



Program: Transit Services

Program Based Budget

2010 - 2012

Overview

Program:
Vision Statement: To be the transportation means of choice through innovative, creative, responsive and customer-focused service delivery.
Mission Statement: To provide a safe, reliable, convenient and efficient public transit service within the urban area.

Introduction

The Transit Services program is responsible for designing and delivering a range of transit services within the urban boundaries of the Town of Oakville. The program is delivered via four core service areas within the department: Administration; Operations; Fleet and Maintenance; and Planning and Accessible Services.

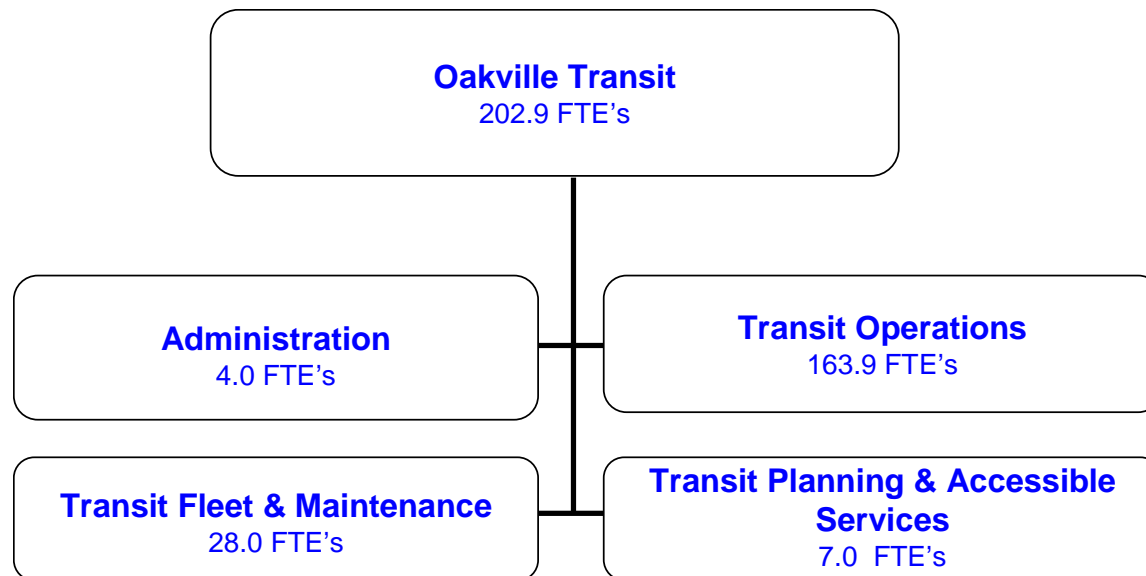
Oakville Transit is able to report on 17 accomplishments through 2009 including improvements in service, accessibility, planning, functionality and training. It also identifies several on-going challenges that impact its ability to fully achieve its goals and objectives.

The focus of Transit Service's strategic objectives will be continuous improvement of our programs and services; commitment to employees; programs and services that are accessible; and programs and services that are fiscally sustainable.

Program Services

The Transit Services program provides activities through the following services:

- Transit Administration
- Transit Operations
- Transit Fleet and Maintenance
- Transit Planning and Accessible Services



Major Accomplishments in 2009

The major accomplishments within the Transit Services Program include:

Service Improvements

Transit introduced its new service design on September 6, 2009. This model for service delivery combines a modified local route system with six cross-town grid routes. It also included replacement of evening, Sunday and Holiday Zone Service with fixed route conventional accessible service. It is anticipated that this will result in a significant increase in off-peak ridership. Transit Services continues to monitor this new service for the purpose of making minor adjustments based on early performance and stakeholder feedback.

Uptown Core Terminal

In September of 2009, the second phase of our new Uptown Core Terminal was completed. This terminal will improve Oakville Transit service connectivity in the Dundas and Trafalgar area while providing safer and more efficient customer access to the area's existing and future commercial/retail development. The expanded terminal includes a total of nine bus bays providing inter-municipal and inter-regional transit service connections.

Sheridan College Terminal

Oakville Transit partnered with GO Transit and Sheridan College to construct a new five bay transit terminal on campus at the Ceremonial Drive entrance. This terminal will improve service delivery to the Town's single biggest transit ridership market outside of the GO train line. Oakville Transit will make use of three bus bays on the south side and passengers will benefit from larger fully enclosed heated bus shelters. This terminal will be serviced in both directions by Oakville Transit's Route 24 and its new Route 1.

Care-A-van Service

Care-A-van bus service was increased by 40 hours per week as of July 2009. This reduces the number of customers that are required to be referred to private taxi companies for ride accommodation thereby improving overall customer service. As well, effective July 1st Oakville Transit's care-A-van service commenced "door-to-door" service for its customers. This change to operating procedures allows customers to wait inside for their ride and provides driver escort to and from the bus. The result is a safer, more comfortable and more convenient trip for care-A-van customers.

Fleet Expansion

The transit fleet was expanded by a further eight (8) buses delivered in 2009 with three (3) other buses being replaced. All new buses have fully accessible low floor design. The care-A-van fleet also received two (2) new ramp equipped buses (one expansion and one replacement). These buses will provide improved customer access and safety as they allow for entry and exit by means of a front door ramp as opposed to a rear lift. Another four (4) new buses were received in February from our 2008 order.

Major Accomplishments in 2009 (Continued)

Fleet Sustainability

Eight (8) buses underwent complete body and engine refurbishment to extend their life expectancy as part of our annual fleet rebuild program. This mitigates the need for more expensive fleet replacement ensuring maximum return on initial investment. Vehicle life expectancy is thereby ensured to the 12 to 14 year range.

Bus Stop Passenger Amenities

Passenger convenience was significantly improved with the installation of 37 new bus shelters throughout the town. These shelters are a new, more modern design and installation priority was given to locations along primary corridors (new grid routes). All existing shelters along Trafalgar Road were replaced with this new design.

Bus Stop Signs

More than 1,000 bus stop signs throughout the Town were replaced with a new more recognizable and distinctive design. The replacement of all signs was completed through the second half of the year and was done in conjunction with the placement of 37 new bus shelters.

Presto Farecard

By the end of June, Oakville Transit completed the installation of Presto Farecard equipment on ten (10) of its buses. These buses will be used in the November Stage One launch. The Town of Oakville will be the first municipality to employ the Presto Farecard in the GTA when it launches Stage Two in early 2010.

Waterfront Festival

Transit Services were once again provided for the annual Waterfront Festival with great success. This event taxes Transit's ability from both a staff and equipment perspective. However, this year all Festival attendees were cleared from the park quickly and without incident. In addition, measures were taken to reduce the labour overtime paid to provide service and supervision to this event.

Marketing Campaign

Transit launched a major new marketing campaign leading up to the September launch of the new service. This was followed by a post implementation marketing campaign that combined all major transit initiatives together to demonstrate that the sum of all projects represents a major commitment to improved transit in the town.

Student Ridership Incentive

The Student Freedom Pass was offered as an "all day any day" Pass for the months of July and August. This is the third year of this program which generates more than 20,000 student transit rides over the two month period. Transit also entered into an agreement with the Halton District School Board for the purchase of 300 monthly student passes each month for the balance of the 2008/2009 school year. The Board distributed these passes to "at risk" students. This initiative resulted in an additional \$81,000 in fare revenue for Oakville Transit as well as an opportunity for increased ridership.

Major Accomplishments in 2009 (Continued)

Transit Fare Adjustment

Transit introduced a general fare increase in January to offset a portion of the increased operating costs resulting primarily from a dramatic spike in fuel costs. As well this increase ensured an appropriate rate of cost recovery from the new service design. The increase was received by our customers with relatively minor negative feedback.

Accessible Services

Staff completed the department's annual Transit Accessibility Plan, providing a comprehensive audit and assessment of all facets of our accessible services. This included a review of our specialized transit service (care-A-van) as well as our conventional service, fleet, infrastructure, communications, customer service and training. This plan is a legislative requirement of the Ontarians with Disabilities Act (ODA) and identifies barriers to accessibility while establishing a plan for their removal.

New Transit Facility

Transit awarded the contract for design of its new Transit facility on the newly acquired 430 Wycroft site. In June 2009 Transit received an Infrastructure Stimulus funding commitment in the amount of \$30,000,000 from the Federal and Provincial governments for construction of the new facility. Demolition and site preparation began in September and the construction tender is to be released in November. Substantial completion of this new facility is planned for March 2011. The new facility will, at a minimum, be LEEDS Silver certified.

Staff Training

All Oakville Transit staff completed a training program specially developed for Transit Services that combines Service Oakville, Presto Farecard, and Workplace Harassment training. This consolidated approach to delivering unrelated training modules proved more efficient than delivery of individual programs over a longer period of time. As well, the Manager of Operations received comprehensive and specialized leadership training at Queen's University.

Employee Engagement Survey

Transit rolled out its 2008 Employee Engagement Survey results to employees at a mass meeting held in April. The meeting, facilitated by the Town's Organizational Development Consultant was attended by more than 70 employees including drivers, supervisors, office and maintenance staff. An Action Plan Development Team was created from representatives of those in attendance. The meeting was also recorded and DVDs created thereby affording an opportunity for those unable to attend to see and hear the entire meeting. Subsequently, a departmental action plan was created and implemented to address the primary areas of concern identified by employees.

Program Area Significant Issues

There are several issues which continue to impact the operations of Oakville Transit:

Facility Constraints

This is the single biggest challenge facing Oakville Transit. The existing Transit facility severely constrains our ability to properly service our fleet, manage our assets and accommodate our employees. While this will continue to be a challenge through 2010, the new transit facility will resolve these issues by spring of 2011.

Service Design

The new service design was implemented in September 2009 to address the limitations and constraints imposed by the old radial system. The challenge through 2010 will be to secure funding that will allow us to address the opportunities for improvement in design that result from stakeholder feedback. Delay in responding to the more pressing gaps may negatively impact ridership and jeopardize the success of the new design.

AODA Standards

The standards continue to be developed in isolation of each other creating an unnecessary burden on municipalities attempting to achieve compliance with items such as training and staffing. The industry specific Transportation Standard is now almost complete and promises to impose significant additional operating expenses on municipal transit service providers. There are many legislated obligations related to these standards as well as significant costs with no indication of the availability of additional funding. Although compliance dates are one to two years away for most regulations, preparation needs to start now in order to avoid significant financial hardship with compliance being attempted in one budget year.

Increasing Demand for care-A-van Service

Demand for this specialized transit service is rapidly increasing and causing an additional and undesirable reliance on contracted private taxi services. With no ability to cap the ride requests, Transit's ability to control associated costs is severely inhibited. The inability of the contracted taxi service providers to supply reliable service to our care-A-van customers also continues to be a problem. Customers are often left stranded by taxis that fail to arrive for a reserved pick-up. Accessible vans have proven to be very unreliable, especially in the evening and as such Transit has no ability to refer any trip requests involving use of a mobility device. Reliance on taxi services for non-ambulatory services should be reduced and standards for customer service need to be applied to taxi operators.

Timing of Service Improvements

Each year there are situations and/or opportunities that arise with respect to the provision of service. On occasion we experience an inability to accommodate route specific increases in demand, new destinations and service required by legislation without adding some additional (unbudgeted) service. Funding limitations for transit expansion result in service improvements arriving subsequent to the establishment of other travel patterns. Delay in funding allocations prevents a proactive approach to Transit planning. Additional flexibility toward funding services would improve the program's ability to deliver a level of service that will attract new riders.

Program Area Significant Issues (Continued)

Staff Resources

There is a need for additional staff positions to address improvements to supervision, maintenance, clerical and customer service functions.

Unpredictable Fuel Costs

Fuel costs have fluctuated dramatically over the last five years (\$.53/L to \$1.30/L). This commodity has proven to be volatile, unpredictable and very upwardly responsive to a variety of global events. As such, our ability to predict future costs with any certainty is somewhat limited. Unforeseen increases in 2008 resulted in a significant unfavorable variance for diesel fuel accounts.

GO Transit Coordination with Local Transit

Improved coordination and communication by GO Transit is necessary to alleviate recurring issues of commuter rail service improvements, initiatives and delays occurring that ultimately create connection and scheduling conflicts for local transit and our customers. Increased frequency on the now established Grid Routes would help to reduce this problem.

Uptown Core Terminal – Driver Facilities

The second phase of this terminal was completed in the fall; however, the resulting nine bay terminal does not have any facilities to accommodate the needs of driving staff. This includes washroom and lunchroom facilities. This concern is more urgent considering the implementation of Mississauga Transit service on Dundas to the Uptown Core in October. Drivers from external transit service agencies will require availability and access to this type facility. Funds for driver amenities have been included in the 2010 capital budget and preliminary design was completed in 2009.

Delays implementing service improvements due to subdivision construction phasing

The phasing of construction in new developments can result in delays to the implementation of new transit service due to discontinuous road systems within new subdivisions. Transit will continue to work with Planning and Development services to expedite introduction of transit service to new development areas. The “transit first” approach adopted for North Oakville will be a challenge to achieve if this cannot be overcome.

Requirement to deliver costly special event services with no specific funding and lost opportunity for revenue

There are at least seven special events for which Transit is expected to provide “free service”. The cost of providing this service is absorbed by the Transit Services program while there is no opportunity provided for recovery of any portion of these costs. Transit is seeking funds to specifically cover the delivery of these events as well as an understanding that there should be, at least, a “nominal fare” associated with usage of the service.

Strategic Objectives (Initiatives) for 2010 – 2012

Council's Strategic Goal/Area of Focus (If Applicable)	Program Strategic Objective	Guidelines for Deliverables	Expected Outcome/Timing	Program Service
To continuously improve our programs and services	North Oakville Transit Plan – Develop service implementation plan	Application of “Developers’ Toolkit” to ensure earlier and appropriate introduction of transit services to new developments Continued Transit involvement in planning and development meetings, pre-consultation meetings	Ongoing work with Planning Services to facilitate efficient and early introduction of transit service in new developments	Transit Planning and Accessible Services
	Address staff resource requirements	Shortage associated with replacement of existing staff Shortage associated with acquisition of new staff	Base budget adjustments and ongoing management of staff fluctuations will address some of these concerns	Transit Administration
	Dundas Bus Rapid Transit (BRT) development with Metrolinx, Halton and Burlington	Participate in the on-going development of a Dundas BRT service as approved and funded by Metrolinx. This includes active participation on the Metrolinx Benefits Case Analysis team and the Halton Region led BRT detail design team	Ongoing work with project partners to develop service concept and secure capital and operating funds Government funding has been provided to Halton for capital costs related to the approved submission No Operating funding yet made available. Potential implementation by 2011	Transit Planning and Accessible Services
	Implementation of AVL (GPS) based Transit Information and Communications System (TICS)	Complete communications system design. Issue an RFP for AVL and communication system with automated announcement and customer information display capability	RFP distribution Q3 2010 Contract award Q4 2010 Projected 12 month implementation	Operations; Fleet and Maintenance
	Replacement transit vehicle acquisition. All new bus orders to be equipped with bike racks from manufacturer.	Replacement buses only to be purchased in 2010 as the current facility is incapable of accommodating further fleet expansion	Acquisition pending budget approval Buses to be ordered late 2010 for delivery after occupation of new transit facility in spring 2011	Transit Operations; Transit Fleet and Maintenance

Council's Strategic Goal/Area of Focus (If Applicable)	Program Strategic Objective	Guidelines for Deliverables	Expected Outcome/Timing	Program Service
To continuously improve our programs and services	Further expansion of fare related ridership initiatives (SFP, U-Pass, GTAFS)	Continue working with HDSB to identify opportunities for Student Pass initiatives Continue discussions with Sheridan Student Union for the introduction of a College U-Pass program Continue working with GTAFS partners towards implementation of Presto card	Sheridan SU will be approached again in Q4 2009 Transit has engaged in ongoing promotion of U-Pass program. Transit will seek a referendum by the end of this school year U-Pass program would significantly increase transit ridership	Transit Planning and Accessible Services
To continuously improve our programs and services	Construction of a new transit facility that provides for administration, operations, maintenance, storage and parking control	Continue working with Giffels/IBI on facility design and preparation of tender package with construction to begin in Q1 2010	Project substantial completion March 31, 2011	All
To have programs and services that are accessible	Develop plan for compliance with the emerging AODA standards including the Transportation Standard	Customer Service, Built Environment, Employment, Communications, and Transportation Standards	Customer Service Standard Regulation - January 2008 It is anticipated that the remaining four standards will become regulation in 2010 and 2011 with the Transportation Standard emerging in the first half of 2010	Transit Planning and Accessible Services
	Continue with conversion of care-A-van fleet to ramp equipped low floor or kneeling buses	Specification for new care-A-van RFP to require ramp equipped low floor bus or equivalent	Beginning in late 2009 Transit began the transition of its care-A-van fleet to ramp equipped. This will continue with 2010 and subsequent acquisitions.	Transit Fleet and Maintenance; Transit Planning and Accessible Services
To have programs and services that are fiscally sustainable	Establish appropriate discount formula for concession fares	Establish appropriate base fare structure and strategy for future adjustments	Redistribution of concessions and fare increase; fare increase has been referred to Budget Committee. Adjust price point for Adult and Student monthly pass that is consistent with comparable GTA properties.	Transit Planning and Accessible Services

Council's Strategic Goal/Area of Focus (If Applicable)	Program Strategic Objective	Guidelines for Deliverables	Expected Outcome/Timing	Program Service
To have programs and services that are fiscally sustainable	Termination of Transit Services Agreement with Town of Milton	Workforce to be adjusted appropriately subsequent to termination of agreement	Agreement to be terminated March 2010. Milton advised that no extension will be considered	Transit Planning and Accessible Services
	Development of Transit performance measures and period reporting	Develop formulas and format for period to date reporting on measures for each business unit	Period to date tracking of critical performance. Improved management of operations	All
	Conduct follow-up review of Audit recommendations for revenue processing	Reconcile revenue processing activities and controls with audit recommendations Identify/address any gaps	Follow-up review by Internal Audit currently underway Transit to conduct internal review in summer 2010	Transit Administration
To be accountable in everything we do	Update corporate policies and continue development and updating of standard operating procedures	Develop standard operating procedures for all business units	Operating procedures review and development underway with Q1 completion target	All

Oakville Transit 2010 Expenditure Summary by Program and Service

	2009 2009 Budget	2009 YTD Actuals	2010 Base Budget	Base Budget Change (%)	2010 Requested Adjustments	2010 Requested Budget	2009 - 2010 Change (%)
EXPENDITURE BY PROGRAM							
Oakville Transit							
Transit Administration	505,800	353,279	422,600	(16.4%)	0	422,600	(16.4%)
Transit Operations	9,107,600	6,169,842	9,941,100	9.2%	0	9,941,100	9.2%
Transit Fleet & Maintenance	8,583,300	6,710,915	9,149,000	6.6%	0	9,149,000	6.6%
Transit Planning & Accessible Services	1,098,000	777,932	1,162,500	5.9%	0	1,162,500	5.9%
Total EXPENDITURE BY PROGRAM	19,294,700	14,011,968	20,675,200	7.2%	0	20,675,200	7.2%
REVENUES							
Activity Revenue	7,974,800	4,568,322	6,926,500	(13.1%)	0	6,926,500	(13.1%)
Internal Recoveries	45,100	33,905	45,100	0.0%	0	45,100	0.0%
Other Revenue	262,800	197,100	506,800	92.8%	0	506,800	92.8%
Total Revenues	8,282,700	4,799,327	7,478,400	(9.7%)	0	7,478,400	(9.7%)
Tax Levy Requirement	11,012,000	9,212,641	13,196,800	19.8%	0	13,196,800	19.8%
TAX LEVY BY PROGRAM							
Oakville Transit							
Transit Administration	442,200	303,708	359,000	(18.8%)	0	359,000	(18.8%)
Transit Operations	1,345,000	1,503,634	2,557,800	90.2%	0	2,557,800	90.2%
Transit Fleet & Maintenance	8,130,800	6,628,679	9,121,500	12.2%	0	9,121,500	12.2%
Transit Planning & Accessible Services	1,094,000	776,620	1,158,500	5.9%	0	1,158,500	5.9%
Total TAX LEVY BY PROGRAM	11,012,000	9,212,641	13,196,800	19.8%	0	13,196,800	19.8%
Gross Expenditures by Type							
Salaries, Wages, Benefits	11,863,200	8,154,936	12,763,400	7.6%	0	12,763,400	7.6%
Materials & Supplies	3,882,600	2,362,879	4,224,800	8.8%	0	4,224,800	8.8%
Purchased Services	1,425,900	1,150,215	1,506,800	5.7%	0	1,506,800	5.7%
Internal Charges	65,400	34,526	65,400	0.0%	0	65,400	0.0%
Other Expenditures	189,400	164,014	244,600	29.1%	0	244,600	29.1%
Minor Capital & Transfer to Reserves	1,868,200	2,145,398	1,870,200	0.1%	0	1,870,200	0.1%
Gross Operating Expenditures	19,294,700	14,011,968	20,675,200	7.2%	0	20,675,200	7.2%

Oakville Transit

2011 – 2012 Expenditure Summary by Program and Service

	2010 Requested Budget	2011 Preliminary Base Budget	Base Budget Change (%)	2011 Requested Adjustments	2011 Forecast Requested Budget	2010-2011 Change (%)	2012 Forecast Base Budget	2012 Requested Adjustments	2012 Forecast Requested Budget	2011-2012 Change (%)
EXPENDITURE BY PROGRAM										
Oakville Transit										
Transit Administration	422,600	969,300	129.4%	0	969,300	129.4%	1,514,900	0	1,514,900	56.3%
Transit Operations	9,941,100	10,128,900	1.9%	0	10,128,900	1.9%	10,516,900	0	10,516,900	3.8%
Transit Fleet & Maintenance	9,149,000	9,587,000	4.8%	0	9,587,000	4.8%	9,821,400	0	9,821,400	2.4%
Transit Planning & Accessible Services	1,162,500	1,189,600	2.3%	0	1,189,600	2.3%	1,219,700	0	1,219,700	2.5%
Total EXPENDITURE BY PROGRAM	20,675,200	21,874,800	5.8%	0	21,874,800	5.8%	23,072,900	0	23,072,900	5.5%
REVENUES										
Activity Revenue	6,926,500	6,893,200	(0.5%)	0	6,893,200	(0.5%)	6,985,300	0	6,985,300	(1.3%)
Internal Recoveries	45,100	45,100	0.0%	0	45,100	0.0%	45,100	0	45,100	0.0%
Other Revenue	506,800	493,300	(2.7%)	0	493,300	(2.7%)	553,800	0	553,800	(12.3%)
Total Revenues	7,478,400	7,431,600	(0.6%)	0	7,431,600	(0.6%)	7,584,200	0	7,584,200	(2.1%)
Tax Levy Requirement	13,196,800	14,443,200	9.4%	0	14,443,200	9.4%	15,488,700	0	15,488,700	7.2%
TAX LEVY BY PROGRAM										
Oakville Transit										
Transit Administration	359,000	905,700	152.3%	0	905,700	152.3%	1,451,300	0	1,451,300	60.2%
Transit Operations	2,557,800	2,792,400	9.2%	0	2,792,400	9.2%	3,027,800	0	3,027,800	8.4%
Transit Fleet & Maintenance	9,121,500	9,559,500	4.8%	0	9,559,500	4.8%	9,793,900	0	9,793,900	2.5%
Transit Planning & Accessible Services	1,158,500	1,185,600	2.3%	0	1,185,600	2.3%	1,215,700	0	1,215,700	2.5%
Total TAX LEVY BY PROGRAM	13,196,800	14,443,200	9.4%	0	14,443,200	9.4%	15,488,700	0	15,488,700	7.2%
Gross Expenditures by Type										
Salaries, Wages, Benefits	12,763,400	13,122,200	2.8%	0	13,122,200	2.8%	13,545,900	0	13,545,900	3.2%
Materials & Supplies	4,224,800	4,564,000	8.0%	0	4,564,000	8.0%	4,716,400	0	4,716,400	3.3%
Purchased Services	1,506,800	1,483,200	(1.6%)	0	1,483,200	(1.6%)	1,501,600	0	1,501,600	1.2%
Internal Charges	65,400	65,400	0.0%	0	65,400	0.0%	65,400	0	65,400	0.0%
Other Expenditures	244,600	235,300	(3.8%)	0	235,300	(3.8%)	304,400	0	304,400	29.4%
Minor Capital & Transfer to Reserves	1,870,200	2,404,700	28.6%	0	2,404,700	28.6%	2,939,200	0	2,939,200	22.2%
Gross Operating Expenditures	20,675,200	21,874,800	5.8%	0	21,874,800	5.8%	23,072,900	0	23,072,900	5.5%

2012 Identified Program Growth and Service Needs										
Transit Services	FTEs Full Time	FTEs Part Time	2012 One Time	2012 Growth	2012 Service Level Change	2012 New Service	2012 Impact	2013 Impact	2014 Impact	Annualized Impact
2012 Requests										
TRN-2012-001 Transit Service Improvements	6.0	2.0				393,100	280,900	674,000		674,000
TRN-2012-002 Supervisor of Training	1.0		3,000			91,800	94,800			91,800
TRN-2012-003 Transit Supervisor	1.0		3,000	91,800			94,800			91,800
TRN-2012-004 Customer Service Representative	1.0		3,000			49,200	52,200			49,200
Total 2012 Requests	9.0	2.0	9,000	91,800		393,100	421,900	915,800		906,800

2010 Recommended Capital Budget

COMMISSION/PROGRAM	Gross Cost	PROGRAM SPECIFIC FINANCING					CORPORATE FINANCING				TOTAL
		Development Charges	Equipment Reserves	Gas Tax Funding	Other Reserves	Funding Grants and Other Revenues	Local Infrastructure Reserve	Capital Reserve	Operating Contribution	Long Term Financing	PROPOSED FINANCING
INFRASTRUCTURE & TRANSP. SERVICES											
Oakville Transit											
54200704 New Transit Facility Incl. Parking O	30,670,000			6,600,000	670,000	20,000,000				3,400,000	30,670,000
54200905 Uptown Core Minor Bus Terminal	150,000								150,000		150,000
54201002 Accessibility Improvements	40,000				40,000						40,000
54201004 Replacement Shelters	10,000			10,000							10,000
54201005 Facility Maintenance	40,000			40,000							40,000
54201006 New Shelters	115,000	103,500		11,500							115,000
54211001 Studies & Reports	10,000			10,000							10,000
54411001 Replacement Buses	3,000,000		1,911,930		1,088,070						3,000,000
54411003 Supervisory Vehicle Replacement	35,000		35,000								35,000
54411004 Major Vehicle Refurbishment	340,000			340,000							340,000
54411005 care-A-van Bus Replacement	180,000		120,600		59,400						180,000
54420503 GTA Fare Card	671,000			546,400		124,600					671,000
54421001 Map Frames (Shelters)	5,000			5,000							5,000
TOTAL	\$ 35,266,000	\$ 103,500	\$ 2,067,530	\$ 7,562,900	\$ 1,857,470	\$ 20,124,600	\$ -	\$ -	\$ 150,000	\$ 3,400,000	\$ 35,266,000

Service: Transit Administration

Purpose of Service:

To provide strategic direction, leadership, management and administrative support for the delivery of transit services as well as to provide oversight and control of revenue room operations.

Service:

Activity	Responsibilities	Current Service Level
Administration of all transit services and functions	Department leadership and senior management function; office administration and clerical support; revenue room control and supervision.	<ul style="list-style-type: none"> • Director of Transit Services • Administrative Assistant • Revenue Control Clerk

Key Performance Indicators

CUSTOMER BENEFITS/IMPACTS	INDICATORS	Target FY09	Actual FY 09	Target FY 10
Cost effectiveness of Transit Services Department	<ul style="list-style-type: none"> • Direct operating expense per passenger 	n/a	n/a	\$5.50
Cost efficiency of Transit Services Department	<ul style="list-style-type: none"> • Total of operating expenses per vehicle hour 	n/a	n/a	\$78.00
Expansion of transit services	<ul style="list-style-type: none"> • Revenue vehicle hours per capita 	n/a	n/a	1.00

PROGRAM OUTCOMES	INDICATORS	Target FY09	Actual FY 09	Target FY 10
Increased funding commitment to transit services	<ul style="list-style-type: none"> • Municipal contribution per capita 	n/a	n/a	\$50.00
Increased uptake on use of transit services	<ul style="list-style-type: none"> • Passengers per capita 	n/a	n/a	14.6
Ensure integrity of fare revenue	<ul style="list-style-type: none"> • Variance between GFI reported revenue and actual 	n/a	n/a	<2%

Transit Administration Budget Summary

	2009 Approved Budget	2009 YTD Actuals	2010 Base Budget	2009-2010 Base Budget Change (%)	2010 Recommended Adjustments	2010 2010 Budget	2009-2010 Change (%)	2011 Forecast Budget	2012 Forecast Budget
By Expenditure Type									
Salaries, Wages, Benefits	402,100	312,367	346,200	(13.9%)	0	346,200	(13.9%)	357,800	368,600
Materials & Supplies	10,100	5,996	9,100	(9.9%)	0	9,100	(9.9%)	9,200	9,300
Purchased Services	93,600	34,917	60,300	(35.6%)	0	60,300	(35.6%)	60,800	61,000
Minor Capital & Transfer to Reserves	0	0	7,000	100.0%	0	7,000	100.0%	541,500	1,076,000
Gross Operating Expenditures	505,800	353,280	422,600	(16.4%)	0	422,600	(16.4%)	969,300	1,514,900
Internal Recoveries	23,600	19,571	23,600	0.0%	0	23,600	0.0%	23,600	23,600
Other Revenue	40,000	30,000	40,000	0.0%	0	40,000	0.0%	40,000	40,000
Tax Levy Requirement	442,200	303,709	359,000	(18.8%)	0	359,000	(18.8%)	905,700	1,451,300
By Service Programs									
Transit Administration	442,200	303,709	359,000	(18.8%)	0	359,000	(18.8%)	905,700	1,451,300
Service Total	442,200	303,709	359,000	(18.8%)	0	359,000	(18.8%)	905,700	1,451,300

Service Results Narrative:

The proposed budget for 2010 does not include any increase to the Transit Administration workforce complement.

2010 Plan

Base Budget Adjustments to Service

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Administration	Adjust base budget for inflation and merit impact on salaries and benefits, materials & supplies, and purchased services	Maintain current service level	Ensure appropriate skilled staff to administer current program services	\$8,900
Administration	Reallocation of salaries and benefits budget due to change in staffing needs from Administration to Operations	Maintain current service level	Ensure appropriate skilled staff to administer current program services	(\$55,300)

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Administration	Adjustment of salaries and benefits	Maintain current service level	Ensure appropriate skilled staff to administer current program services	(\$9,000)
Administration	Reduce base budget for Professional Fees, Skills Improvement, Miscellaneous Purchases and Contracted Services	Maintain current service level	To reduce overall tax levy	(\$34,800)

Capital Budget Impact

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Administration	Adjust base budget for transfer to new Transit equipment related to a supervisor vehicle	Maintain current service level	Ensure appropriate skilled staff and resources to administer current program services	\$7,000

2011 Plan

Base Budget Adjustments to Service

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Administration	Adjust base budget for inflation and merit impact on salaries and benefits, materials & supplies, and purchased services	Maintain current service level	Ensure appropriate skilled staff to administer current program services	\$12,200

Capital Budget Impact

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Administration	Adjust base budget for transfer to	Maintain current service	Ensure appropriate	\$534,500

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
	building maintenance reserve fund for new Transit facility	level	skilled staff and resources to administer current program services	

2012 Plan

Base Budget Adjustments to Service

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Administration	Adjust base budget for inflation and merit impact on salaries and benefits, materials & supplies, and purchased services.	Maintain current service level	Ensure appropriate skilled staff to administer current program services	\$11,100

Capital Budget Impact

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Administration	Adjust base budget for transfer to building maintenance reserve fund for new Transit facility	Maintain current service level	Ensure appropriate skilled staff and resources to administer current program services	\$534,500

Service: Transit Operations

Mission:

We provide users of our transit system with a safe, courteous and on-time service in order to retain and grow our customer base while contributing to improved quality of life in Oakville.

Purpose of Service:

Transit Operations delivers transit services as scheduled in a safe, efficient, cost effective and increasingly accessible manner for the residents of Oakville. In addition, until March of 2010 this service will also provide transit operations on behalf of the Town of Milton.

Service:

Activity	Responsibilities	Current Service Level
Conventional transit service	Delivery of scheduled fixed route transit services relative to service schedules developed by Planning as well as Seniors Specials and special event service	<ul style="list-style-type: none"> • 1 Manager of Operations • 7 Transit Supervisors • 2 Operations Clerk • 114 full-time Drivers / 31 less-than-40-hour Drivers • 231,972 service hours • 26 routes Monday to Friday (5:45am to midnight) • 19 routes on Saturdays (5:45 am to midnight) • 14 routes on Sundays and Stat. Holidays (8 am to 8 pm) • 3 Senior Specials operating one day per week each
Milton transit services	Provision of drivers and administrative support to the Town of Milton required for the delivery of their transit services	<ul style="list-style-type: none"> • 5 routes • 9 Drivers • 1 Supervisor • Portion of Oakville Transit administrative support and maintenance services • Service provided at a per service hour fee to achieve full cost recovery • In accordance with the Milton Transit Services Agreement – to be terminated as of March 2010

Key Performance Indicators

CUSTOMER BENEFITS/IMPACTS	INDICATORS	Target FY09	Actual FY 09	Target FY 10
Improved service reliability	<ul style="list-style-type: none"> Service hour commitment unachieved (Number service hours lost - driver availability) 	n/a	n/a	<40 Hr
On time delivery of service	<ul style="list-style-type: none"> Rate of customer complaints (early & late) ** 	n/a	n/a	3.5
Improved customer experience	<ul style="list-style-type: none"> Rate of "discourtesy" complaints ** Rate of Commendations ** 	n/a	n/a	1.8 0.75

**** Note: All complaint and commendation rates are expressed as a rate per 100,000 boardings.**

PROGRAM OUTCOMES	INDICATORS	Target FY09	Actual FY 09	Target FY 10
Trained driver and supervisory workforce	<ul style="list-style-type: none"> Rate of training hours delivered relative to workforce (Hr/EE) Rate of successful completion 	n/a	n/a	25 95%
Improved CVOR Rating	<ul style="list-style-type: none"> MTO assigned CVOR Overall Safety Violation Rate Ontario Safety Rating 	n/a	n/a	<40% Satisfactory (Un-audited)
Improved safe vehicle operation	<ul style="list-style-type: none"> Preventable accidents per 100,000 km 	n/a	n/a	5
Efficient utilization of workforce	<ul style="list-style-type: none"> Spareboard utilization rate Scheduled service hours to overtime ratio 	n/a	n/a	95% 2.56%

**** Note: Accident rate is expressed per 1,000,000 kilometers of travel.**

Transit Operations Budget Summary

	2009 Approved Budget	2009 YTD Actuals	2010 Base Budget	2009-2010 Base Budget Change (%)	2010 Recommended Adjustments	2010 2010 Budget	2009-2010 Change (%)	2011 Forecast Budget	2012 Forecast Budget
By Expenditure Type									
Salaries, Wages, Benefits	8,854,200	6,002,531	9,623,200	8.7%	0	9,623,200	8.7%	9,823,200	10,142,000
Materials & Supplies	36,400	36,211	41,100	12.9%	0	41,100	12.9%	37,400	37,200
Purchased Services	141,700	85,273	146,300	3.2%	0	146,300	3.2%	147,100	147,400
Internal Charges	10,000	6,687	10,000	0.0%	0	10,000	0.0%	10,000	10,000
Other Expenditures	57,800	36,127	113,000	95.5%	0	113,000	95.5%	103,700	172,800
Minor Capital & Transfer to Reserves	7,500	3,013	7,500	0.0%	0	7,500	0.0%	7,500	7,500
Gross Operating Expenditures	9,107,600	6,169,842	9,941,100	9.2%	0	9,941,100	9.2%	10,128,900	10,516,900
Activity Revenue	7,539,800	4,499,108	6,916,500	(8.3%)	0	6,916,500	(8.3%)	6,883,200	6,975,300
Other Revenue	222,800	167,100	466,800	109.5%	0	466,800	109.5%	453,300	513,800
Tax Levy Requirement	1,345,000	1,503,634	2,557,800	90.2%	0	2,557,800	90.2%	2,792,400	3,027,800
By Service Programs									
Transit Operations									
Conventional Transit	1,901,000	1,951,057	2,658,300	39.8%	0	2,658,300	39.8%	2,792,400	3,027,800
Milton Transit	(556,000)	(447,423)	(100,500)	(81.9%)	0	(100,500)	(81.9%)	0	0
Service Total	1,345,000	1,503,634	2,557,800	90.2%	0	2,557,800	90.2%	2,792,400	3,027,800

Service Results Narrative:

The proposed base budget for the Transit Operations service has been adjusted to ensure sufficient funding has been allocated to cover all approved service delivery hours for the year while revising revenue projections based on more recent ridership trends. The budget has also been adjusted to reflect the March 2, 2010 termination of the Milton Transit Services Agreement.

2010 Plan

Base Budget Adjustments to Service

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Transit Operations	Annualization of cost and revenue impact pertaining to implementation of new service design in Q3 2009	Maintain current level of service	Ensure appropriate skilled staff to deliver current program services	\$244,500
Transit Operations	Adjust base budget for inflation and merit impact on salaries and benefits, materials & supplies, and purchased services	Provision of driving staff to cover daily scheduled service commitment	Ensure appropriate skilled staff to deliver current program services	\$364,400
Transit Operations	Reallocation of salaries and benefits budget due to change in staffing needs from Administration to Operations and reallocation from Planning and Fleet to new business unit, Operations Presto	Maintain current level of service	Ensure appropriate skilled staff to deliver current program services	\$80,700
Transit Operations	The Town of Milton has confirmed that they will be terminating the Transit Services Agreement effective March 2, 2010 resulting in \$455,500 revenue reduction and elimination of salary and benefits budget for 9 drivers and 1 supervisor position directly related to the provision of service to Milton.	Elimination of the provision of service to Milton	Ensure efficient delivery of the Transit service	(\$15,300)
Transit Operations	Revenue budget has been adjusted to reflect new 2010 projected ridership due to not achieving 2009 ridership forecasts	Maintain current level of service	Ensure efficient delivery of the Transit service	\$860,400
Transit Operations	The revenue budget was increased to reflect the projected fare increase on April 01, 2010.	Maintain current level of service	Ensure efficient delivery of the Transit service	(\$225,000)
Transit Operations	Adjust budget for the newly created	Maintain current level	Ensure efficient	(\$25,400)

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
	PRESTO business unit for wages, benefits and transfer from Farecard reserve fund for an overall net tax levy of zero	of service	delivery of the Transit service	
Transit Operations	Adjust budget for salaries, wages and transfer from Ontario Gas Tax for various service improvements; the \$48,500 offset to this budget increase is shown in Transit Fleet and Maintenance for diesel fuel	Improve current level of service	Ensure efficient delivery of the Transit service	(\$48,500)
Transit Operations	Reduce base budget for skills improvement and increase advertising revenue per guaranteed rate increase in contract	Maintain current service level	To reduce overall tax levy	(\$23,000)

2011 Plan

Base Budget Adjustments to Service

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Transit Operations	Adjust base budget for inflation and merit impact on salaries and benefits, materials & supplies, and purchased services.	Maintain current level of service	Ensure appropriate skilled staff to deliver current program services	\$308,100
Transit Operations	The Town of Milton has confirmed that they will be terminating the Transit Services Agreement effective March 2, 2010.	Elimination of the provision of service to Milton	Ensure appropriate skilled staff to deliver current program services	(\$49,500)

Capital Budget Impact

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Transit Operations	Advertising revenue from new shelters project	Maintain current service level	Ensure appropriate skilled staff and resources to administer current program services	(\$24,000)

2012 Plan

Base Budget Adjustments to Service

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Transit Operations	Adjust base budget for inflation and merit impact on salaries and benefits, materials & supplies, and purchased services.	Maintain current level of service	Ensure appropriate skilled staff to deliver current program services	\$319,400
Transit Operations	Adjustment for increase in advertising revenue	Maintain current level of service	Ensure appropriate skilled staff to deliver current program services	(\$60,000)

Capital Budget Impact

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Transit Operations	Advertising revenue from new shelters project	Maintain current service level	Ensure appropriate skilled staff and resources to administer current program services	(\$24,000)

Service: Transit Fleet and Maintenance

Mission:

We purchase, repair and perform preventative maintenance on, vehicles and equipment; while maintaining transit facilities in a state of good repair, in order to meet the operating needs of staff.

Purpose of Service:

Acquisition of fleet and maintenance vehicles, management of these assets, maintenance of all vehicles and maintenance of the transit facilities

Service:

Activity	Responsibilities	Current Service Level
Maintenance of transit vehicle assets	Scheduled and unscheduled servicing of all transit revenue and non-revenue vehicles	<ul style="list-style-type: none"> • 1 Manager of Fleet and Maintenance • 1 Maintenance Supervisor • 3 Storekeepers • 10 Mechanics • 3 Mechanical Servicepersons • 5 Utility Cleaners • 88 conventional buses; 6 care-A-van buses; 4 support vehicles
Acquisition of revenue and non-revenue vehicle assets	Developing specifications for all new vehicle purchases; preproduction meetings; and pre-delivery inspections	<ul style="list-style-type: none"> • Replacement buses ordered each year as per budget • Eight expansion buses ordered in 2009 (assigned to new service) • Support vehicles for maintenance and supervisory staff are also purchased by this service as required and as per budget
Maintenance of transit facility assets	Provide a safe and well-maintained facility for staff; ensure repairs are completed on a timely basis within budget	<ul style="list-style-type: none"> • Maintenance facility including five hoists; service line (wash and fuel) • Staff facilities (office, storeroom, washrooms, lunchroom) • Bus storage garage (accommodation for 42 buses) • Administration building • Outdoor storage and employee parking areas • Participate in defining needs of new facility under design and through construction

Key Performance Indicators

CUSTOMER BENEFITS/IMPACTS	INDICATORS	Target FY09	Actual FY 09	Target FY 10
Timely availability of reliable vehicles	<ul style="list-style-type: none"> • Service hour commitment unachieved (Number service hours lost – equipment breakdown or availability) 	n/a	n/a	<400 Hr
Fleet properly maintained	<ul style="list-style-type: none"> • Percent of scheduled preventative maintenance completed on schedule 	n/a	n/a	80%
Cleanliness of fleet	<ul style="list-style-type: none"> • Percent of vehicles being cleaned and washed daily • Percent of vehicles deep cleaned weekly 	n/a	n/a	85% 20%
Safe, secure and functioning facility	<ul style="list-style-type: none"> • Number of JHSC defects noted during monthly inspection (annual total) 	n/a	n/a	48

PROGRAM OUTCOMES	INDICATORS	Target FY09	Actual FY 09	Target FY 10
Legislative compliance	<ul style="list-style-type: none"> • CVOR Safety Violation Rate • Percent of vehicles passing MTO performed inspections 	n/a	n/a	<40% 90%
Optimize life of vehicles and equipment	<ul style="list-style-type: none"> • Percent of scheduled bus refurbishments completed (exterior and engine rebuild) 	n/a	n/a	100%
Mitigate environmental impact	<ul style="list-style-type: none"> • Percent of vehicles meeting MTO emission standards 	n/a	n/a	100%

Transit Fleet and Maintenance Budget Summary

	2009 Approved Budget	2009 YTD Actuals	2010 Base Budget	2009-2010 Base Budget Change (%)	2010 Recommended Adjustments	2010 Budget	2009-2010 Change (%)	2011 Forecast Budget	2012 Forecast Budget
By Expenditure Type									
Salaries, Wages, Benefits	1,730,100	1,219,540	1,892,700	9.4%	0	1,892,700	9.4%	2,013,000	2,077,200
Materials & Supplies	3,834,600	2,320,673	4,173,100	8.8%	0	4,173,100	8.8%	4,515,900	4,668,400
Purchased Services	970,900	872,595	1,040,500	7.2%	0	1,040,500	7.2%	1,015,400	1,033,100
Internal Charges	55,400	27,839	55,400	0.0%	0	55,400	0.0%	55,400	55,400
Other Expenditures	131,600	127,887	131,600	0.0%	0	131,600	0.0%	131,600	131,600
Minor Capital & Transfer to Reserves	1,860,700	2,142,385	1,855,700	(0.3%)	0	1,855,700	(0.3%)	1,855,700	1,855,700
Gross Operating Expenditures	8,583,300	6,710,919	9,149,000	6.6%	0	9,149,000	6.6%	9,587,000	9,821,400
Activity Revenue	431,000	67,902	6,000	(98.6%)	0	6,000	(98.6%)	6,000	6,000
Internal Recoveries	21,500	14,334	21,500	0.0%	0	21,500	0.0%	21,500	21,500
Tax Levy Requirement	8,130,800	6,628,683	9,121,500	12.2%	0	9,121,500	12.2%	9,559,500	9,793,900
By Service Programs									
Transit Fleet & Maintenance									
Transit Vehicle Management	7,700,400	6,295,743	8,679,700	12.7%	0	8,679,700	12.7%	8,869,600	9,002,900
Transit Facility Management	430,400	332,940	441,800	2.6%	0	441,800	2.6%	689,900	791,000
Service Total	8,130,800	6,628,683	9,121,500	12.2%	0	9,121,500	12.2%	9,559,500	9,793,900

Service Results Narrative:

The budget for the Transit Fleet and Maintenance service contains base adjustments driven by increases in fuel use to support expanding levels of service, along with increases in the cost of lubricants and parts. Increased fleet size also results in proportionate costs for these primary expense drivers. Clerical functions and the Asset Management Program continue to be problematic due to the lack of staff resources to support them.

2010 Plan

Base Budget Adjustments to Service

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Transit Fleet and Maintenance	Annualization of cost and revenue impact pertaining to implementation of new service design in Q3 2009	Maintain current service level	Maintenance of transit fleet to ensure staff and passengers have safe vehicles for use	\$335,000

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Transit Fleet and Maintenance	One-time reversal of computer hardware and skill improvement	Maintain current service level	Maintenance of transit fleet to ensure staff and passengers have safe vehicles for use	(\$7,000)
Transit Fleet and Maintenance	Adjust base budget for inflation and merit impact on salaries and benefits, materials & supplies, and purchased services	Maintain current service level	Maintenance of transit fleet to ensure staff and passengers have safe vehicles for use	\$177,800
Transit Fleet and Maintenance	Reallocation of budget to other accounts to reflect expected expenditures	Maintain current service level	Maintenance of transit fleet to ensure staff and passengers have safe vehicles for use	(\$15,700)
Transit Fleet and Maintenance	Revenue reduction for storage charges as GO Transit has canceled the storage contract and increase in materials & supplies (diesel fuel) and purchased services (tire repairs, insurance, etc) to reflect service improvements and expected costs	Maintain current service level	Maintenance of transit fleet to ensure staff and passengers have safe vehicles for use	\$472,800
Transit Fleet and Maintenance	Adjust budget for diesel fuel for various service improvements	Improve current service level	Maintenance of transit fleet to ensure staff and passengers have safe vehicles for use	\$48,500
Transit Fleet and Maintenance	Reduce base budget for contracted services, miscellaneous purchases	Maintain current service level	To reduce overall tax levy	(\$24,000)

Capital Budget Impact

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Transit Fleet and Maintenance	Adjust base budget for gasoline and lubricants for supervisor vehicle expansion	Maintain current service level	Maintenance of transit fleet to ensure staff and passengers have safe vehicles for use	\$3,300

2011 Plan

Base Budget Adjustments to Service

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Transit Fleet and Maintenance	Adjust base budget for inflation and merit impact on salaries and benefits, materials & supplies, and purchased services	Maintain current level of service	Maintenance of transit fleet to ensure staff and passengers have safe vehicles for use	\$138,000

Capital Budget Impact

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Transit Fleet and Maintenance	Adjust base budget for wages and benefits for staff at new Transit facilities including parking operations	Maintain current service level	Ensure appropriate skilled staff and resources to administer current program services	\$61,100
Transit Fleet and Maintenance	Adjust base budget for janitorial services at new Transit facility	Maintain current service level	Ensure appropriate skilled staff and resources to administer current program services	(\$10,200)
Transit Fleet and Maintenance	Adjust base budget for utilities, janitorial services and building repairs & maintenance at new Transit facility	Maintain current service level	Ensure appropriate skilled staff and resources to administer current program services	\$249,100

2012 Plan

Base Budget Adjustments to Service

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Transit Fleet and Maintenance	Adjust base budget for inflation and merit impact on salaries and benefits, materials & supplies, and purchased	Maintain current service level	Maintenance of transit fleet to ensure staff and passengers have safe	\$141,800

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
	services		vehicles for use	

Capital Budget Impact

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Transit Fleet and Maintenance	Adjust base budget for utilities for new Transit facility	Maintain current service level	Maintenance of transit fleet to ensure staff and passengers have safe vehicles for use	\$92,600

Service: Transit Planning and Accessible Services

Mission:

To plan, schedule and communicate efficient, convenient and accessible conventional fixed route and para-transit services, and to provide accessible passenger amenities in order to retain and grow our customer base and to improve the quality of life in Oakville.

Purpose of Service:

Planning and scheduling of conventional fixed route services, Special Services and Special Event Services as well as care-A-van service. Also involves coordination of all accessible elements of each of these services.

Service:

Activity	Responsibilities	Current Service Level
Transit Planning and Office Services	Planning of all transit services (fixed route conventional; care-A-van service; and special services). Coordination of Office Services support functions	<ul style="list-style-type: none"> • 1 Manager of Planning and Accessible Services • 1 Transit Scheduler • 1 Analyst • 1 Clerk/Receptionist • 231,972 annual conventional service hours to be scheduled

Activity	Responsibilities	Current Service Level
Delivery of Transit accessible services	Includes responsibility for the accessibility of conventional fixed route service as well as para-transit operations	<ul style="list-style-type: none"> • 3 Care-A-van Coordinators • 6 Care-A-van Drivers • 14,300 Care-A-van service hours (door to door) • 6 a.m. to midnight Monday to Saturday and 8 a.m. to 8 p.m. Sundays and holidays • Customer requests in excess of bus capacity handled by contracted taxi service

Key Performance Indicators

CUSTOMER BENEFITS/IMPACTS	INDICATORS	Target FY09	Actual FY 09	Target FY 10
Improved convenience of conventional service	<ul style="list-style-type: none"> • Percent of population within 400m of a bus route • Rate of customer complaints re: scheduling and routing 	n/a	n/a	85% 2.0
Availability of timely and informative route and schedule information	<ul style="list-style-type: none"> • Percent of bus stops with current posted information • Rate of customer complaint regarding information and communications 	n/a	n/a	15% 2.0
Improved accessibility of both conventional and care-A-van services	<ul style="list-style-type: none"> • Percent of fleet classed as "accessible" • Percent of bus stops classed as "accessible" 	n/a	n/a	85% 50%

**** Note: All complaint and commendation rates are expressed as a rate per 100,000 boardings.**

PROGRAM OUTCOMES	INDICATORS	Target FY09	Actual FY 09	Target FY 10
Increase conventional service ridership	<ul style="list-style-type: none"> • Boardings per capita • Total net ridership • Care-A-van rides per service hour 	n/a	n/a	19.2 2,534,237 2.5
AODA legislative compliance	<ul style="list-style-type: none"> • Implementation of require programs • Percent of program implementation target dates achieved 	n/a	n/a	100% 100%
Improved overall system accessibility	<ul style="list-style-type: none"> • Percent of annual Accessibility Plan objectives achieved 	n/a	n/a	80%

Transit Planning and Accessible Services Budget Summary

	2009 Approved Budget	2009 YTD Actuals	2010 Base Budget	2009-2010 Base Budget Change (%)	2010 Recommended Adjustments	2010 2010 Budget	2009-2010 Change (%)	2011 Forecast Budget	2012 Forecast Budget
By Expenditure Type									
Salaries, Wages, Benefits	876,800	620,496	901,300	2.8%	0	901,300	2.8%	928,200	958,100
Materials & Supplies	1,500	0	1,500	0.0%	0	1,500	0.0%	1,500	1,500
Purchased Services	219,700	157,434	259,700	18.2%	0	259,700	18.2%	259,900	260,100
Gross Operating Expenditures	1,098,000	777,930	1,162,500	5.9%	0	1,162,500	5.9%	1,189,600	1,219,700
Activity Revenue	4,000	1,312	4,000	0.0%	0	4,000	0.0%	4,000	4,000
Tax Levy Requirement	1,094,000	776,618	1,158,500	5.9%	0	1,158,500	5.9%	1,185,600	1,215,700
By Service Programs									
Transit Planning & Accessible Services									
Planning	341,300	216,395	311,300	(8.8%)	0	311,300	(8.8%)	318,000	325,900
Accessible Services	752,700	560,223	847,200	12.6%	0	847,200	12.6%	867,600	889,800
Service Total	1,094,000	776,618	1,158,500	5.9%	0	1,158,500	5.9%	1,185,600	1,215,700

Service Results Narrative:

In order to address the increasing demand for care-A-van service and resulting increased reliance on contracted taxi service an additional \$66,000 has been added to "Hired Equipment" for this service. The advertising budget was reduced by \$25,900 as a cost reduction measure.

2010 Plan

Base Budget Adjustments to Service

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Transit Planning and Accessible Services	Adjust base budget for inflation and merit impact on salaries and benefits, and purchased services	Maintain current service level	Ensure efficient delivery of Specialized Transit service	\$29,400

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Transit Planning and Accessible Services	Reallocation of budget to other accounts to reflect expected expenditures	Maintain current service level	Ensure efficient delivery of Specialized Transit service	(\$9,700)
Transit Planning and Accessible Services	Adjustment to purchased services to reflect budgetary requirements including \$66,000 increase for Hired Equipment	Maintain current service level	Ensure efficient delivery of the Transit service	\$86,700
Transit Planning and Accessible Services	Reduce base budget for contracted services, miscellaneous purchases, professional development and advertising	Maintain current service level	To reduce overall tax levy	(\$41,900)

2011 Plan

Base Budget Adjustments to Service

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Transit Planning and Accessible Services	Adjust base budget for inflation and merit impact on salaries and benefits, and purchased services.	Maintain current service level	Ensure efficient delivery of Specialized Transit service	\$27,100

2012 Plan

Base Budget Adjustments to Service

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Transit Planning and Accessible Services	Adjust base budget for inflation and merit impact on salaries and benefits, and purchased services	Maintain current service level	Ensure efficient delivery of Specialized Transit service	\$30,100