routes or schedules can be adjusted to improve customer access and make better use of available vehicles, operators and service hours.	The final route changes are designed to serve more people, improve efficiency, and better support a wider range of travel needs. The reviews improve connections to major transit routes and hubs, connecting high schools and other major destinations, optimizing service coverage, reducing duplication and providing two-way, all-day service.	Productivity gains
Adding customer amenities to stations	Calgary Transit is evaluating different amenities that can be installed at CTrain stations, such as Amazon lockers, vehicle charging stations, mobile car washes and unique retail vendors to bring customers and potential customers into the stations.	These amenities would help integrate the station into the surrounding community and create new streams of revenue. It would also indirectly increase fare revenue by bringing more people into the stations and encourage transit use.	Revenue

Coffee-shop-style vending machines	For stations that do not have a storefront or are in close proximity to facilities with 24-hour staff, robotic vending machines offering coffee, tea, ice cream, bento boxes, pizza are being rolled out.	The vending machine contract generates a revenue-share business model. Approximately **$30 thousand** per year in revenue at full deployment	Revenue
Leasing CTrain station space as storefront to food and beverage retailers	Calgary Transit leased space at selected CTrain stations to food and beverage retailers, including a coffee shop and convenience store.	The businesses provide convenient services for customers, bring more activity to stations, and generate non-fare revenue for Calgary Transit. Once all leased, these stores may generate approximately **$12 thousand** of revenue per year. The Cafe provides a revenue share where the revenue estimate varies	Revenue
Integrated service and resource planning	Calgary Transit developed a coordinated planning framework that brings together multiple teams involved in service planning and delivery to ensure services are optimally planned using available resources. This is important because disconnected planning processes can lead to service gaps, workforce shortages, excess overtime, and increased operating costs	Creates a single, coordinated approach to planning transit service, staffing, fleet needs, and budgets. By improving communication and forecasting across business areas, Calgary Transit can identify future challenges earlier, reduce costly last-minute adjustments, better align hiring and fleet procurement with service needs, and improve service reliability for customers. This helps deliver transit services more efficiently while reducing avoidable operating costs.	Productivity gains, cost avoidance, risk reduction
Three Peak Mountain Snowflake tires	The Three Peak Mountain Snowflake tire initiative improves bus performance during winter conditions by equipping all 40-foot and 60-foot buses with tires certified for severe snow service. Currently about half of the bus fleet is equipped with the new tires, and it is expected that all buses will be fully equipped with all-weather tires by 2029.	Pilot results showed improved winter traction performance, longer tread life at temperatures below 7°C, and fewer stuck buses in winter conditions. This contributes to a better customer experience, greater service reliability, and reduced operational costs related to bus recovery and service disruptions. Using all-weather tires provides a practical, year-round solution, all without additional cost.	Cost avoidance, risk reduction, productivity gains

Digital enablement



Digital enablement focuses on using technology, data, and automation to improve decision-making, streamline operations, and enhance customer experiences. By modernizing systems and improving access to timely, reliable information, Calgary Transit is creating a more connected and efficient organization while maximizing the value of existing resources.

During the past few years, Calgary Transit has implemented several initiatives to strengthen its digital capabilities, including automated passenger counting on CTrains, technology renewal planning, improved technology portfolio management, specialized transit system upgrades, and digital tools that allow operators to quickly report issues and provide operational feedback. These initiatives have improved service planning, reduced manual effort, and provided more reliable information to support daily decision-making.

Current efforts include real-time bus tracking upgrades, enhanced business intelligence and reporting tools, improved data governance, centralized information management, cloud-based analytics platforms, and technology governance frameworks. These initiatives support more informed decisions, improved service reliability, greater operational efficiency, and a stronger foundation for innovation across Calgary Transit.

Recently completed initiatives

Initiative	Description	Outcome	Benefit types
Improving CTrain ridership counting	Calgary Transit installed automated passenger counting technology on CTrains to replace manual passenger counts and periodic sampling. The new technology provides daily boardings that improve how services are planned and scheduled. Calgary Transit can now detect changes earlier with ridership patterns and demand, and respond quicker to make service changes as resources allow; whether it's dispatching more vehicles sooner or adjusting route schedules.	It is anticipated that this will result in significant cost savings in the long term, by enabling more efficient service design. For Calgarians, this means transit services are more responsive, customer-centered, efficient, and better aligned with the needs of our growing city. The change also generated approximately **$100 thousand** in immediate cost savings.	Financial savings, productivity gains
Bus and CTrain technology renewal plan	Calgary Transit developed long-term replacement plans for customer and operational technologies such as passenger counters, onboard cameras, validators and telephone arrival information.	Planned replacement reduces the risk of service interruptions and poor-quality information caused by aging technology. It also supports more predictable funding decisions.	Risk reduction
Technology management portal	Calgary Transit reviewed its current technology landscape and developed a common structure and portal for organizing and overseeing technology assets.	A centralized technology inventory supports portfolio management, risk management, easy access to data, and improved decision-making related to replacement prioritization.	Productivity gains, risk reduction

Operator Zone	Calgary Transit launched The Operator Zone, an online platform accessible via QR codes across the fleet that streamlines how operators report maintenance and safety concerns, provide scheduling and cleanliness feedback, as well as recognize their peers.	Since launching in February 2024, The Operator Zone has received nearly 16,000 submissions, with 86% related to vehicle repairs, supporting faster repairs and reduced downtime. Proactive safety reporting has also increased, with 193 hazardous condition reports submitted in 2026 to date, nearly three times the amount received before The Operator Zone. Operator feedback is also informing more efficient service planning by providing frontline insights into scheduling, service gaps, overcrowding and timing issues. The platform has earned APTA and CUTA Innovation Awards for its innovative approach and operational impact.	Productivity gains, cost avoidance, risk reduction
Improving financial management of technology investments	Calgary Transit created a new process to improve financial management and reporting on technology investments. Project managers are required to report costs incurred monthly and provide a forecast of costs remaining to be spent.	More consistent cost information supports better budgeting and reduces the risk of unexpected technology replacement or operating costs. It also creates opportunities to redistribute budget when available to further optimize technology investments.	Productivity gains, cost avoidance, risk reduction
Specialized transit shuttle technology upgrade	Calgary Transit replaced mobile data equipment in specialized transit vehicles with standard tablets and updated software connected to the specialized transit scheduling system.	The new, simpler platform is easier to maintain and gives operators more reliable trip information. Customers benefit from more dependable and efficient specialized transit service.	Productivity gains
Specialized transit scheduling system upgrade	Calgary Transit recently upgraded the software used to book trips and schedule vehicles for specialized transit service.	The upgraded system reduces manual work, improves accuracy and helps Calgary Transit provide more reliable and efficient service for specialized transit customers.	Productivity gains

Initiatives currently underway

Initiative	Description	Outcome	Benefit types
Real-time bus tracking and arrival information upgrade	Calgary Transit is replacing the aging Computer-Aided Dispatch (CAD), Automatic Vehicle Location (AVL), and Automated Passenger Information System (APIS) systems used to track buses, support dispatch, guide operators and provide customers with real-time service information. The new equipment and software are being tested and rolled out across the bus and shuttle fleets.	More accurate vehicle information will help staff to better coordinate transit service and more quickly respond to disruptions. Customers will receive more reliable information about routes, stops and arrival times.	Productivity gains, cost avoidance, risk reduction
Transit video evidence sharing system	Calgary Transit is assessing a secure cloud-based tool for sharing authorized video evidence with public safety partners.	Secure digital sharing is expected to reduce manual video transfer work and provide evidence to authorized partners more quickly, while protecting sensitive information.	Risk reduction, productivity gains
Transit shelter improvement program	Calgary Transit is organizing shelter and bus-zone information in one system to improve future planning and maintenance. This data is used to add and relocate shelters, concrete pads and sidewalk connections.	Better information will help prioritize shelter installation and repairs and ensure effective allocation of resources. Customers will benefit from improved access to shelters and more consistent amenities at transit stops.	Productivity gains

In-tunnel advertising	Calgary Transit is implementing full motion advertising to customers as they move through various CTrain tunnels, which will generate a new stream of digital advertising revenue for Calgary Transit.	Based on an estimated revenue generation of $50 thousand per year per installation, this initiative is expected to generate a minimum of **$3 million** over **10 years.**	Revenue
Real-time bus tracking in transit garages	**Calgary Transit is testing new technology (proof of concept) that can identify the location of buses inside a garage and connect that information with the service scheduling system.**	**Real-time yard information could help staff locate and assign the correct vehicle more quickly, reducing time spent searching for buses and supporting more reliable service readiness.**	**Productivity gains**
Bus vehicle information system	Calgary Transit is evaluating a long-term system for collecting vehicle information such as location, mileage and engine data from buses.	More consistent vehicle information can help identify issues earlier, improve maintenance and service planning and support more reliable fleet operations.	Productivity gains
Technology governance	Calgary Transit is developing a framework for reviewing, prioritizing and managing technology decisions across the business unit, including a new technology governance committee to help guide future technology investment decisions.	Clear decision-making responsibilities will reduce duplication, improve accountability and ensure technology investments respond to operational and customer needs.	Productivity gains, cost avoidance, risk reduction
Data governance	Calgary Transit is establishing a centralized metadata glossary, standardized business definitions, and clear data ownership and stewardship practices across key transit data assets.	This work will improve data quality, consistency, and trust in reporting. Data users will spend less time searching for information, interpreting data, reconciling conflicting information or manually validating results. This will provide more time to focus on using the information to support operational and strategic decision-making.	Productivity gains
Using technology to modernize reporting processes	Calgary Transit is establishing a centralized data warehouse to consolidate reporting and operational data from multiple systems into a single, trusted source. Calgary Transit spends an estimated 4,500 hours per quarter on data reporting activities, which equates to an annual cost of about $400 thousand in staff time.	By reducing manual effort and duplication, and improving access to trusted data, Calgary Transit will be able to redirect staff time from routine data preparation to higher-value analysis and improvement activities, increasing efficiency and maximizing the value of existing data.	Productivity gains
Cloud-based development for analytics and reporting	Calgary Transit is implementing a cloud-based development framework as part of its Data Strategy, to govern the creation and management of reporting and analytics solutions. This initiative establishes a single source of truth for dashboards, data wrangling processes, and supporting documentation while introducing version control, formal code reviews and standardized development practices.	This foundation will support a scalable enterprise analytics environment where reporting solutions can be developed collaboratively using consistent standards across Calgary Transit. The result will be greater efficiency, reduced operational risk, improved knowledge retention and a more sustainable analytics capability that supports data-driven decision-making.	Productivity gains, risk reduction
Mobile options for submitting workorders	Calgary Transit is digitizing work order submissions and closures through the Enterprise Asset Management (EAM) mobile platforms, enabling more timely response and execution of work by the team.	This initiative will improve data quality and more complete maintenance records.	Productivity gains

Enhanced business intelligence with Field / Operations Supervisors	**The new Field /Operations Supervisor dashboard streamlines incident and safety reporting, providing visibility into field activities, supervisor performance, and safety observations. Reports are automatically routed to employees' direct supervisors, enabling timely coaching, intervention, and proactive support.**	**This initiative improves operational efficiency by reducing reporting delays, increasing accountability, and providing actionable performance insights. It also enhances employee engagement through recognition of positive contributions and targeted development opportunities. As a result, Calgary Transit benefits from safer operations, more engaged operators, improved service reliability, and a proactive approach to risk mitigation and incident prevention.**	Productivity gains, risk reduction
One-stop library for transit documents and drawings	Calgary Transit is introducing a central, searchable library for documents and engineered drawings, with common naming, review and approval processes.	With a centralized library, employees will spend less time finding records and will be less likely to use outdated information. Standard workflows also improve consistency and accountability.	Productivity gains, risk reduction
New support structure for specialized transit technologies	Calgary Transit is testing a new approach to supporting operational teams with their technology-related requirements, starting with a new support structure for technologies used for specialized transit.	This approach will free up time for specialized transit staff, who are not technology subject matter experts. Once this process is established, we will consider expanding the model to other areas across Calgary Transit.	Productivity gains

Governance and oversight



Governance and oversight focuses on strengthening accountability, improving decision-making, and ensuring resources are aligned with strategic priorities. Through stronger governance structures, performance reporting, and risk management practices, Calgary Transit is creating a more coordinated and transparent approach to managing operations and investments.

In recent years, Calgary Transit has implemented several initiatives to improve organizational oversight and accountability. These include establishing the Transit Oversight Committee and Operations Committee, enhancing quarterly performance reporting, developing a transit service cost model, strengthening project management practices, and advancing coordinated transit advocacy efforts. Together, these initiatives have improved collaboration, supported faster and more informed decisions, and increased visibility into organizational performance, costs, risks, and priorities.

Current efforts focus on improving workflow management, standardizing training governance, enhancing emergency response procedures, and maturing risk management practices. Together, these initiatives support better accountability, stronger oversight, reduced organizational risk, and more effective delivery of transit services for Calgarians.

Recently completed initiatives

Initiative	Description	Outcome	Benefit types
Transit Oversight Committee	Calgary Transit established a Transit Oversight Committee to help address the distributed nature of transit service oversight across the organization. This group brings together directors from different business units that play a role in transit service delivery.	The Transit Oversight Committee improves coordination and information sharing across multiple business units and departments. This reduces the risk of decisions being made that do not consider operational impacts in other areas, preventing inefficiencies or unexpected service impacts.	Risk reduction
Transit funding advocacy program	Calgary Transit developed a Transit Advocacy Strategy and advanced its delivery by creating a standardized advocacy process, event calendar and key message repository. Transit advocacy efforts are now coordinated across the corporation to support increased operating and capital funding from other levels of government. We are also increasing collaboration with the Canadian Urban Transit Association and supporting applications to the Canada Public Transit Fund.	Coordinated and aligned key messages ensures one city, one voice with The City's funding asks and messages to other levels of government. Funding support helps build Calgary's fast and frequent transit network and supports capital priorities like state of good repair and expanding service in both new and growing communities.	Revenue
Operations Committee	Calgary Transit centralized operational decision-making and reduced dependency on the transit management team through the establishment of an Operations Committee. This group reviews operational issues, concerns and opportunities and decides on resourcing and timelines to minimize operational disruptions and maximize operational value and efficiency.	A reduced reliance on the management team enables faster decisions at a more appropriate level of decision-making. It improves collaboration and provides clearer accountability and levels of authority. This saves time and results in fewer unplanned impacts from formerly siloed operational decisions.	Productivity gains

Transit service cost model	Calgary Transit developed a model with KPMG that shows the cost of providing different modes of service including bus, CTrain, community shuttle, On Demand and specialized transit services.	The model gives decision-makers a consistent view of service costs. This supports better budgeting, service planning and assessment of future efficiency opportunities.	Risk reduction, cost avoidance
Centralized project management practice and reporting	Calgary Transit established a Project Management Office to improve project management practices across the business unit. This includes creating standard tools and templates, building project governance and accountability, and streamlining practices and reporting processes.	Improved project management practices will allow Calgary Transit to deliver projects better, faster and on budget. A more consistent approach to communicating project costs, risks and issues will improve decision-making, and lessons learned sessions will help improve future project delivery.	Productivity gains, risk Reduction
Enhancing quarterly performance reporting	Calgary Transit brought together key performance indicators, project updates and other important business information into a consistent quarterly reporting process. This helps the management team receive timely and reliable information to support planning, decision-making and oversight of transit operations.	The new reporting improves the accuracy and consistency of information and provides a clearer view of organizational performance. Key performance indicators and project updates are easier to track, helping the management team identify emerging issues, monitor progress on priorities and make informed decisions more quickly. It also reduces manual effort so staff can spend less time preparing reports and more time focusing on operational priorities.	Risk reduction, productivity gains

Initiatives currently underway

Initiative	Description	Outcome	Benefit types
Workflow management system	Calgary Transit is developing a workflow management system for reports, memos, contacts and other key decisions that require management approvals. It will provide clearer tracking and records of decisions and ensure approvals are in place before proceeding.	The new system will improve governance, transparency, communication and consistency within Calgary Transit. It will also reduce the administrative time and manual effort spent tracking these items.	Risk reduction, productivity gains
Enhanced documentation of emergency response procedures	Calgary Transit has made significant progress in updating a comprehensive library of emergency response procedures for the Transit Operations Centre.	Improved documentation will enhance employee preparedness and improve response time during an incident. This reduces risks and supports reliable and safe transit service for customers.	Risk reduction
Vehicle and equipment training governance program	Calgary Transit is implementing a standardized framework for vehicle and equipment training. Current practices are delivered through two distinct operating models across Calgary Transit and Fleet & Inventory. This has resulted in differences in how training requirements are interpreted, documented and demonstrated to meet safety and regulatory requirements.	By implementing a standardized training framework and clear governance, The City can reduce safety and compliance risk, support audit readiness and enable scalable training to support future growth.	Risk reduction
Improving risk management maturity	Calgary Transit is collaborating with the Enterprise Risk Management team on two risk pilots. The first includes prototyping risk communication and escalation processes. The second pilot includes testing a new Operational Services risk tool, which forms a new repository and database for risk recording and management.	Results so far include improved risk awareness, management and communication. This has resulted in a 300% increase in risk recorded across the business unit. Additionally, Enterprise Risk Management has made several improvements to the risk tool based on Calgary Transit user feedback, which can be applied in other business units.	Risk reduction

Moving forward



Through the initiatives described in this report, Calgary Transit has made significant strides towards improving operating efficiency since 2023 – but our continuous improvement work is never done.

We will continue to mature our efficiency program to track and report on initiatives and the benefits they have delivered over time. Through RouteAhead annual reporting, we monitor several financial performance indicators that provide insight into our operational efficiency, including the operating cost per trip and the revenue cost ratio. We will continue to monitor those measures and track how our efficiency efforts are contributing to those results.

Future opportunities

Going forward, there remain future opportunities to continue improving our operational efficiency. The list below summarizes some of the potential opportunities we've identified, which will be further evaluated and undertaken according to priority and resource availability. We also expect to continue adding to this list as new ideas come forward and as we complete the upcoming Calgary Transit Zero-Based Review.

Workforce optimization

- Leverage data and analytics to identify further opportunities to optimize use of overtime.
- Increase workforce optimization by looking at training opportunities.
- Explore new technology systems to further streamline the operator recruitment process.

Asset optimization

- Review the role, utilization and deployment of community shuttles across the network to determine the optimal size and composition of the shuttle fleet.
- Implement a proactive shuttle replacement strategy to ensure not all shuttles reach end-of-life at the same time.
- Review the parts and inventory process to improve the availability of materials needed for vehicle maintenance.
- Undertake an equipment utilization review to determine when equipment should be owned vs. leased.
- Review and optimize CTrain frequency and consist (number of cars per train) based on customer demand.
- Explore a cost recovery or fee model for road closures, construction activities and other construction-related projects that require transit detours, stop closures and service modifications.
- Strengthen bus pad asset management by developing a more comprehensive and proactive approach to planning, maintaining and upgrading bus stop infrastructure.
- Conduct a Calgary Transit land steward review to identify opportunities for rationalization or divestiture.
- Create a new automated work permit process to reduce errors and manual processes.
- Evaluate a potential long-term system for collecting information from CTrain vehicles, such as location, distance travelled and equipment performance.

Service optimization

- Develop a comprehensive non-fare revenue strategy and pricing framework to optimize revenue through a structured portfolio management approach.
- Review the charter bus service process, including how requests are received, approved, priced, scheduled, staffed and evaluated for cost recovery.
- Explore the potential costs and benefits of replacing late-night CTrain service with a dedicated night bus network that serves the same major destinations and corridors.
- Develop a ridership forecasting strategy to improve Calgary Transit's ability to anticipate future demand and better understand the factors driving ridership changes.
- Explore the feasibility of a "yield to bus" bylaw to improve travel speed for buses.
- Explore a formal strategy that would guide partnership opportunities between Calgary Transit and external organizations.
- Reduce costs related to Calgary Transit Access service late cancellations and no-shows.

Digital enablement

- Optimize existing technology investments by reviewing current systems and identifying features and tools that are not being fully leveraged.
- Improve integration of software and systems to reduce errors and manual workarounds.
- Explore additional opportunities for advertising revenue from digital signage at CTrain stations.

Governance and oversight

- Strengthen connections with the Mobility business unit to improve coordination related to detours, signals and traffic control.
- Review sponsorship governance and clarify roles between Calgary Transit and corporate sponsorship teams.
- Implement clearly-defined financial coding rules to improve the accuracy and usefulness of our cost model.
- Review On Demand service governance and determine the optimal resourcing to oversee the service contract.
- Streamline revenue reporting systems and processes to reduce manual journal entries.
- Review and optimize transit-related committees to reduce duplication and save staff time.