

A Comprehensive Action Plan

2013

2031

Pillar	Short Term	Medium Term	Long Term
Transit City Building	<ul style="list-style-type: none"> * Develop station area plans to incorporate mixed-use development * Develop street design plans that provide clear and direct connections between transit stations and key destinations * Develop public engagement strategies related to transit city building * Prioritize the pedestrian experience through policies and design criteria for areas surrounding stations * Encourage accessibility for all, including ramps, elevators and amenities to attract riders of all ages and abilities * Incorporate sustainability into all aspects of design 	<ul style="list-style-type: none"> * Establish a parking management strategy for the entire region * Plan for transit-oriented development opportunities to maximize accessibility and encourage transit through denser mixed-use communities around transit stations * Coordinate bicycle strategies between Ottawa and Gatineau * Align all relevant planning visions across the NCR to enable people to move efficiently and seamlessly through the cores 	<ul style="list-style-type: none"> * Create a coordinated public realm strategy supporting streetscape redevelopment (coordinate with station design and mobility plans) * Create unique identities for neighbourhoods and destinations by developing distinctive experiences, improved signage and urban design, to maintain the character of the neighbourhood
Focusing on the User	<ul style="list-style-type: none"> * Provide coordinated transit information * Improve customer service * Develop accessibility policies and standards * Create a common interprovincial branding plan 	<ul style="list-style-type: none"> * Examine fares and ticketing practices for both agencies * Review standards and systems (transit stops, accessibility and fare media) for both agencies * Improve and expand transit priority measures such as “bus-only” lanes 	<ul style="list-style-type: none"> * Provide a fully integrated transit network that will appear seamless to the users * Develop a regional mobility management model that will encourage the use of multiple sustainable transportation modes
Operations	<ul style="list-style-type: none"> * Review interprovincial services to improve the transit experience for the user * Develop a plan to better coordinate service control such as compatible communication systems * Develop a plan to improve service reliability * Create more opportunities for reserved transit lanes * Develop a new “Downtown Circulator” transit service to connect major destinations in the core areas, running throughout the day 	<ul style="list-style-type: none"> * Increase surface transit capacity through cores to meet increasing demand * Review service standards and fare policies leading to consistency between the two systems * Remove other barriers to joint operations (such as labour agreements and data collection), with a view to streamlining services * Maximize use of the Champlain Bridge for transit to relieve pressure on core area bridges and other transit infrastructure 	<ul style="list-style-type: none"> * Provide transit routes on the planned east-end bridge connecting to key rapid transit stations in both Ottawa and Gatineau * Conduct a region-wide review of short and medium term solutions that have been undertaken to create further efficiencies. The review could impact existing transit planning and surrounding transit-supportive development
Infrastructure	<ul style="list-style-type: none"> * Undertake further analysis of LRT routes and technologies * Implement Rapibus in Gatineau (currently under construction) * Phase 1 of the Ottawa east-west Light Rail project operational 	<ul style="list-style-type: none"> * Extend O-Train to Gatineau via Prince of Wales Bridge * Develop well-connected and easy to use transfer stations 	<ul style="list-style-type: none"> * Expand north-south LRT to Gatineau (upgrade of the O-Train) * Upgrade Rapibus to LRT
Governance	<ul style="list-style-type: none"> * Establish a coordinating tripartite body to implement the Strategy * Establish a joint advisory and monitoring board * Establish protocols for collaboration at operational level * Establish a body to oversee operation of the “Downtown Circulator” 	<ul style="list-style-type: none"> * Continue working jointly at all operational levels (both STO and OC Transpo working as if they were a single transit network) * Adopt a joint policy and collaborative planning arrangement enabling the agencies to work as if they were a single planning region 	<ul style="list-style-type: none"> * Develop a collaborative planning model



Key Issues that the Strategy Looks to Address:

- ◆ Increase of interprovincial mobility demand due to population and employment growth
- ◆ Intense activity during the day:
 - * Business travel
 - * Personal shopping trips
 - * Tourists traveling between attractions
- ◆ Heavy traffic during peak travel times
- ◆ Limited, expensive parking in the core
- ◆ Negative impact on residents, property owners and the urban ambience in the downtown cores
- ◆ Current service inconveniences for commuters
- ◆ Lack of promotion for sustainable mobility initiatives



January 2013

Connecting Communities

An Interprovincial Transit Strategy

What is the Interprovincial Transit Strategy?

The core areas of Gatineau and Ottawa form an interconnected community, economy and environment. Increasingly, politicians and decision-makers from all levels of government are working closer together to better coordinate planning for the region as a whole.

In keeping with this, the Interprovincial Transit Strategy is a collaborative effort led by the National Capital Commission (NCC), the Société de transport de l’Outaouais (STO) and the City of Ottawa with the participation of the City of Gatineau. Together these partners are committed to making the National Capital Region (NCR) a more vibrant, liveable and attractive place, with less reliance on private automobiles.

The urban area of the NCR is well served by transit, with both OC Transpo and STO providing extensive services. However, coordinated planning is required for the challenges that lie ahead.

With an emphasis on sustainable mobility and environmentally-friendly transportation, the Strategy paints a picture of what the future will look like with a more seamless, interconnected transit system serving Ottawa and Gatineau. It proposes a wide range of forward-looking solutions that

collectively will meet the needs of the residents, businesses and tourists of Canada’s Capital to the year 2031.

The Strategy is the result of a large scale public engagement program, which takes into consideration global best practices, and includes policy, operational and infrastructure improvements. It proposes solutions that range from joint working initiatives that could be set in motion quickly, to more complex infrastructure and technology requirements that require further study.

As a whole, the Strategy will serve as a roadmap to regional officials on how to address the Region’s growth challenges while maximizing existing and future opportunities. It will help inform the planning and development of the area for the next several decades, and result in initiatives that reduce current impacts on the environment, while enabling vital functions such as employment, retail, culture and education to flourish.

The NCC has retained the services of MRC, AECOM, and PACE Public Affairs and Community Engagement to assist it in this process.

Today’s Transit Challenges in the National Capital Region

The Region’s core is an intense hub of economic, social and tourism activity. As travel, job opportunities and other activities increase, the area is becoming more interconnected. The NCR, with a current population of over 1 million and employment of over 600,000, will continue to grow. As a result, there will be increased pressure on the urban environment and infrastructure, with more people living, working and commuting between and within the core, affecting quality of life and mobility.

It is within this context that the Strategy looks to identify integrated transit solutions as a key to enabling a forward-looking vision of sustainable mobility and environmentally-friendly transportation. These solutions build on the many initiatives underway in the Region to help address today’s transit challenges.

Quality of the Urban Environment

Currently, there are limited transportation options in the NCR due to urban rights-of-way which favour private automobiles. This combined with a lack of mixed-use development and poor transit station design negatively impact the urban environment.

Operational Issues

There are many issues impacting interprovincial transit operations. These include service focused primarily on the core areas, high volumes of buses, inefficiencies in bus routing and a lack of midday interprovincial transit services.

Managing Traffic Congestion in the Downtown Cores

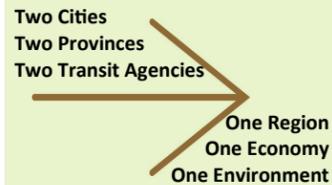
The downtown cores of Ottawa and Gatineau are experiencing high levels of congestion as well as limited and expensive parking, making car travel less attractive. Increased demand is being placed on transit resulting in more and larger buses. Streets such as Albert and Slater in Ottawa and Laurier and Maisonnette in Gatineau are heavily impacted.

Infrastructure Planning

Regional planning of transit infrastructure is complicated in the NCR. There are a number of governing institutions, each with its own approach to land use and transportation planning. There are also varying funding and governance arrangements, focusing on local priorities, not regional ones.

The Strategy Vision:

- ◆ Create a well-planned and integrated land use model for the NCR that is supported by transit and contributes to the image of the Capital Region
- ◆ Ensure the system will contribute to the local economy of Gatineau and Ottawa and support the attractiveness of the cities to visitors
- ◆ Develop an interprovincial transit system that is seamless, easy to use, accessible and compatible
- ◆ Plan and build modern and green infrastructure that will support increases in ridership and fulfill transportation needs in the long term
- ◆ Enhance the partnership among agencies to facilitate the provision of interprovincial transit services and infrastructure



Supporting Materials:

- ◆ Existing Transportation Conditions and Issues Report
- ◆ Consultation Reports
 - * Phase 1 Consultation
 - * International Workshop
 - * Phase 2 Consultation
 - * Phase 3 Consultation
 - * Phase 4 Consultation
- ◆ Evaluation Criteria and Process Report
- ◆ The Five Pillars Report
 - * Transit City Building
 - * Focusing on the User
 - * Operations
 - * Infrastructure
 - * Governance
- ◆ Modeling Analysis Report

A Vision to Connect Communities

The Strategy is a set of solutions that, collectively, will bring about positive change and a desired future for the NCR. It will maintain and improve the area’s environment and quality of life, while also promoting an integrated economy.

Once implemented, the Region will be more vibrant, liveable and attractive, with less reliance on private automobiles. Future planning will be coordinated as one area. With new development projects being located where they can easily be served by fast and efficient transit, people will be able to choose from several mobility options, including car, transit, walking and cycling or combinations of any of these modes. New transit infrastructure will attract high-valued and higher density, mixed-use development, which in turn will encourage and support transit ridership. The result will be attractive alternatives to single occupancy vehicle trips.

Interprovincial transit passengers will benefit from easy, convenient and user-focused services. Schedules will be better coordinated. There will be a common brand, website, call centre, fare collection system and sales centre. Information and other services will be uniform throughout the Region, with easier access to ticketing options using the web, smart cards or mobile phones. Stations will be improved with more public art to enhance the sense of community and to highlight unique local features.

Transit operations will be modified to allow non-downtown trips to avoid travelling through the core areas, making better use of the existing Champlain Bridge and a future east-end bridge.

The Five Pillars of the Strategy

The Strategy is supported by Five Pillars that were developed and analyzed with the contributions of the public, key stakeholders and an international panel of transit professionals. While each pillar is complementary, they play specific roles in describing the Vision that serves as the foundation for the Strategy.

The Five Pillars are:

- Transit City Building
- Focusing on the User
- Operations
- Infrastructure
- Governance

The Strategy links mobility management principles and policies with specific solutions developed from the public’s input and detailed technical analysis. The proposals and recommendations identified under each Pillar will work together to bring the Region closer to achieving a vision of integrated sustainable mobility.

A new “Downtown Circulator” will encourage off-peak transit use by workers, visitors and residents traveling between city cores. It will consist of a looped transit route that extends across the Ottawa River connecting government facilities and major tourist destinations.

New infrastructure will be developed throughout the planning horizon. In the short term, STO will launch Rapibus in 2013, which will operate as a trunk and feeder system, reducing transit vehicle volumes that travel into downtown Ottawa. The introduction of articulated buses for STO Rapibus routes will further reduce the number of buses. In the medium term, the City of Ottawa’s O-Train will be extended across the Prince of Wales Bridge to Gatineau to provide alternatives for non-downtown trips. The bridge could incorporate a cantilevered structure to accommodate pedestrians and cyclists.

By 2018, the City of Ottawa’s light rail system, with its downtown tunnel, will be in service reducing the number of buses that operate on Albert & Slater Streets in Ottawa’s downtown.

The Rapibus system will ultimately reach full capacity, at which time conversion to a rail technology would be required. Services will need to be coordinated such that the rail networks in Ottawa and Gatineau meets the needs of the user and provides a seamless connection to both core areas.

The Strategy provided all levels of government with effective mechanisms to build on the cooperative relationship that currently exists, allowing for the implementing of the Strategy’s solutions.

The **Transit City Building Pillar** sets out guiding principles and policies for maximizing transit planning to achieve a liveable and dynamic Capital Region.

The **Focusing on the User Pillar** outlines the elements that need to be addressed to achieve a seamless, easy and compatible interprovincial transit service, putting the needs of the users first.

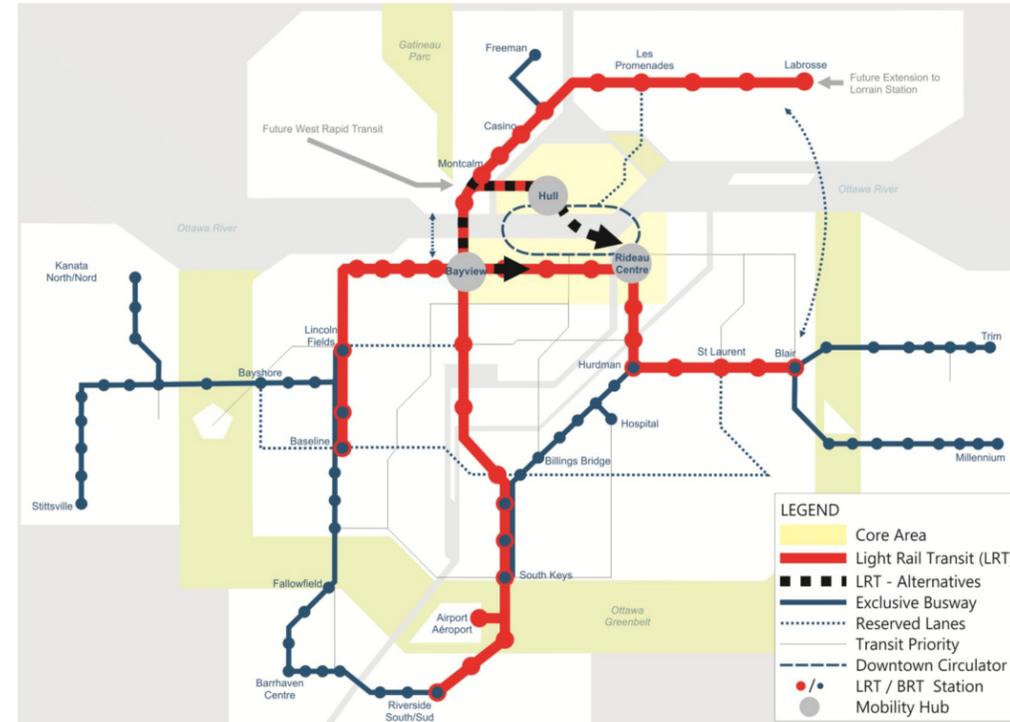
The **Operations Pillar** suggests how transit services could be modified / provided without considering additional infrastructure and how the two transit networks can work more closely and seamlessly over time.

The **Infrastructure Pillar** identifies projects to develop a fully integrated and modern transit system.

The **Governance Pillar** describes various governance arrangements that could be considered to best implement the Strategy within the Region’s complex jurisdictional and political environment.

Recommended Rapid Transit Network for 2031

The schematic rapid transit map below presents the recommended network for 2031. It includes both planned infrastructure as well as proposed transit service operations to improve interprovincial transit.



By 2021 the following transit network elements should be implemented:

- ◆ Rapibus service in Gatineau;
- ◆ Phase I of the Ottawa LRT (Blair Station to Tunney’s Pasture);
- ◆ Extension of O-Train to Gatineau;
- ◆ Proposed “Downtown Circulator” service;
- ◆ Reserved transit lanes through the core areas;
- ◆ Maximize the use of the Champlain Bridge;
- ◆ Development of mobility hubs (O-Train/LRT/Rapibus/Bus/BIXI/Car-share).

The 2031 transit network includes the following additional elements:

- ◆ Completion of Phase II of the Ottawa LRT (Tunney’s Pasture to Baseline & North-South LRT);
- ◆ Upgrade of Rapibus to rail with coordinated service to both downtown Gatineau and Ottawa;
- ◆ Transit service on new east-end bridge.

Public Engagement

The Strategy’s public engagement program was designed to engage, in a meaningful way, a broad range of citizens and stakeholders in a dialogue around how best to enhance transit service between the downtown cores of Ottawa and Gatineau. The ideas, opinions and needs that were heard as part of this process are reflected in the solutions identified in the Strategy report.

Considerable effort was made to proactively engage citizens who would not normally take part in public consultation. Their voices, as well as others who participated, were invaluable to the process.

The consultation program was comprised of four phases which ran from April 2009 until August 2010. A wide variety of activities were developed

to encourage meaningful exchanges. These included:

- ◆ Public Open Houses
- ◆ Facilitated discussions (“Interconnect Café”)
- ◆ Online surveys
- ◆ Project website
- ◆ Stakeholder focus groups
- ◆ Numerous other options to submit feedback.

All comments received during the consultation program have been considered and greatly informed the consultant team in the development of the solutions that make up the Interprovincial Transit Strategy. Overall, a seamless, easy to use, frequent and reliable service was the most sought after element for the interprovincial transit service.

Making it Real

Each solution proposed as part of this Strategy will require analysis of the governance structure required to develop and implement it, as outlined below:

- ◆ All partners and stakeholders should support and “own” the Strategy.
- ◆ Members of the public should be well-informed of the Strategy and the progress of individual initiatives.
- ◆ A formal monitoring process should be developed. This should include the governance, delivery mechanisms and timelines.
- ◆ If monitoring shows that the overall objectives of the Strategy are not being met, partners should agree on a management solution.
- ◆ Partners should prioritize necessary action according to shared objectives and available resources.
- ◆ Risks to delivery of the action plan items should be understood and managed.

Study Partners:



Study Team:

