

STAFF REPORT



TO Operations, Transit & Emergency Services (OTES) Committee

SERVICE AREA Operations, Transit & Emergency Services

DATE June 3, 2014

SUBJECT 2013 Guelph Transit Annual Report

REPORT NUMBER OTES061422

EXECUTIVE SUMMARY

PURPOSE OF REPORT

To provide the Operations, Transit & Emergency Services Committee with information related to Guelph Transit's performance to key performance indicators, supporting areas of sustainability, customer service, internal processes and organizational capacity.

KEY FINDINGS

A number of initiatives were started or completed in 2013, in areas of customer service, service improvements and community wellbeing including;

- Support of the affordable bus pass pilot program
- Implementation of a new service model
- Development of key performance indicators

FINANCIAL IMPLICATIONS

There are no financial implications associated with this report.

ACTION REQUIRED

Operations, Transit and Emergency Services Committee to receive this report.

RECOMMENDATION

1. THAT the Operations Transit & Emergency Services Committee report regarding 2013 Guelph Transit Annual Report, #OTES061422, dated June 3, 2014 be received for information.

BACKGROUND

This is the third annual report of Guelph Transit, in this format.

STAFF REPORT



This report provides committee members with information related to budget performance, a dashboard and scorecard reporting on key performance indicators, supporting areas of financial performance, customer service, internal processes and organizational capacity.

GLOSSARY OF TERMS

Term	Definition
Key Performance Indicator (KPI)	A measurement of the degree or status of progress towards goals and objectives. A measurement that can be impacted by management activities.
Statistic	A measurement that provides information on trends or events. Management activities often have minimal impact on statistics, such as number of customer calls or quantity of visits. Statistics inform activity that can impact the key performance indicators.
Dashboard	Provides a snapshot of performance of key performance indicators to the goals/targets. Usually linked to the strategic directions.
Scorecard	A performance management tool that provides more detail measurement information, including trends and initiatives.

REPORT

Guelph Transit provides people with mobility and access to employment, community resources, medical care, and recreational opportunities across Guelph.

Public transportation also helps to reduce road congestion and travel times, air pollution, energy and oil consumption, all of which benefit both riders and non-riders alike.

Guelph Transit operates essentially around the clock: regular weekday service in 2013 was provided from 5:40 a.m. to 12:15 a.m. and late night service for the University of Guelph runs from 12:30 a.m. to 3:30 a.m. Guelph Transit provides both conventional and mobility services to the community through a fleet of 73 low floor conventional buses and 10 mobility vans. Mobility services are supplemented through a contract with an external vendor to provide accessible taxi service.

2013 was a very exciting and challenging year for Guelph Transit with the implementation of a new service model, supporting the affordable bus pass pilot program and the development of key performance measures.

In summary, 2013 was a very busy year. The annual report (attached) provides an overview of departmental performance highlights the achievements from 2013 and defines some of the departmental goals for 2014.

STAFF REPORT



As with previous reports, Committee members are encouraged to convey opinions on the value of the report content and its format in order to improve on the report going forward.

FINANCIAL IMPLICATIONS

There are no financial implications associated with this report.

CORPORATE STRATEGIC PLAN

2.3 Provide accountability, transparency and engagement.

DEPARTMENTAL CONSULTATION

Guelph Transit

COMMUNICATIONS

N/A

ATTACHMENTS

ATT-1 Transit Annual Report

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2013 Annual Report Guelph Transit

Table of Contents

General Manager's Message	2
Department Identity Statement	3
Department Overview	4
2013 Performance	5
<i>2013 Financial Performance</i>	<i>6</i>
<i>2013 Customer Service Performance</i>	<i>9</i>
<i>2013 Internal Process Performance</i>	<i>12</i>
<i>2013 Organizational Capacity Performance</i>	<i>14</i>
CSP Support	16
2013 Achievements	17
2014 Initiatives	18

General Manager's Message

Presented for your perusal is the 2013 Guelph Transit Annual Report. This is the third year that the Annual Report has been presented to Council in this format.

Guelph Transit is one of the largest departments in the City of Guelph and is part of the Operations, Transit and Emergency Services Service Area. Transit operates regular weekday service from 5:45am to 12:15am Monday to Friday and operates extended service from 12:30am to 3:30am Thursday to Saturday under contract to accommodate students at the University of Guelph.

2013 was a pivotal year for Guelph Transit. Major service changes were implemented early in 2013 as a result of service issues that were experienced when frequencies were changed to 15 minute peak and 30 minute off peak service cycles. The change resulted in a loss of customer confidence in Guelph Transit which was reflected in our decreased passenger trips in 2013 versus previous year's performance. This reduction in ridership also resulted in less revenue being generated at Transit putting further pressure on the day to day operations.

In addition the City of Guelph conducted an audit of various city departments with respect to overtime performance and costs. The results of this audit put Transit in an unfavourable position as the absenteeism and overtime costs at Transit were at an unfavourable level. This along with the fact that collective bargaining was starting and there had been previous mediation efforts due to the deteriorated union/management relationship resulted in acrimony within the organization. Also during the third quarter of the 2013 some staff changes took place resulting in an interim General Manager and Acting Manager of Operations being placed in the organization in order to reset Transit.

The overtime audit also resulted in a 90 Day Recasting Guelph Transit Plan being formulated in order to improve Transit performance for both our customers, employees and the City of Guelph. The 90 day plan is integrated into the Guelph Transit work plan for 2014 along with other key drivers that affect Transit operations and performance.

In summary 2013 was a year of change for Guelph Transit which has resulted in a renewed focus on customer service, operational performance and employee engagement in order to improve the reputation of Guelph Transit and the City of Guelph.

The team at Guelph Transit looks forward to improving on changes which have taken place during 2013 and are focused on the needs of our customers during 2014 and beyond.



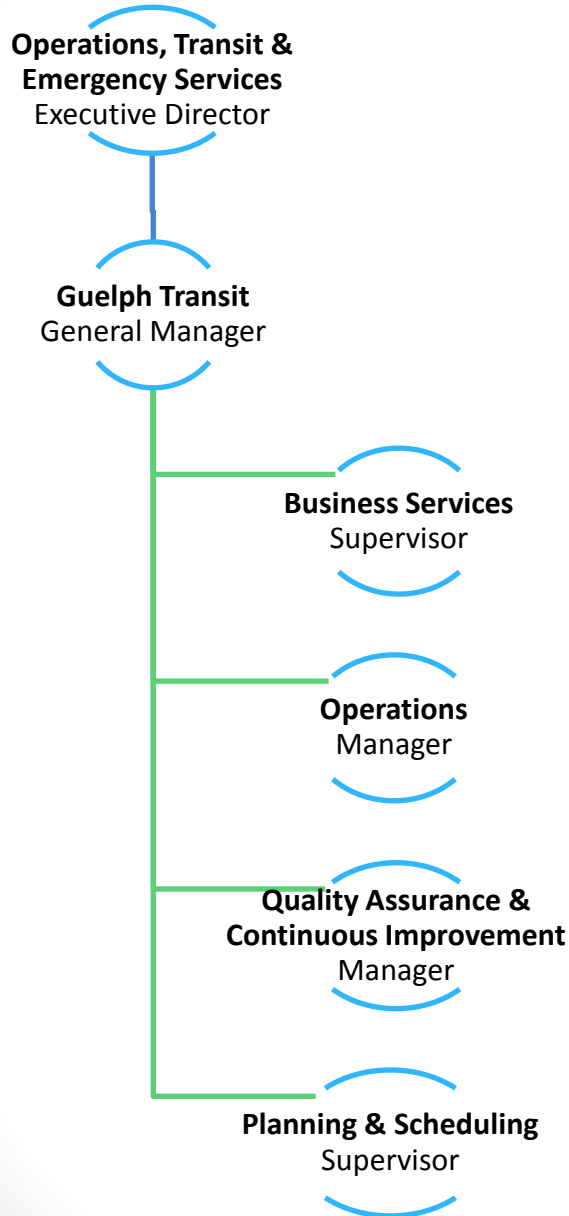


DEPARTMENT IDENTITY STATEMENT

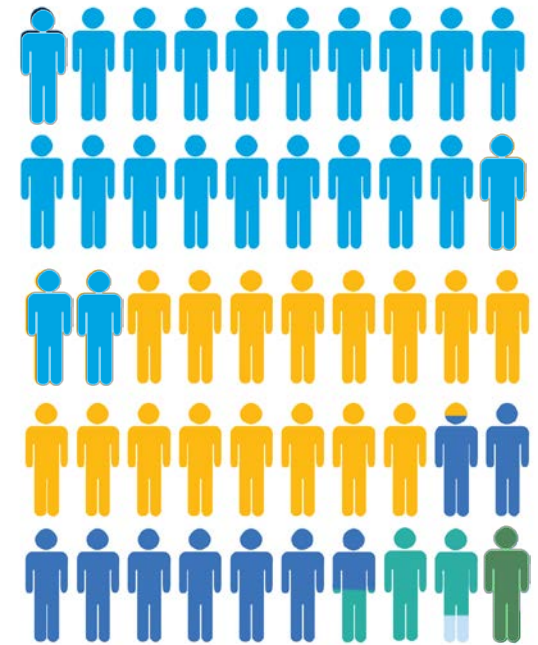
Guelph Transit provides people with mobility and access to employment, community resources, medical care, and recreational opportunities across Guelph. The vision is for Transit to be the preferred transportation choice over the single occupant vehicle for residents, employees and visitors to Guelph



Department Overview



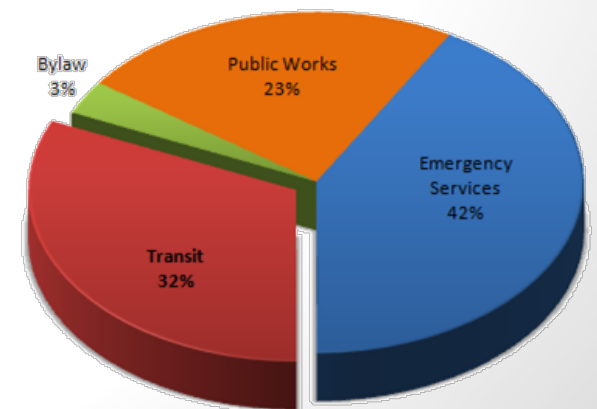
- Manage Guelph Transit’s business functions
 - Maintain communication channels
 - Monitor marketing and sales programs, pilots and initiatives
 - Oversee the customer service
- Conventional service employs 73 fully accessible low-floor buses
 - Transit’s _ fleet of 10 mobility buses provide door-to-door service for passengers who may or may not use personal mobility devices
- Facility management
 - Capital project management
 - Continuous Improvement
- Prepare annual service standard and benchmarking report
 - Assess route performance and develop route and service adjustments
 - Continued monitoring of the new service model (introduced in 2013)



WORKFORCE DISTRIBUTION

- Operations, Transit & Emergency Services (58%)
- Planning & Building, Engineering & Environmental (20%)
- Community & Social Services (14%)
- Corporate && Human Resources (7%)
- CAO Administration (1%)

OTES Workforce Breakdown



2013 Performance

The performance scorecards for Guelph Transit consist of both KPIs and Statistics. Both types of measurements are needed to effectively manage the department. The scorecard identifies performance for the current reporting period and one previous reporting period. Trend analysis is provided through the performance charts of the scorecard.

Performance is broken into four key areas;

- Financial
- Customer Service
- Internal Processes
- Organizational Capacity

Definitions

Key Performance Indicator (KPI): *A measurement of the degree or status of progress towards goals and objectives. It is a measurement that can be impacted by management activities.*

Statistic: *A measurement that provides information on trends or events. Management activities often have minimal impact on statistics, such as number of customer calls or quantity of visits. Statistics inform activity that can impact the key performance indicators.*

Trend: *The direction that a measure (statistic or KPI) is moving. It can be towards or away from the target/goal.*



The results are positively trending. Meaning they are moving closer to target.



The results are negatively trending. Meaning they are moving away from the target.

Status:



The results are positive and within target, no action is necessary.



The results are in range of the target, but not yet achieving target, some mitigating action may be necessary.

























The results are outside the target range and corrective actions/initiatives are required to correct performance.

Financial Performance

Monitoring our operating budget performance provides us the necessary information to manage the department and ensure services are provided to the community efficiently

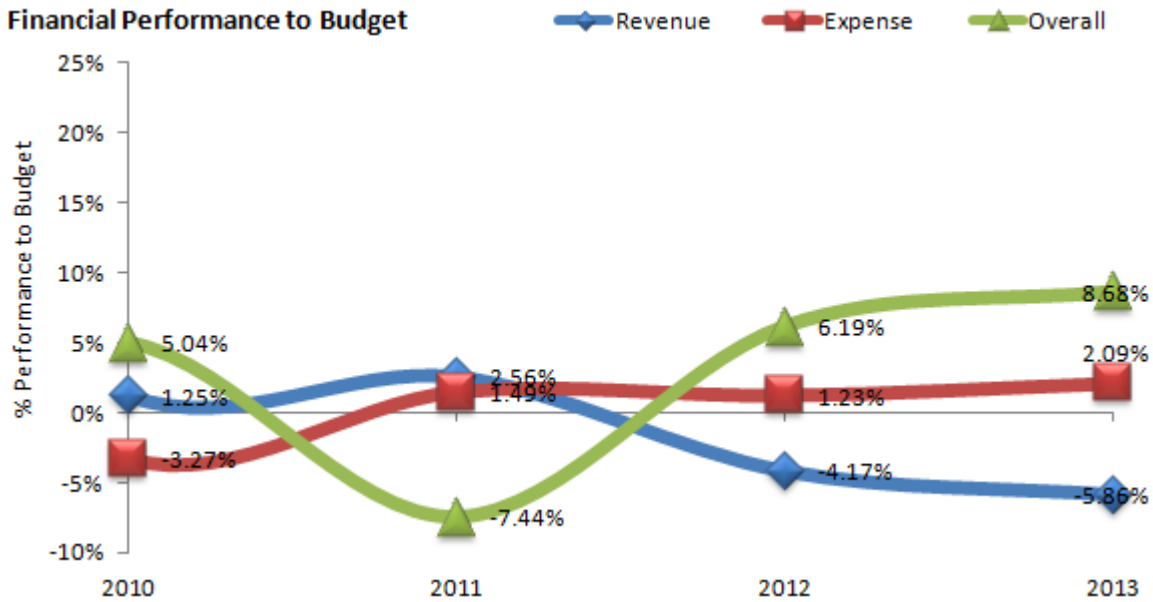
Financial Performance Scorecard

Legend  Positive Stay the course  Caution In range but just outside target  Negative Corrective actions /initiatives required  Positive trend towards target  Negative trend away from target

Measure	2013 Performance	2013 Target	Trend	2012 Performance
Operating Revenues consist of user fees, service charges, product sales and external recoveries	 -5.9%	0%/2%		-4.2%
<i>Cash Fares</i>	 5%	0%/2%		-13%
<i>Ticket Fares</i>	 -19%	0%/2%		-13%
<i>Passes</i>	 -14%	0%/2%		-10%
<i>U-Pass/Late Night</i>	 -1%	0%/2%		7%
Operating Expenditures include salary, wage & benefits, purchased goods and services and other expenses.	 2.1%	0%/-2%		1.2%
Overall Operating Budget Performance includes the expenses and revenues that occur during the normal provision of the department services	 8.7%	0%/-2%		6.2%
Revenue vs. Cost provides information on the percent (%) of expenditures offset by the revenues received	 52%	Max 57%		55%
Municipal Subsidy per Capita is the amount (\$) that the Municipality spends, not recovered through revenue, to provide transit service to the community, per current population levels	 \$104.2	No target set - statistic		\$88.40

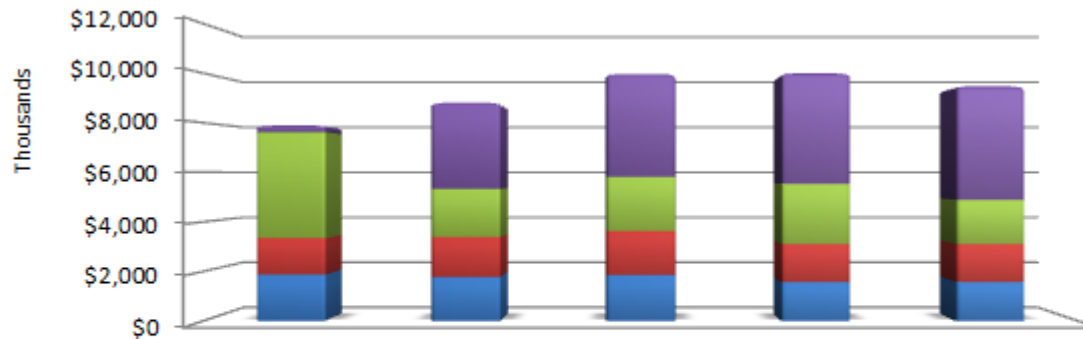
Financial Performance Trends

Financial Performance to Budget



Overall budget performance performance in 2013 was over budget target due to lower than anticipated revenues, increased fuel, maintenance costs and operating costs.

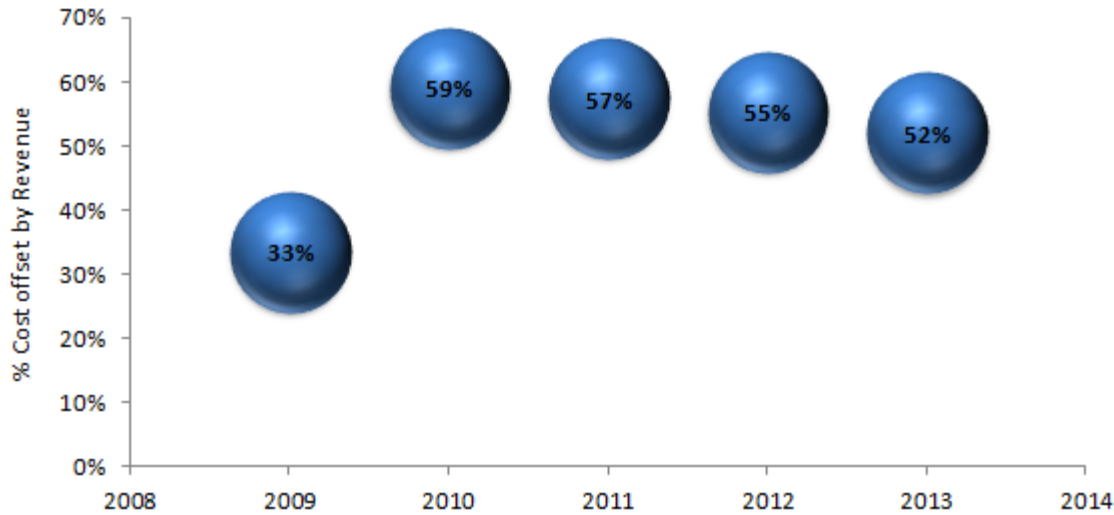
Revenue Breakdown



	2009	2010	2011	2012	2013
Fares - U Pass	\$290,601	\$3,499,330	\$4,179,342	\$4,485,300	\$4,608,793
Fares - Passes	\$4,272,523	\$1,940,599	\$2,197,560	\$2,433,678	\$1,780,785
Fares - Tickets	\$1,474,067	\$1,618,523	\$1,770,076	\$1,539,581	\$1,527,457
Fares - Cash	\$1,868,830	\$1,774,333	\$1,853,755	\$1,569,564	\$1,583,046

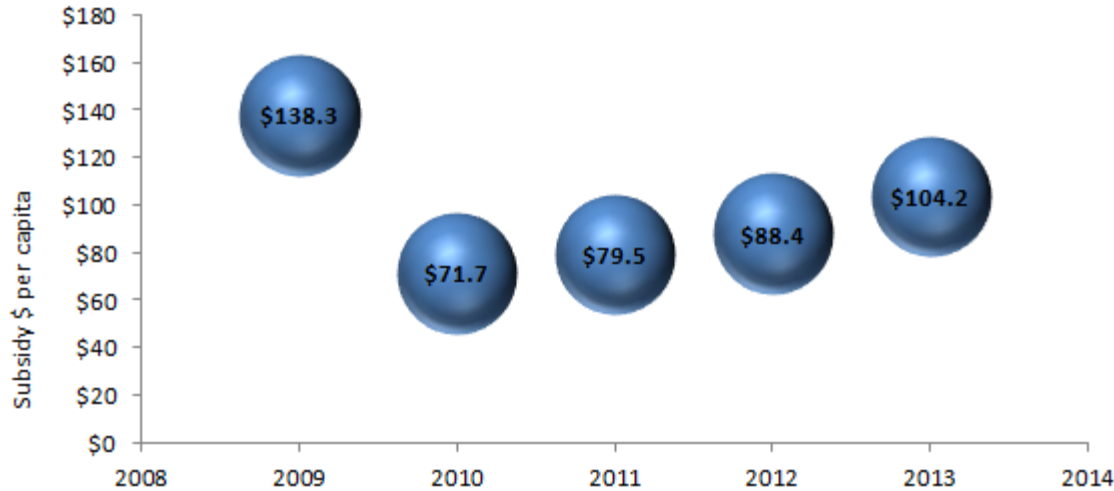
Revenues for 2013 were under budget by 5.9% with cash fares exceeding the target by 5% but ticket and pass fares performing below expectations

Revenue Vs. Cost



Revenue vs. Cost provides information on the percent (%) of expenditures offset by the revenues received. The 2013 percentage is 52%. This is lower in 2013 due to lower than anticipated revenues.

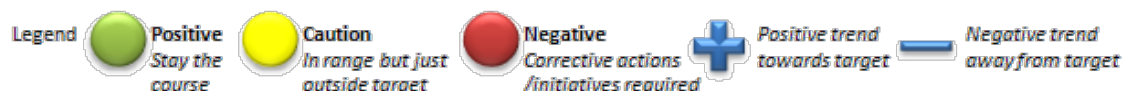
Subsidy per Capita
















The amount of subsidy provided by the Municipality has increased over the last three years due to investment in Transit (Transit Growth Strategy) changing faster than the population is growing

Customer Service

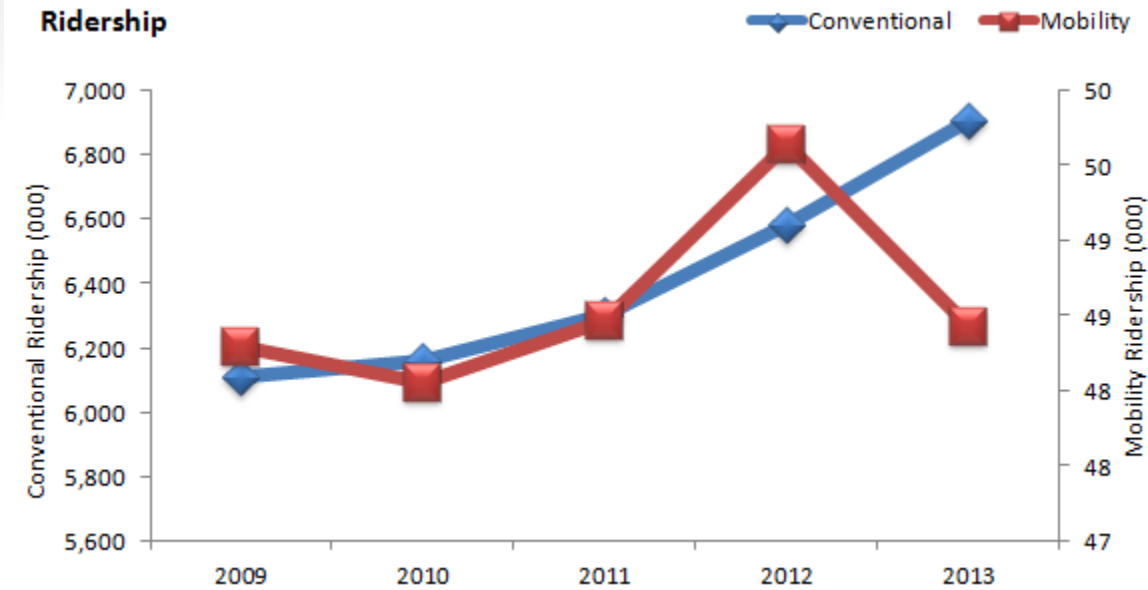
Monitoring customer service provides information on how we appear to our customers, internal and external. This information helps direct our focus and priorities for continuous improvement activities



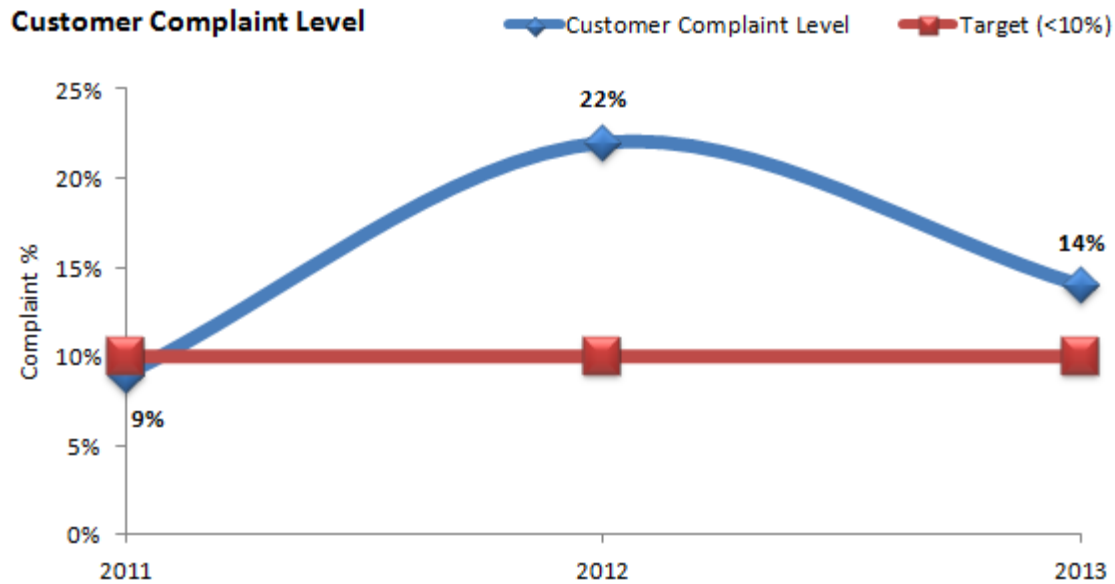
Customer Service Scorecard

Measure	2013 Performance		2013 Target	Trend	2012 Performance
Ridership – Conventional the measurement of passengers utilizing the transit system		↑5% 6.9M	↑5%		6.6M
Ridership – Mobility the measurement of passengers utilizing the transit system		↓2% 48K	↑2%		49K
Customer Complaint Level the measurement of the percent of contact received that is classified as a customer complaint		14%	<10%		22%
Accessibility – Conventional measures the number of conventional buses that are accessible		100%	100%	<i>No change</i>	100%
Accessibility – Bus Stops measures the number of bus stops that are accessible		68%	↑5%		67%
Community Coverage is the percent (%) of the population that is within 400 metres of a bus stop or shelter		90%	90%	<i>No change</i>	90%
Shelter to Stop Ratio provides information on the ratio of bus shelters vs. bus stops within the community		1:12	1:7		1:11
Transfer % (calculated without UPass ridership) measures the % of total ridership that is a transfer instead of a purchased fare		15%	N/A	N/A	15%

Customer Service Trends

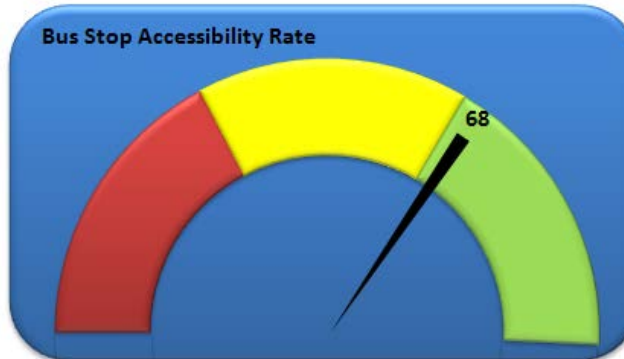
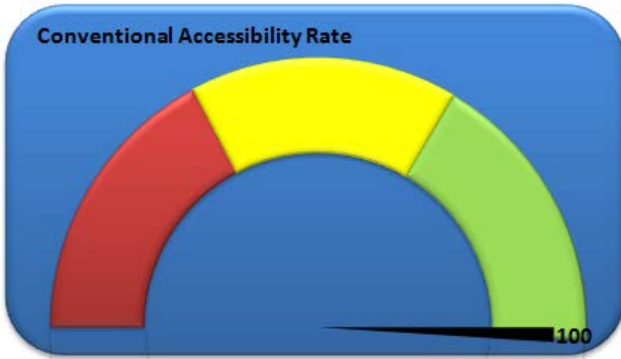


Overall ridership continues to increase year over year.

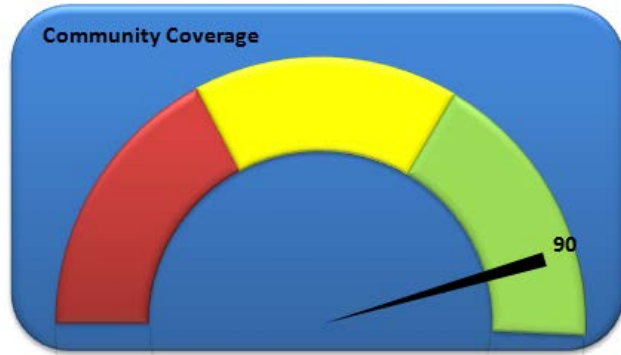


Route and service changes in 2012 resulted in a sharp increase in the number of customer complaints received.

Management of the changes and continued improvements have resulted in a reduction in the customer complaints received.

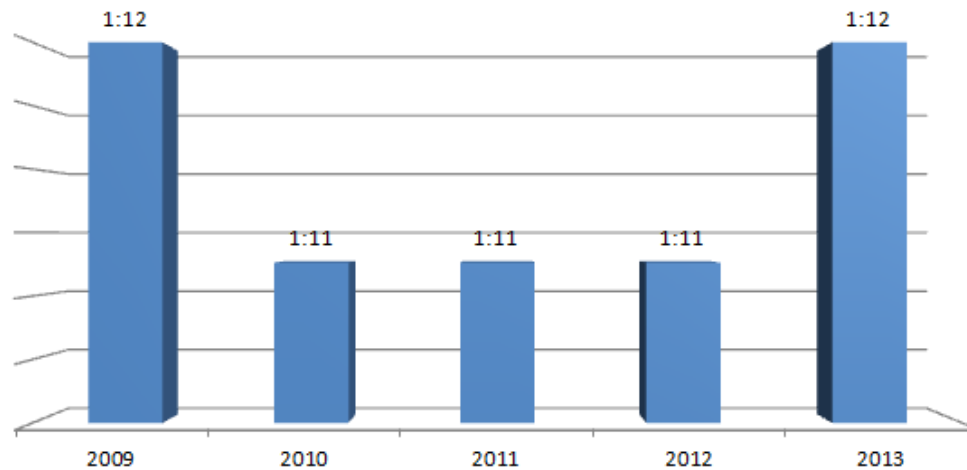


100% of the conventional buses are accessible. 68% of the bus stops are accessible.



90% of the population is within 400 metres of a bus stop or shelter.

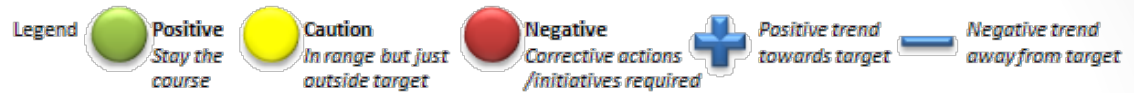
Shelter to Stop Ratio



The 2012 route changes resulted in shelters being removed and reinstallation is underway, where applicable.

Internal Process Performance

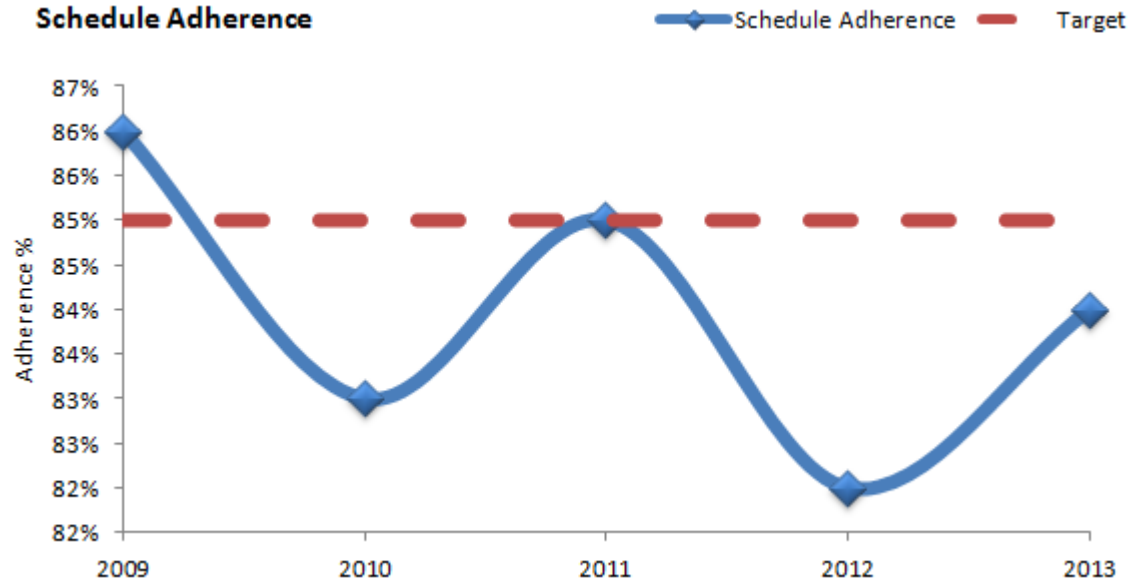
Monitoring the process that we need to excel at in order to provide services and ensure customer and stakeholder satisfaction provides us information required to identify and prioritize continuous improvement activities.



Financial Performance Scorecard

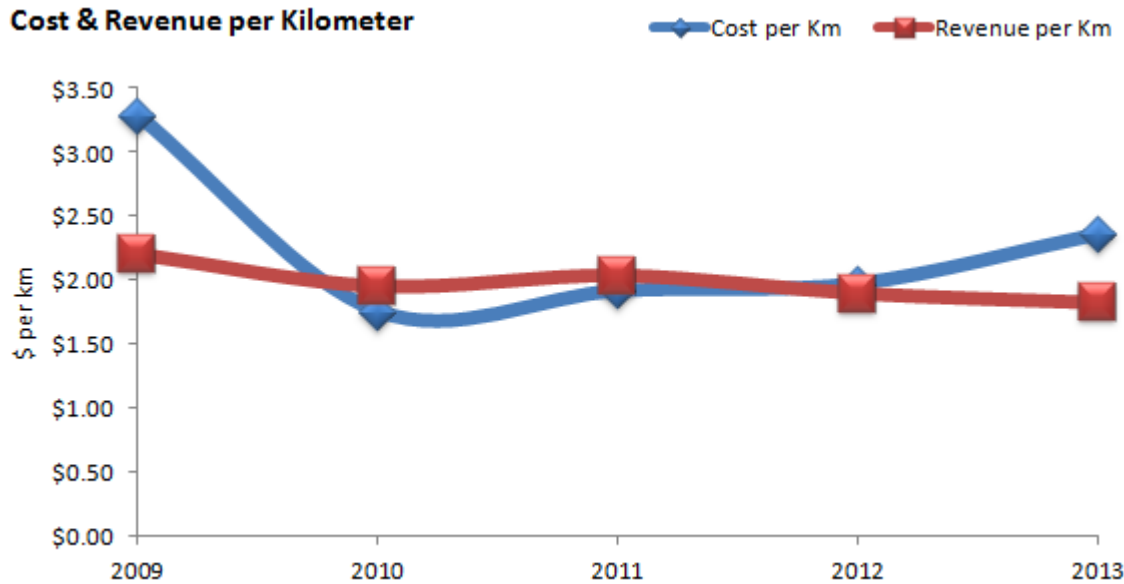
Measure	2013 Performance		2013 Target	Trend	2012 Performance
Schedule Adherence measures the percentage of time the vehicle arrives at the stops no more than two (2) minutes early or five (5) minutes late compared to the scheduled time.		82%	85%		85%
Passenger Load Factors provides a measurement of infrastructure utilization.	<i>This is a future measurement for Transit once the Transit Technology Plan is implemented. The auto-passenger counters need to be installed in the vehicles for this data to be collected</i>				
Service Utilization measures the routes that have an average of 25 passengers per hour.	<i>This is a future measurement for Transit once the Transit Technology Plan is implemented and the auto-passenger counters are implemented.</i>				
Mileage is a statistic that tracks the total kilometers travelled while providing transit service to the community.		5.4M	Statistic – No Target Set		5.0M
Cost \$ per Kilometer measures the total cost of providing transit services per kilometer travelled while providing this service.		\$2.36	\$2.30		\$1.97
Revenue \$ per Kilometer measures the total revenues received per kilometer travelled while providing transit services to the community.		\$1.82	\$2.05		\$1.90

Internal Process Trends



A target of 85% is in line with industry standards for transit properties the size of Guelph.






Transit travelled enough kilometres to go to the moon and back 13 times or to travel around the world 121







*The cost per kilometre was \$2.36 in 2013.
The revenue per kilometre travelled was \$1.82 in 2013.*

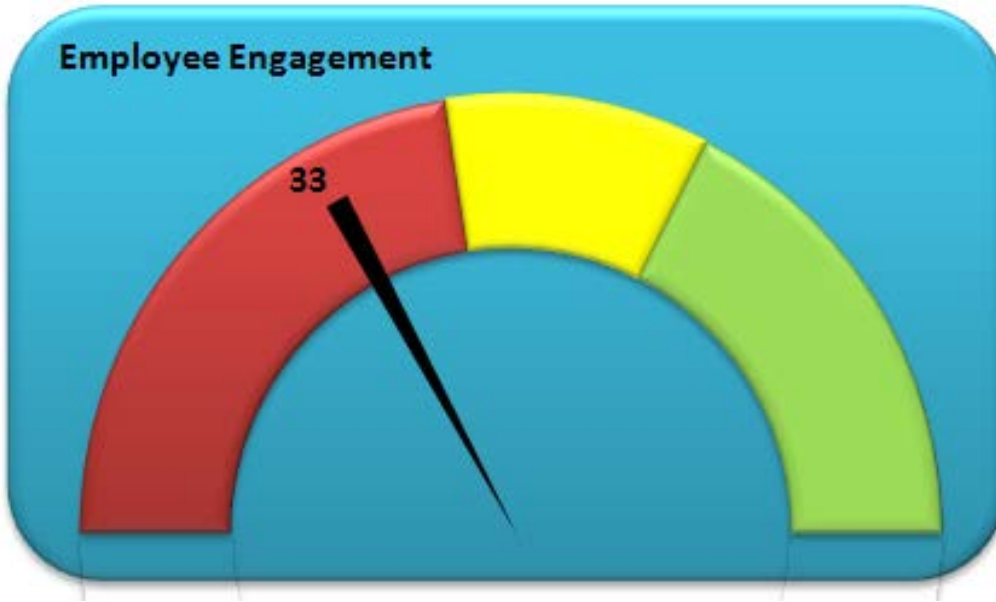
Organizational Capacity Performance

Monitoring the performance in the identified areas of organizational capacity will allow us to ensure that we can sustain our ability to change and improve.

Legend  **Positive**
Stay the course  **Caution**
In range but just outside target  **Negative**
Corrective actions /initiatives required  **Positive trend**
towards target  **Negative trend**
away from target

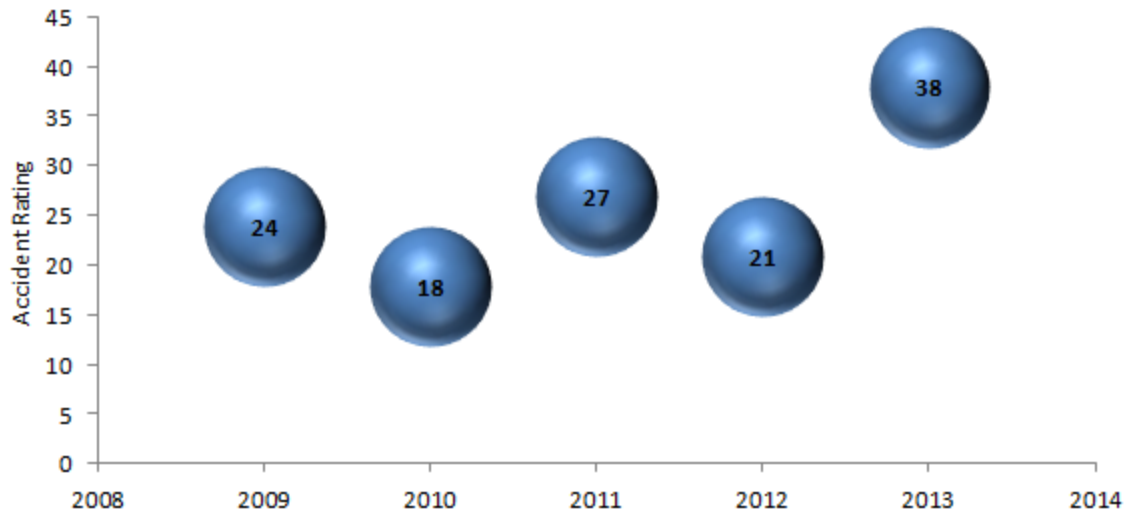
Organizational Capacity Scorecard

Measure	2013 Performance	2013 Target	Trend	2012 Performance
Accident Rating is tracked through Corporate Commercial Vehicle Operator's Registration (CVOR)	 38	<20-25		21
Employee Engagement was surveyed across the organization in 2012.	 33%	<i>Single data point no target set or trend available</i>		33%
Training - ATU measures the training plan attainment, which is the planned training vs. actual training. This measure is important to ensure organizational capacity is maintained and built	 100%	95%	N/A	100%



Transit employee engagement overall score was 33% engaged, 35% somewhat engaged and 33% disengaged

Accident Rating

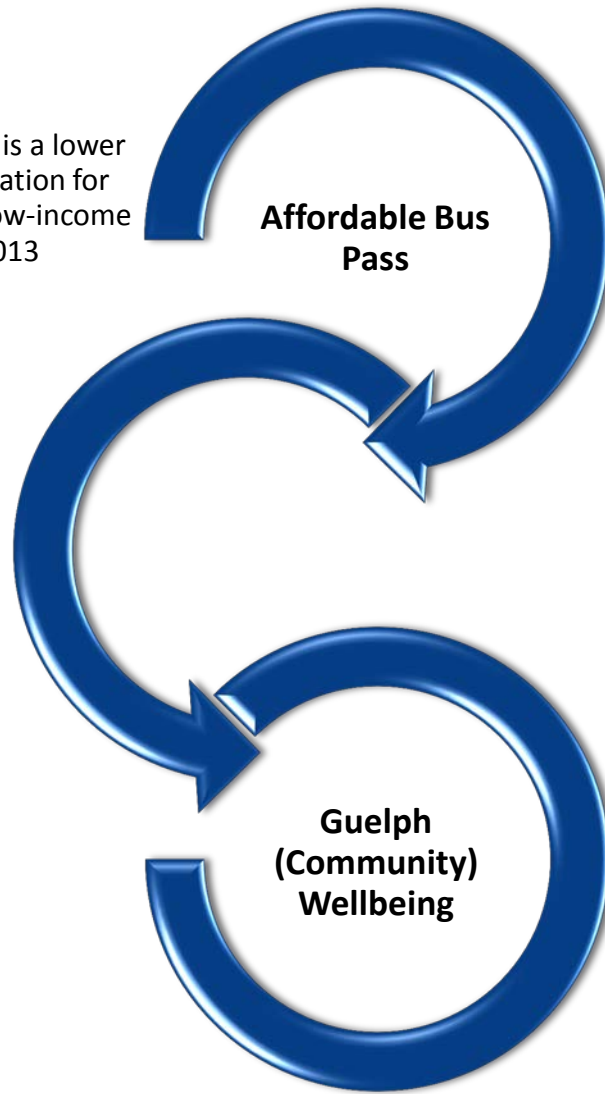


The accident rate is a rolling 5 year total of incidents as reported through the CVOR

CSP Support

Guelph Transit's 2013 work plan included one (1) project that directly supported the Corporate Strategic Plan (CSP) and its initiatives for Guelph (Community) Wellbeing.

- Guelph Transit's Affordable Bus Pass is a lower cost pass to provide public transportation for adults, youths and seniors living in low-income households - Pilot program run in 2013



2013 Accomplishments



Hamilton Tiger Cats

- Support of the Hamilton Tiger Cats home games at University of Guelph

Service Model

- Implementation of new service model of peak service every 20 minutes and off-Peak service every 30 minutes

Contract Negotiations

- Initiated contract negotiations with ATU

Key Performance Indicators

- Development and implementations of key performance measures

2014 Initiatives

Customer Service

Implementation of customer service and response standards, training and improved software

CAD/AVL System

Implementation of new CAD/AVL Software

Recasting Transit

Implementing the actions in the Recasting Transit initiative, addressing the issues identified in the overtime audit and hth performance updated

Contact Information

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