

# COMMITTEE AGENDA



TO **Operations, Transit & Emergency Services Committee**

DATE November 19, 2012

LOCATION Council Chambers, Guelph City Hall, 1 Carden Street

TIME 5:00 p.m.

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## **DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF**

**CONFIRMATION OF MINUTES** – October 15, 2012 Open Meeting Minutes

**PRESENTATIONS** (Items with no accompanying report)

None

## **CONSENT AGENDA**

*The following resolutions have been prepared to facilitate the Committee's consideration of the various matters and are suggested for consideration. If the Committee wishes to address a specific report in isolation of the Consent Agenda, please identify the item. The item will be extracted and dealt with separately. The balance of the Operations, Transit & Emergency Services Committee Consent Agenda will be approved in one resolution.*

ITEM	CITY PRESENTATION	DELEGATIONS	TO BE EXTRACTED
OTES-33 Guelph Transit – Downtown Service		• Marty Williams, Executive Director, Downtown Guelph Business Assoc.	✓
OTES-34 Adult School Crossing Guard Program			
OTES-35 Corporate Commercial Vehicle Operator's Registration (CVOR) Safety Rating			

Resolution to adopt the balance of the Operations, Transit & Emergency Services Committee Consent Agenda.

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## **ITEMS EXTRACTED FROM THE CONSENT AGENDA**

Once extracted items are identified, they will be dealt with in the following order:

- 1) delegations (may include presentations)
- 2) staff presentations only
- 3) all others.

## **CLOSED MEETING**

THAT the Operations & Transit Committee now hold a meeting that is closed to the public with respect to:

### **1. Citizen Appointments to Various Committees**

S. 239 (2) (b) personal matters about identifiable individuals.

**NEXT MEETING – December 10, 2012**

**The Corporation of the City of Guelph  
Operations, Transit & Emergency Services Committee  
Monday, October 15, 2012 at 5:00 p.m.**

A meeting of the Operations, Transit & Emergency Services Committee was held on Monday, October 15, 2012 in Council Chambers at 5:00 p.m.

Present: Councillors, Bell, Findlay, Furfaro, Van Hellemond and Mayor Farbridge

Also Present: Councillors Dennis, Hofland and Wettstein

Staff in Attendance: Mr. D. McCaughan, Executive Director of Operations, Transit & Emergency Services; Mr. S. Armstrong, General Manager of Emergency Services/Fire Chief; Mr. M. Anders, General Manager, Community Connectivity & Transit; Mr. D. Godfrey, Manager, By-law Compliance and Security; Mr. A. Horsman, Executive Director, Finance & Enterprise; Ms. T. Agnello, Deputy City Clerk; and Ms. D. Black, Council Committee Coordinator.

Councillor Findlay disclosed a pecuniary interest regarding the Transit – Downtown Service report because he is a business owner within the vicinity and did not speak or vote on the matter.

1. Moved by Councillor Van Hellemond  
Seconded by Mayor Farbridge

THAT the minutes of the Operations, Transit & Emergency Services Committee meeting held on September 17, 2012 be confirmed as recorded and without being read.

VOTING IN FAVOUR: Councillors Bell, Findlay, Furfaro, Van Hellemond and Mayor Farbridge (5)

VOTING AGAINST: (0)

Carried

**Consent Agenda**

The following items were extracted from the Consent Agenda to be voted on separately:

- |                |   |
|----------------|---|
| OTES 2012-A.26 | Critical Triage Acuity Scale – Ambulance Response Standards |
| OTES 2012-A.28 | Business Licence By-law Amendments                          |
| OTES 2012-A.29 | Ontario Street – Road Narrowing - Update                    |
| OTES 2012-A.31 | Goodwin Drive Year Round Overnight Parking                  |
| OTES 2012-A.32 | Transit – Downtown Service                                  |

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**Operations, Transit & Emergency Services Committee**

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REPORT

2. Moved by Councillor Van Hellemond  
Seconded by Councillor Furfaro

THAT the balance of the Consent Agenda of the Operations, Transit & Emergency Services Committee of Monday, October 15, 2012 as identified below, be adopted:

a) **Guelph Storm Mutual Services Agreement 2012/2013**

THAT the Operations, Transit & Emergency Services Committee Report OT101237 Guelph Storm Mutual Services Agreement 2012/2013 dated October 15, 2012 be received;

AND THAT the Mayor and City Clerk be authorized to sign the Mutual Services Agreement with the Guelph Storm satisfactory to the Executive Director of Operations, Transit & Emergency Services or his or her designate and the City Solicitor or his or her designate;

AND THAT all advertising copy on communication collateral associated with this agreement shall comply with existing City policy.

AND THAT the agreement comes into effect immediately upon execution.

b) **Public Works Yard Expansion**

THAT staff be authorized to take the steps outlined in the Report OT101239 Public Works Yard Expansion dated October 15th, 2012 in regard to the possible permanent closure of parts of Denver Road and Municipal Street for the expansion of the Public Works Yard.

VOTING IN FAVOUR: Councillors Bell, Findlay, Furfaro, Van Hellemond and Mayor Farbridge (5)

VOTING AGAINST: (0)

**Ontario Street Road Narrowing – Update**

Mr. Antonio Leo, raised concerns regarding the process used to address the road narrowing. He said that the installation occurred contrary to the wishes of the residents and believes the majority of residents on the street would like it removed.

Staff said that the public involvement process is currently in flux and the survey results received were not adequate to use for their decision. They are investigating methods to involve neighbourhoods more effectively. Staff advised of the survey results and will provide

REPORT

Distribution	Minutes
<p>October 15, 2012</p> <p>REPORT</p>	<p><b>Operations, Transit &amp; Emergency Services Committee</b> <span style="float: right;">Page 3</span></p> <p>them to all Council members. Staff stated it cost approximately eight thousand dollars to install and would cost a similar amount to remove the bump out.</p> <p>3. Moved by Councillor Van Hellemond Seconded by Councillor Bell THAT the City remove the bump out on Ontario Street at the completion of the school year in June, 2013.</p> <p>VOTING IN FAVOUR: Councillors Bell, Furfaro, Van Hellemond and Mayor Farbridge (4)</p> <p>VOTING AGAINST: Councillor Findlay (1)</p> <p style="text-align: right;">Carried</p> <p><b>Goodwin Drive On-Street Parking</b></p> <p>Mr. Keller advised that the residents on Goodwin Drive requested year round parking on the street and have been able to do so for the past two winters. He said staff are going to undertake a comprehensive review of the current overnight, on-street parking and would like to postpone a final decision on the matter until the review is completed.</p> <p>Mr. Ian Raynor, Property Manager, of the 37-45 Goodwin Drive condominiums, advised the residents are happy with the staff recommendation, but also request: no parking permitted within two car lengths from Trafalgar Court and Goodwin Drive; parallel spots painted on the street to designate the parking spots for permit parking only; and parking meters on spots as well. He advised they have 292 parking spots in their complex for 251 units.</p> <p>Staff stated that Goodwin Drive is currently one of ninety-five streets within the City that allows overnight parking. They said they believe that if the overnight parking is allowed, an expectation of the spots being maintained would also exist.</p>
<p>REPORT</p>	<p>4. Moved by Mayor Farbridge Seconded by Councillor Furfaro THAT the Operations, Transit &amp; Emergency Services Committee Report OT101242 <u>Goodwin Drive Year Round Overnight Parking</u> be received;</p> <p>AND THAT staff undertake a comprehensive review of the feasibility and implications associated with modifying or eliminating the current overnight, on-street parking restrictions;</p>

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AND THAT year round temporary overnight parking on Goodwin Drive be continued until April 2013.

VOTING IN FAVOUR: Councillors Bell, Findlay, Furfaro, Van Hellemond and Mayor Farbridge (5)

VOTING AGAINST: (0)

Carried

Councillor Findlay vacated the Chair and Councillor Furfaro assumed the Chair.

**Transit – Downtown Service**

Mr. McCaughan advised this report was brought forward as a result of issues raised regarding Upper Wyndham Street.

Mr. Marty Williams, Executive Director, Downtown Guelph Business Association said they support the changes that have been made to date; however, there are gaps in the service in the busiest part of downtown. He said buses going around the downtown core, rather than through the downtown affects the vitality of downtown and not just individual businesses. They are requesting bus stops closer to the corner of Woolwich and Wyndham Streets and more buses going through downtown. He said staff response to date has been that the system is stressed and cannot be changed due to traffic and time constraints.

Ms. Nicole Priorier, owner of Crepe-Parie on Quebec Street, stated that her sales have dropped since the buses have been re-routed and she cannot afford to hire the same number of employees as before and she now has to work full time to try to save her business. She said small businesses are struggling and is concerned it will worsen with the winter weather.

Mr. Chris Ahlers, owner of Wyndham Art Supplies and Vice-Chair of Downtown Guelph Business Association, expressed concern about the lack of traffic on upper Wyndham Street. He believes the bus routes need to be rerouted to upper Wyndham Street. He believes there are four routes that could be affected and the cost of not doing so would be greater than the costs of minor changes to the transit system. He acknowledged the temporary shuttle service but wants this issue to be a priority until the complete issue is resolved.

Mr. Gerry O'Farrell, owner of the Flour Barrell, stated that a number of his customers have expressed difficulty reaching his store due to the relocation and routing of the buses. He said he has had

Distribution	Minutes
<p>October 15, 2012</p> <p>REPORT</p>	<div data-bbox="492 176 1484 210"> <div>Operations, Transit &amp; Emergency Services Committee</div> <div>Page 5</div> </div> <p>customers tell him that due to the accessibility issues, they are choosing not to go downtown. He stated that in order for their businesses to be successful, there needs to be the ability for people to get there easily.</p> <p>Mr. Michael Anders, General Manager, Community Connectivity &amp; Transit, provided a summary of the events affecting transit this year which include the Transit Growth Strategy and the moving of the hub of buses to the Guelph Central Station. He explained the bus terminal setup and the logistics that affect any route changes. He noted the routes that stop downtown and close proximity to downtown as outlined within his report. He said that to accommodate the request for buses on upper Wyndham Street, council will need to look at the Route Realignment in Appendix A that would cost \$250,000.</p> <p>5. Moved by Councillor Bell Seconded by Mayor Farbridge THAT a downtown shuttle bus be costed and included as an expansion package for the next two years.</p> <p>VOTING IN FAVOUR: Councillors Bell, Furfaro, Van Hellemond and Mayor Farbridge (4)</p> <p>VOTING AGAINST: (0)</p> <p>Carried</p> <p>Councillor Findlay resumed the Chair.</p> <p><b>Critical Triage Acuity Scale – Ambulance Response Standards</b></p> <p>Mr. Stephen Dewar, Chief, EMS Division, outlined highlights of his report attached to the agenda for this meeting and explained the difference between the levels of response times.</p> <p>Mr. Shawn Armstrong, Manager, Emergency Services and Fire Chief, stated the report reflects current service and will be reported annually. They will also provide further details regarding public access for defibrillator use in emergencies. He said Council may set different targets, but more resources would be needed to reach higher goals. If the standards are lowered, it could have a negative impact on patient care and money received from the province would lessen. He also advised that compliance to the standards will be posted publicly.</p>

Distribution	Minutes
<p>October 15, 2012</p> <p>REPORT</p>	<p><b>Operations, Transit &amp; Emergency Services Committee</b> <span style="float: right;">Page 6</span></p> <p>6. Moved by Mayor Farbridge Seconded by Councillor Furfaro THAT report OT101240 "Critical Triage Acuity Scale - Ambulance Response Standards" be received;</p> <p>AND THAT the Ambulance Response Standards as set out in report OT101240 be approved.</p> <p>VOTING IN FAVOUR: Councillors Bell, Findlay, Furfaro, Van Hellemond and Mayor Farbridge (5)</p> <p>VOTING AGAINST: (0)</p> <p style="text-align: right;">Carried</p>
<p>REPORT</p>	<p><b>Business Licence By-law Amendments</b></p> <p>Discussion regarding enforcement capabilities, complaints received regarding driving instructors and tow truck drivers, alternate means of addressing concerns ,and volume of licences the changes would involve.</p> <p>It was requested that the motions be voted on separately.</p> <p>7. Moved by Councillor Bell Seconded by Councillor Furfaro THAT the Operations, Transit &amp; Emergency Services Committee Report OT101238 regarding Business Licence By-law amendments dated October 15, 2012 be received.</p> <p>VOTING IN FAVOUR: Councillors Bell, Findlay, Furfaro, Van Hellemond and Mayor Farbridge (5)</p> <p>VOTING AGAINST: (0)</p> <p style="text-align: right;">Carried</p>
<p>REPORT</p>	<p>8. Moved by Councillor Bell Seconded by Councillor Furfaro THAT staff be directed to prepare amendments to Business Licence By-law (2009)-18855 and Appointment By-laws (2003)-17082 and (1997)-15351 to streamline the licensing of Private Property Agents under Schedule 11.</p> <p>VOTING IN FAVOUR: Councillors Bell, Findlay, Furfaro, Van Hellemond and Mayor Farbridge (5)</p> <p>VOTING AGAINST: (0)</p> <p style="text-align: right;">Carried</p>



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9. Moved by Councillor Bell  
Seconded by Councillor Furfaro

THAT staff be directed to create a Driving Instructor Licence category within the City's Business Licence By-law (2009)-18855; and that public and industry consultation be undertaken for the purpose of establishing appropriate regulations for the category.

VOTING IN FAVOUR: Councillors Bell, Furfaro, Van Hellemond and (3)

VOTING AGAINST: Councillor Findlay Mayor Farbridge (2)

Carried

10. Moved by Councillor Bell  
Seconded by Councillor Furfaro

THAT staff be directed to create a Tow Truck Company Licence category within the City's Business Licence By-law (2009)-18855; and that industry consultation be undertaken for the purpose of establishing appropriate regulations for the category.

VOTING IN FAVOUR: Councillors Bell and Furfaro (2)

VOTING AGAINST: Councillors Findlay, Van Hellemond and Mayor Farbridge (3)

Defeated

**Adjournment**

11. Moved by Mayor Farbridge  
Seconded by Councillor Furfaro

THAT the October 15, 2012 Operations, Transit & Emergency Services Committee be adjourned.

Carried

The meeting adjourned at 7:18 p.m.

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Chairperson

**OPERATIONS, TRANSIT & EMERGENCY SERVICES COMMITTEE  
CONSENT AGENDA**

**November 19, 2012**

Members of the Operations & Transit Committee.

**SUMMARY OF REPORTS:**

The following resolutions have been prepared to facilitate the Committee's consideration of the various matters and are suggested for consideration. If the Committee wishes to address a specific report in isolation of the Consent Agenda, please identify the item. The item will be extracted and dealt with immediately. The balance of the Operations & Transit Committee Consent Agenda will be approved in one resolution.

**A Reports from Administrative Staff**

<b>REPORT</b>	<b>DIRECTION</b>
<b>OTES-2012.33) GUELPH TRANSIT – DOWNTOWN SERVICE</b>  THAT the Operations, Transit & Emergency Services Committee report #OT111249, <u>Guelph Transit – Downtown Service</u> dated November 19 <sup>th</sup> , 2012 be received;  AND THAT Guelph Transit introduce service to upper Wyndham Street as outlined in OTES report #OT111249.	Approve
<b>OTES-2012.34) ADULT SCHOOL CROSSING GUARD PROGRAM</b>  THAT the Operations & Transit Committee Report OT111246 Adult School Crossing Guard Program dated November 19, 2012 be received.	Receive
<b>OTES-2012.35) CORPORATE COMMERCIAL VEHICLE OPERATOR'S REGISTRATION (CVOR) SAFETY RATING</b>  THAT the Operations & Transit Committee Report OT111248 Corporate Commercial Vehicle Operator's Registration (CVOR) Safety Rating dated November 19, 2012 be received.  Attach.	Receive

# COMMITTEE REPORT



TO **Operations, Transit & Emergency Services Committee**

SERVICE AREA Operations, Transit & Emergency Services

DEPARTMENT Guelph Transit

DATE November 19<sup>th</sup>, 2012

**SUBJECT Guelph Transit – Downtown Service**

REPORT NUMBER OT111249

## SUMMARY

Following direction of City Council, staff have undertaken a full assessment of the implications of rerouting a number of Guelph Transit Routes onto upper Wyndham Street. After considering the risks and benefits of doing so, staff recommend the risk be accepted and buses rerouted accordingly.

### Purpose of Report:

To advise the Committee of staff action following the Council resolution dated October 22<sup>nd</sup>, 2012 regarding transit service to Upper Wyndham Street.

### Committee Action:

To recommend the introduction of transit service to upper Wyndham Street.

## RECOMMENDATION

THAT the Operations, Transit & Emergency Services Committee report #OT111249, Guelph Transit – Downtown Service dated November 19<sup>th</sup>, 2012 be received;

AND THAT Guelph Transit introduce service to upper Wyndham Street as outlined in OTES report #OT111249.

## BACKGROUND

Committee will recall the issue of limited transit service to upper Wyndham Street as discussed at its last meeting of October 15<sup>th</sup> and at the Council meeting of October 22<sup>nd</sup>. At the latter meeting, Council passed two resolutions:

*THAT staff be directed to place a bus stop on Woolwich Street just south of Trafalgar Square, as soon as possible, at a cost of \$25,000 to be funded from the 2012 budget.*

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*THAT the recommendation with respect to Downtown Guelph Transit service be referred to staff to report back through the Operations, Transit & Emergency Services Committee on any options to provide greater route accessibility for transit users within the downtown core, with pre-approval of an upset limit of \$25,000 for 2012, and to show Committee the implications of both capital and operational for 2013.*

The previous Committee report of October 15<sup>th</sup> is attached for reference.

The Downtown Guelph Business Association delegated at the Council meeting and made clear their preferred outcome of this discussion would be to have a number of bus routes realigned such that they were rerouted onto upper Wyndham Street.

Staff took this direction and have been assessing whether it was indeed possible to reroute Routes 2A/B, 3A/B, 12 and 13, thereby negating the need to create an additional bus stop on Woolwich Street, south of Trafalgar Square. Routes 2A, 3B, 12 and 13 would utilize upper Wyndham inbound and 2B, 3A, 12 and 13 would utilize upper Wyndham outbound.

## **REPORT**

Since Council's meeting of October 22<sup>nd</sup>, staff from Guelph Transit and Public Works have collaboratively discussed the issue of limited transit on upper Wyndham Street with an objective of overcoming the obstacles preventing this service from being provided. They identified a number of issues that required assessment including:

- current traffic signal performance
- potential street friction from parking/unparking of cars
- commercial delivery activity
- potential impacts to on-street parking
- accessing Guelph Central Station (GSC) (turning radii)
- possible impacts on bay assignment at GCS
- possible schedule impacts

Staff considered and addressed each of these issues and have undertaken 36 simulated bus runs during peak morning and afternoon periods to determine whether Guelph Transit can maintain its schedule with these six routes deployed onto upper Wyndham Street. Our findings suggest rerouting these routes will introduce an additional 55 second delay. While on the surface, a delay of this magnitude may seem innocuous, but one must keep in mind the overall system has only an approximate 3 minute layover at Guelph Central Station (GCS). This reduction is of concern. Other implications of rerouting are:

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## 1. Parking

It will be necessary to eliminate all parking on the west side of Wyndham, between Quebec and Cork Streets to create an expanded bus stop for the in-coming runs. This represents a loss of 3 on-street spaces. It will also be necessary to eliminate 7 parking spaces on the east side of Wyndham from Douglas Street north to accommodate the outbound runs. Regarding the east side, the need for 7 spaces is based upon a worst case scenario of all four outbound runs having to stop. If the rerouting proceeds, staff will monitor the usage of the outbound stop. If possible, consideration of reducing the size of the bus stop will happen at a later date.

## 2. GCS

Two of the outbound re-routed runs are currently positioned on the north side of GCS immediately west of Carden Street's intersection with Macdonell Street. At present, their bay assignment is of no issue as they execute a right turn leaving the station. However, in order to re-route them to Wyndham Street, it is necessary to constrict the roadway to one lane in order to safely position the buses to execute a left turn onto Macdonell Street. We believe this to be a minor accommodation but acknowledge it may lead to changed bay assignments in the future.

In addition, it is necessary to switch bay assignments of 2A with 3B for similar reasons.

## 3. Traffic Friction

Downtown Guelph is a very animated location. The parking/unparking of cars, commercial delivery activity and heavy concentration of pedestrians all contribute to a dynamic environment, one that inherently will pose delays to transit. While rerouting may add an average increase of travel time of less than a minute, the downtown environment can easily add more delay on an inconsistent and random basis. When this occurs, it is very likely these routes will run late.

## 4. Traffic Signals

The traffic signals in the Wyndham Street corridor have been adjusted to provide a larger window of progressive movement. This will result in a minor increase in delay for motorists on Quebec Street travelling through St. George's Square. Further, the two pedestrian signals on upper Wyndham have now been incorporated into the progressive window versus being fully actuated by push button. This will guarantee buses and general motorists will not be inadvertently stopped by crossing pedestrians. This change will result in a further delay (worst case) of approximately 10 seconds for pedestrians.

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## 5. Weather

Reducing the layover time for these routes may create additional concern during periods of inclement weather where traffic naturally slows down to take into account road conditions. This may be a challenge that cannot be overcome.

### **Conclusion**

Our investigation suggests it is possible to reroute 4 inbound and 4 outbound routes onto upper Wyndham Street. However, it also suggests to do so isn't without its risks to overall system performance. This concern however must be considered in the overall context of a healthy and accessible downtown. After weighing these risks/benefits, staff recommend Guelph Transit adjust routes 2A/B, 3A/B, 12 and 13 to utilize upper Wyndham Street, effective December 2<sup>nd</sup>, 2012. The Downtown Guelph Business Association has been consulted and is supportive of this recommendation.

Staff will monitor system performance after implementation. If these routes cannot consistently meet schedule, then further route adjustments or bus stop elimination may be required. This determination will occur at the administrative level, and if indeed necessary, will occur as quickly as possible recognizing the need to provide advance notice of pending changes.

Finally, I wish to acknowledge the effort of staff of both Guelph Transit and Public Works to undertake a comprehensive assessment and overcome challenges in such a short period of time to make this recommendation possible.

### **CORPORATE STRATEGIC PLAN**

Innovation in Local Government: 2.2 Deliver Public Service Better

City Building: 3.2 Be economically viable, resilient, diverse and attractive to business.

### **FINANCIAL IMPLICATIONS**

After further review, there is no requirement to install traffic signals on Macdonell Street to facilitate bus access to Guelph Central Station. This represents a capital cost avoidance of at least \$25,000. However, there is a requirement to change bus signage, remove parking spaces, install bus stops and communicate these changes to the public. The estimated cost is \$15,000 and will be accommodated if required as part of the 2012 Operating Budget Year End Variance Report.

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## DEPARTMENTAL CONSULTATION

Finance & Enterprise      Chief Financial Officer  
Downtown Renewal Officer

Guelph Transit Department  
Public Works Department

## COMMUNICATIONS

Announcement of changes will be part of a communication package to be developed.

## ATTACHMENTS

None

**Prepared By:** Derek McCaughan, Executive Director

*Michael Anders*

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### Reviewed By:

Michael Anders  
General Manager  
Guelph Transit  
519-822-1260 ext2795  
Email: michael.anders@guelph.ca

*Derek J. McCaughan*

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**Recommended By:** Derek J. McCaughan, Executive Director  
Operations, Transit and Emergency Services

# COMMITTEE REPORT



TO **Guelph City Council**

SERVICE AREA Operations, Transit & Emergency Services  
DEPARTMENT Public Works  
DATE November 19, 2012

**SUBJECT Adult School Crossing Guard Program**  
REPORT NUMBER OT111246

## **Summary:**

The City established an Adult School Crossing Guard Program starting in September 2004. An Adult School Crossing Guard Program, when deployed under appropriate conditions, is perhaps one of the best measures for improving child pedestrian safety and can be regarded as the cornerstone around which other programs such as the Safe Route to School Program and Walking School Bus Program can be built. As described in a 2011 staff report, the Adult School Crossing Guard Program continues to have significant challenges to its sustainability. In particular, on-going challenges in the areas of administration, recruitment and coverage flexibility continue to detract from a viable and robust program. Finally, anticipated growth of the program in 2013 will only serve to exacerbate the challenges faced. Without corrective action, the current Program cannot continue in its present form.

The Ontario Highway Traffic Act establishes that a school crossing guard shall be employed by a municipality, or be employed by a corporation under contract with the municipality to provide the services of a school crossing guard. Furthermore, in staff's consultation with the school boards it is still their opinion that as roads are under the jurisdiction of the City, the responsibility rests with the City to have children travelling to and from school cross safely.

## **RECOMMENDATION**

THAT the Operations & Transit Committee Report OT111246 Adult School Crossing Guard Program dated November 19, 2012 be received.

## **BACKGROUND**

Following Council approval in 2004, the City established an Adult School Crossing Guard Program starting in September of that year at 6 locations. Appendix A to this report is a copy of the 2004 staff report that recommended the creation of the Program. As of September 2012, there are now 19 locations within the City where 23 adult school crossing guards provide assistance to students going to and from school.



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Appendix B to this report is a copy of the 2011 staff report to the Operations & Transit Committee outlining staffing challenges in delivering the Adult School Crossing Guard Program.

## **REPORT**

The purpose of this report is to bring to the attention of Council the following:

1. Staff has received over the years opinions from the City's Legal Department stating that there is an obligation on the City to provide a replacement guard if a regularly scheduled guard is unexpectedly unavailable. If no replacement crossing guard is provided, the City could be at risk for liability if any injury should occur in the guard's absence;
2. Existing difficulties in retaining new adult school crossing guards to supervise crossings at warranted locations;
3. Challenges that staff experience in backfilling vacant shifts which routinely occur due to circumstances such as illness, family emergencies, and medical appointments;
4. The program has grown to a stage where it is not sustainable unless additional staff are provided as well as adding to the overall remuneration package offered in the hiring process;
5. There are five new locations which have met the Adult School Crossing Guard warrant criteria adopted by Council requiring the need for six (6) additional Guards.

An Adult School Crossing Guard Program, when deployed under appropriate conditions, is perhaps one of the best measures for improving child pedestrian safety and can be regarded as the cornerstone around which other programs such as the Safe Route to School Program and Walking School Bus Program can be built. The reason for this stems from the many advantages that an Adult School Crossing Guard Program offers, which include the following:

- High visibility to the community and general perception by the public to be effective in improving safety, thus encouraging parents to allow children to walk or cycle to school;
- Ability to instill proper crossing behavior in children, which serves to improve children's skills and increase their reliance on themselves earlier than would otherwise be the case;
- Visible sign of enforcement with the authority to stop vehicles at the crossing, where supported by the *Highway Traffic Act*, and the responsibility of reporting violations;
- Ease of implementation;
- Relatively low cost of implementation;
- Relatively short time required between decision to deploy and actual deployment; and,
- Inherent flexibility and ability to adapt to changes in school boundaries or student enrollment.

As described in the 2011 staff report (see Appendix B), the Adult School Crossing Guard Program continues to have significant challenges to its sustainability. In particular, the areas of recruitment and coverage flexibility continue to detract from a viable and robust program. These issues combine to create a significant amount of



administration for which the Supervisor of Traffic Investigations must dedicate an inordinate amount time to resolve. In addition, both technical staff and Bylaw staff must adjust their schedules to backfill vacant shifts. This effort takes away from planned activities in other areas and results in reduced service levels.

During the 2010-2011 school year, 138 (70%) of the 196 school days involved at least one crossing guard shift being vacant. "Stand By" crossing guards were able to attend the vacant locations for 50 of the vacant time periods. In order to meet our obligations, Bylaw officers and Traffic Investigations staff were utilized to provide crossing protection during the remaining 88 vacant shifts. During the current 2012 school year from September to October 25th, we have already experienced 156 separate occurrences where crossing guards have been unable to attend their scheduled shifts necessitating either Bylaw officers, or other Traffic Investigations staff, to attend the crossing location. No "Stand By" Adult School Crossing Guards have been available since the beginning of the school year due to recruitment issues surrounding the time it takes to undertake vulnerable-sector police checks (which is part of the initial employment process) and the current rate of remuneration which is considered low by those interested in the position.

Table 1 below summarizes the hours (each vacant shift is approximately one hour) and cost to provide crossing protection in 2011-2012 and the current school year with City staff. In addition, it summarizes the potential loss in parking fine revenue during the coverage by Bylaw officers.

**Table 1: Hours, Compensation Costs and Potential Loss in Parking Ticket Revenue**

Staff	2011-2012 Hours	2011-2012 Cost*	2012-2013 (Sept to Oct) Hours	2012-2013 (Sept to Oct) Cost
Bylaw	38	\$1,700	87	\$3,950
Traffic (co-op student)	50	\$1,050	69	\$1,590
<b>Total</b>	<b>88</b>	<b>\$2,750</b>	<b>156</b>	<b>\$5,540</b>
Guard Savings @ \$12/hr	88	-\$1,056	156	-\$1,872
Non Budgeted Employee Compensation	N/A	\$1,694	N/A	\$3,678
Potential Lost Parking Ticket Revenue @ \$60/hr		\$2,280		\$5,220
<b>Accumulated Total Additional Burden</b>		<b>\$3,974</b>		<b>\$8,898</b>

\* "cost" does not represent additional cost to the organization. Wages for this activity are provided for within the approved operating budgets. The cost is more accurately represented by loss in productivity in work that these substitute Guards would normally be involved in.

The accumulated total additional burden does not account for the additional administration time taken to reschedule staff or the impact, other than the potential loss in revenue generated through Bylaw officers not issuing parking tickets, of tasks that are being delayed in lieu of filling vacant shifts.



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### **Challenges in Recruitment**

Since the program's initial launch in 2004, staff have found attracting people to the position of Adult School Crossing Guard challenging. This is a trend that is being experienced by many municipalities throughout the Province.

The position is typically advertised in the Guelph Tribune and on the City's website in an effort to reach a wider audience locally. At times, additional efforts have been made to advertise in other City facilities such as at the Evergreen Seniors Centre and more recently, through the concerted assistance of the Human Resources Department. Recruitment practices have been expanded to include the use of a temporary employment agency and advertising through local job fairs.

As noted briefly above, all Adult School Crossing Guards, because of their direct contact with children, are required to obtain a vulnerable-sector police check as part of their initial employment. This police check is renewed annually at the start of each school year. The process involves the police running a search for criminal charges and/or convictions. With recent changes to the vulnerable-sector police check practices, some new hires and returning guards must provide fingerprints as well. Finger prints are required based upon your birth date being the same as anyone within police authority's criminal data base. This process is not only lengthy but is perceived by many potential recruits to be very invasive to their privacy and therefore, once aware of the process, withdraw their application. These factors combined with issues such as working in poor weather conditions, irate motorists, upset parents and the relatively low rate of pay have created this recruitment challenge in Guelph and in many municipalities across the province.

In order to address these challenges, staff will be tabling the following expansions during the 2013 Operating Budget deliberations:

### **"Stand By" Crossing Guards**

It has been the City's practice to fill temporary vacant shifts at approved locations (or temporary locations, such as school crossing locations within construction zones to ensure student safety) with "Stand-By" adult school crossing guards.

As these positions do not work on a daily basis, and basically function as an "on-call" position the city provides a twenty-five cent premium as well as mileage as they may have to travel across the city to get to their location. However, despite best efforts to maintain a group of spare crossing guards, it has been very challenging to attract and retain people under these conditions. In order to provide more incentive and make the position more attractive, a number of municipalities pay a daily "stand by" rate of pay to those adult school crossing guards that do not have a daily regular location to supervise.

Staff will be recommending that we offer "stand by" adult school crossing guards one hour of the regular rate of compensation for adult school crossing guards for each day that supervision is required throughout the school year. Compensation would not be provided if the stand by adult school crossing guard is unavailable to supervise a vacant location. Staff estimates that this will add approximately \$7,500 to the 2013 Operating Budget



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### **Warranted new Adult School Crossing Guard Locations**

As part of the 2004 staff report, Council approved the use of Ministry of Transportation warrants to determine the location of adult school crossing guards. Since that time the warrants evolved with involvement of the Ontario Traffic Council (membership is inclusive to Ontario municipalities) into a more comprehensive document.

The new locations that have recently become warranted are as follows:

1. Willow Road at Bonar Place – 1 crossing guard
2. Colonial Drive at Sir Isaac Brock Public School (mid-block in front of school) – 1 crossing guard
3. Stephanie Drive at Rochelle Drive – 1 crossing guard
4. Metcalfe Street at Eramosa Road – 1 crossing guard
5. Metcalfe Street at Lemon Street – 2 crossing guards

In summary a total of six (6) new adult school crossing guards are required to supervise the five locations noted above. Based upon current hourly rates of pay the additional total cost to provide adult school crossing guards at these locations is \$30,000 annually.

### **Coordinator of the Adult School Crossing Guard Program**

As can be seen from the challenges explained previously, the demand on the Supervisor of Traffic Investigations is increasing and requires not just additional Adult School Crossing Guards but assistance in the recruitment, training, administration, evaluation of performance, and response to vacant shifts. Without this assistance, the Adult School Crossing Guard Program will not be sustainable and not achieve what staff believes to be Council's vision for the program when it was approved in 2004.

This position would report to the Supervisor of Traffic Investigations and have the following responsibilities:

- **Recruit** adult crossing guards and conduct criminal reference checks;
- **Train** the designated adult crossing guards and their substitutes;
- **Administer** the crossing guards including location assignment, pay processing, communications between City and guards, disciplinary action;
- On-site observation to **evaluate performance** of adult crossing guards and their adherence and knowledge of traffic laws; and,
- **Backfill** shifts when a Guard cannot attend their scheduled shift.

### **CONCLUSION**

The Adult School Crossing Guard Program has steadily grown since its inception in 2004, and staff expect this to continue as the City grows, traffic volumes increase and societal demand for the Program increases.

It is staff's opinion this Program cannot be sustained in its present format. If the funding requests tabled for consideration during the 2013 Budget process are not approved, the parameters by which Adult School Crossing Guards are justified will need to be redefined and made more stringent. Through such redefinition, the intent will be to reduce the number of guards currently required thereby making the Program more sustainable, at least for an interim period. This would only be a stop

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gap measure as both the demand and need for guards will increase as the City continues to grow. The longer term solution would be to create full time positions wherein the Adult School Crossing Guard function would comprise but one function of the position. It is anticipated an increased pool of full time employees available to undertake guard duties should introduce a greater degree of stability to the Program.

### **CORPORATE STRATEGIC PLAN**

This report supports the following goals in the strategic plan:

- 2.2 Deliver Public Service better
- 3.1 Ensure a well designed, safe, inclusive, appealing and sustainable City

### **FINANCIAL IMPLICATIONS**

Cost of the expansion package submitted in the 2013 budget for consideration.

### **DEPARTMENTAL CONSULTATION**

Bylaw Compliance & Security

Legal Services

Human Resources

### **ATTACHMENTS**

Appendix A – 2004 Adult School Crossing Guard Report

Appendix B – 2011 Adult School Crossing Guard – Staffing Challenges Report

**Prepared By:** Allister McIlveen, Manager Traffic and Parking, ext 2275



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### **Reviewed By:**

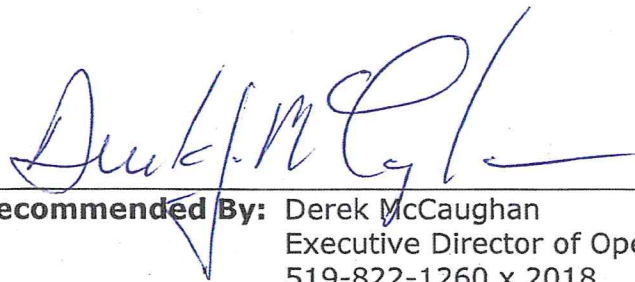
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**Recommended By:** Derek McCaughan

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July 19, 2004

## Report #

Environment &  
Transportation Group

Prepared by:  
Joanne Starr  
Manager of Traffic Services

Approved by:

Randall French for:  
Janet L. Laird, Ph.D.  
Commissioner of  
Environment &  
Transportation



**Subject** Adult School Crossing Guards – Proposed Locations for September 2004

**Recommendations** "THAT Council approve the use of established MTO warrants to determine locations for adult crossing guards;

AND THAT eight adult school crossing guards be employed at the following locations commencing at the start of the school year in September 2004:

1. Paisley Road at Alma Street;
2. Imperial Road at Stephanie Drive;
3. Scottsdale Drive at Ironwood Road;
4. Paisley Road at Silvercreek Parkway;
5. Victoria Road at St. Patrick's Catholic Elementary School;
6. Willow Road at Westwood Road."

## Background

During the 2004 budget deliberation process, City Council funded the introduction of an adult school crossing guard program for the City of Guelph.

This report will identify locations where school crossing guards are justified based on field studies conducted during the months of May and June 2004. If approved, guards would be posted for the start of the school year commencing September 2004.

Locations studied were based on input through the 2002-2003 School Safety Patrol Review and requests received from the public. A list of locations studied is provided in Appendix A.

### Role of a School Crossing Guard:

School crossing guards are legally permitted to stop traffic and assist children across the street. Locations may include signalized intersection, stop signs, yield signs and school crossings.

Section 176 of the Highway Traffic Act regulates the use of school crossing guards. Under the act, a school crossing guard can legally stop motor vehicles, and all vehicles are required to come to a complete stop and remain stopped until the children and school crossing guard are safely off the road and the guard has lowered their stop sign.

School crossing guards will be provided at designated locations for the safety of Guelph's school children, not convenience. Therefore, other enforcement and engineering measures will be considered and implemented prior to consideration of school crossing guards. This may include rerouting children to an existing crossing, revision of signal timing phases, pedestrian education and police enforcement of traffic violators.

### School Crossing Warrant Criteria:

Similar to traffic signals and other traffic control devices, warrants have been developed for application at school

# Planning, Environment & Transportation

July 19, 2004

## Report #

Environment &  
Transportation Group

Prepared by:  
Joanne Starr  
Manager of Traffic Services

Approved by:

Randall French for:  
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Commissioner of  
Environment &  
Transportation

crossings. These warrants, established by the Ministry of Transportation of Ontario, are used by numerous municipalities throughout Ontario to determine the appropriate type of supervision at school crossings, traffic signals, etc.

The purpose of the warrant is to ensure the safety of school children by providing a consistent criteria for determining the level of protection required based upon established engineering principles. The warrant for school crossing protection provides a safe, reliable and consistent method for determining the appropriate supervision. The warrant measures a number of factors including:

- the number of children crossing the road;
- gap times – measures the break in the flow of vehicular traffic. An adequate gap permits sufficient time for a pedestrian to cross the road in safety;
- sight visibility distance – ensure children can adequately see vehicles approaching in both directions, and conversely that driver's can adequately see children crossing the street;
- the number of right and left turning vehicles – this is particularly important at signalized intersections where high turning volumes can result in delays or conflicts with pedestrian movements.

Appendix B (attached) provides a summary of the criteria staff applied for justifying the employment of school crossing guards at school crossings, signalized and non-signalized locations.

### Field Studies:

Traffic services staff conducted field studies at each of the selected locations, studies were conducted over a 2-day period for each location.

Upon approval, staff will commence with recruitment and training of school crossing guards.

<b>Alternatives</b>	City Council may request additional school crossing guards at locations which do not meet the warrant criteria.
<b>Implications</b>	There may be school communities who did not meet the warrant criteria that feel their location(s) need school crossing guards.
<b>Funding Budget</b>	Tax Supported Operating budget.
<b>Account Number</b>	720-3640 School Crossing Guards.
<b>Funding Schedule</b>	Approved as part of 2004 Tax supported Operating budget.
<b>Notice Requirements attachments</b>	No notice requirements.





## Appendix A

### School Crossing Guard Study summary and recommendation

Location	Existing traffic control	Staff comment	School Crossing Guard justified?	Number of Guards required
Paisley Road at Alma Street	Traffic signal	- High volume of children crossing - south & west crosswalks	Yes	2
College Avenue at Edinburgh Road	Traffic signal	- Low volume of children crossing - No conflicts observed - Moderate number of turning vehicles	No	0
Edinburgh Road at Youngman Drive	Traffic signal	- Low volume of children crossing - No conflicts observed	No	0
Edinburgh Road at Kortright Road	Traffic signal	- Moderate volume of children crossing - No conflicts observed - Low number of turning vehicles	No	0
Edinburgh Road at Paisley Road	Traffic signal	- Low volume of children crossing - No conflicts observed	No	0
Edinburgh Road at Water Street	Traffic signal	- Low volume of children crossing - No conflicts observed - Low number of turning vehicles	No	0
Imperial Road at Stephanie Drive	Traffic signal	- High volume of children crossing north crosswalk - 5 conflicts observed between turning vehicles and pedestrians	Yes	1



## School Crossing Guard Study summary and recommendation

Location	Existing traffic control	Staff comment	School Crossing Guard justified?	Number of Guards required
Kortright Road at Scottsdale Drive/Ironwood Road	Traffic signal	<ul style="list-style-type: none"> <li>- moderate volume of children crossing east crosswalk</li> <li>- low volume of turning vehicles</li> </ul>	No	0
Ironwood Drive at Scottsdale Drive	Intersection Pedestrian Signal (IPS)	<ul style="list-style-type: none"> <li>- high volume of children crossing south crosswalk</li> <li>- red light running observed during study</li> </ul>	Yes	1
Paisley Road at Silvercreek Parkway	Traffic signal	<ul style="list-style-type: none"> <li>- low volume of children crossing</li> <li>- large number of turning vehicles conflicting with pedestrian movements (east &amp; north crosswalks)</li> </ul>	Yes	1
Victoria Road at St. Patrick's Catholic Elementary School	Mid-block traffic signal	<ul style="list-style-type: none"> <li>- Moderate number of children crossing</li> <li>- Red light running observed during study</li> </ul>	Yes	1
Victoria Road at St. John's Catholic Elementary School	Traffic signal at school driveway	<ul style="list-style-type: none"> <li>- Moderation number of children crossing</li> <li>- No conflicts observed</li> </ul>	No	0
Willow Road at Westwood Road	Traffic signal	<ul style="list-style-type: none"> <li>- High volume of children crossing all four legs of intersection</li> </ul>	Yes	2
Victoria Road at Woodlawn Road	Traffic signal	<ul style="list-style-type: none"> <li>- Moderate number of children crossing east crosswalk</li> <li>- Large number of turning vehicles conflicting with pedestrians in south crosswalk</li> </ul>	No	0
Metcalf Street at Emma Street	Designated School crossing	<ul style="list-style-type: none"> <li>- Low volume of children crossing</li> <li>- Adequate gaps</li> <li>- Adequate sight visibility</li> </ul>	No	0
Stephanie Drive at Rochelle Drive	Designated School crossing	<ul style="list-style-type: none"> <li>- High number of children crossing</li> <li>- Adequate gaps</li> <li>- Adequate sight visibility</li> </ul>	No	0

## Appendix B

### When is a School Crossing Guard warranted?

A school crossing guard will be added at a location with the City of Guelph when the following criteria are met:

Criteria	School Crossing (non-signalized)	Signalized locations	Stop or yield control
Number of School Children	A minimum of 40 elementary school children cross a two or four lane road with a regulatory speed limit less than 60 km/h (or 85 <sup>th</sup> percentile speed is less than 60 km/h)	Large number of children crossing a two or four lane road with a regulatory speed limit less than 60 km/h (or 85 <sup>th</sup> percentile speed is less than 60 km/h) *	Large number of children crossing a two or four lane road with a regulatory speed limit less than 60 km/h (or 85 <sup>th</sup> percentile speed is less than 60 km/h) *
	AND	AND	AND
Gap time	When there is frequently 3 or less safe gaps in traffic in 5-minute increments.	n/a	n/a
	OR		
Sight visibility distance	Where inadequate sight visibility distances are provided for either children or the driver at a location.	n/a	n/a
Large number of turning vehicles conflicting with pedestrians	n/a	High turning volumes resulting in delays or frequent conflicts with pedestrian movements	High turning volumes resulting in delays or frequent conflicts with pedestrian movements

\* minimum 40 elementary school children crossing during school arrival / dismissal times

NOTE: Criteria based on MTO / OTC School Crossing Review guidelines

# COMMITTEE REPORT

TO **Operations and Transit Committee**

SERVICE AREA Operations & Transit  
DATE September 12, 2011

**SUBJECT** **Adult School Crossing Guard Program – Staffing Challenges**

REPORT NUMBER OT071149

## SUMMARY

### **Purpose of Report:**

To provide information regarding the Adult School Crossing Guard Program and challenges with attracting and hiring crossing guards and staffing vacant shifts.

## RECOMMENDATION

THAT the Operations & Transit Committee Report OT071149 Adult School Crossing Guard Program - Staffing Challenges dated September 12, 2011 be received.

## BACKGROUND

Following Council approval, the City established an Adult School Crossing Guard program in September 2004 at six locations. As of August 2011 there are now fifteen locations within the City where adult school crossing guards (crossing guards) provide assistance to students going to and from school.

The purpose of this report is to make Committee aware of the challenges staff have experienced in attracting and hiring crossing guards as well as staffing vacant shifts which occur routinely due to circumstances such as illness, family emergencies, and medical appointments.

## REPORT

The crossing guard program operates annually between the months of September and June when schools are open. The program is administered within the Traffic and Parking Division of the Public Works Department and directly by the Supervisor of Traffic Investigations. Crossing guards typically work two to three hours per day, assisting students during the morning, afternoon and in some cases mid-day during the lunch hour period. Their current rate of pay is \$11.59 per hour and as it is a part-time contract position they do not receive benefits. When a crossing guard is unable to work their scheduled shift, it has been the City's practice to ensure shifts are covered through the use of substitute crossing guards.

Since the program's initial launch in 2004, staff has found attracting people to the position of crossing guard challenging. The position is typically advertised in the

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Guelph Tribune and on the City's website in an effort to reach a wider audience locally. At times, additional efforts have been made to advertise in other City facilities such as at the Evergreen Seniors Centre and more recently, through the assistance of the Human Resources Department. Recruitment practices have been expanded to include the use of a temporary employment agency and advertising through local job fairs.

All adult school crossing guards, because of their direct contact with children, are required to obtain a vulnerable-sector police check as part of their initial employment. This police check is renewed annually at the start of each school year. The process involves the police running a search for criminal charges and/or convictions. With recent changes to the vulnerable-sector police check practices, some new hires and returning guards must provide fingerprints as well. Finger prints are required based upon your birth date being the same as anyone within the data base. This process is not only lengthy but is perceived by many to be very invasive to their privacy and therefore, once aware of the process, withdraw their application. These factors combined with issues such as working in poor weather conditions, irritate motorists, upset parents and the rate of pay have created this challenge in many municipalities across the province.

#### Stand-in Crossing Guards:

It has been the City's practice to fill temporary vacant shifts at approved locations or temporary locations, such as school crossing locations within construction zones to ensure student safety, with stand-in crossing guards.

As these positions do not work on a daily basis, and basically function as an "on-call" position the city provides a twenty-five cent premium as well as mileage as they may have to travel across the city to get to their location. However, despite best efforts to maintain a group of stand-in crossing guards, it has been very challenging to attract and retain people under these conditions. In order to provide more incentive and make the position more attractive, some municipalities pay a daily "stand-by" rate of pay to stand-in crossing guards.

Because of the shortage of stand-in crossing guards, as well as the addition of new locations in 2010 related to road construction, other City staff such as Bylaw Compliance and Security Officers and technical staff from the Traffic and Parking Division have been used to fill in for vacancies. The reliance on other staff impacts these service areas and in some cases quite significantly at times and is not sustainable. Not only does this practice impact other services, but it also becomes an expensive means to provide school crossing protection.

For example during the 2010-2011 school year, 138 (70%) of the 196 school days involved at least one crossing guard shift being vacant with the worst case occurring during the months of September and October 2010 when we experienced five weeks where we had vacant shifts on a daily basis at five or more school crossings.

One solution staff will be pursuing within the 2012 budget process, to relieve some of the challenges currently faced is to hire a full time Crossing Guard Coordinator. This position can be found in a majority of other municipalities who operate school crossing programs.

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This position would report to the Supervisor of Traffic Investigations and oversee the operation of the crossing guard program, monitor performance, investigate complaints and incidents as well as act as a stand-in crossing guard when required.

Staff will seek funding for a Crossing Guard Coordinator position as part of the 2012 Operating Budget submission.

In conclusion, the program has steadily grown since its inception in 2004, and staff expects this to continue as the city grows, traffic volumes increase and the demand for adult school crossing guards increases. Feedback from the public and schools shows that the community values and supports the school crossing guard program.

### **CORPORATE STRATEGIC PLAN**

GOAL 5: A community-focused, responsive and accountable government

### **FINANCIAL IMPLICATIONS**

N/A

### **DEPARTMENTAL CONSULTATION**

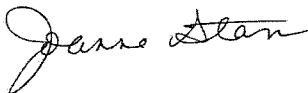
The two school boards, Upper Grand District School Board and Wellington Catholic District School Board, as well as the Guelph Police Service have been advised of the challenges experienced with recruiting crossing guards and staffing vacant shifts and of staff's intention to seek funding for a Crossing Guard Coordinator as part of the 2012 budget process.

### **COMMUNICATIONS:**

N/A

### **ATTACHMENTS**

N/A

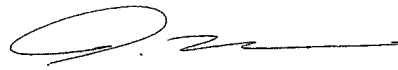


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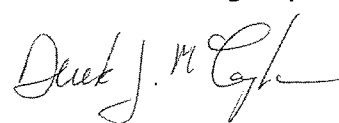


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# COMMITTEE REPORT



TO **Guelph City Council**

SERVICE AREA Operations, Transit & Emergency Services  
DEPARTMENT Public Works  
DATE November 19th, 2012

**SUBJECT Corporate Commercial Vehicle Operator's Registration (CVOR) Safety Rating**

REPORT NUMBER OT111248

## **Summary:**

In order to be in compliance with Ontario Ministry of Transportation (MTO) regulations, all operators of commercial motor vehicles in the province of Ontario, including municipalities, must apply for, obtain and renew annually a Commercial Vehicle Operator's Registration (CVOR) certificate. On September 4<sup>th</sup>, 2012 the Corporation received a warning letter from the MTO informing us that our CVOR safety violation rate has been classified as "unacceptable performance" falling below the "acceptable" threshold. The primary contributors to the safety violation rate are the number of vehicular collisions and operator convictions.

Given the consistent recommendations of previous independent audits and the reasons for the warning letter from the MTO, it is imperative a Corporate Driver & Safety Trainer position be created. The consequence of taking no action could result in the City's CVOR being suspended, or cancelled. This would mean all heavy trucks (affecting almost every line department) would not be permitted to operate.

## **Purpose of Report:**

To inform Council of the current status of the Corporation's CVOR safety rating.

## **RECOMMENDATION**

THAT the Operations & Transit Committee Report OT111248 Corporate Commercial Vehicle Operator's Registration (CVOR) Safety Rating dated November 19, 2012 be received.

## **BACKGROUND**

In order to be in compliance with Ontario Ministry of Transportation (MTO) regulations, all operators of commercial motor vehicles in the province of Ontario, including municipalities, must apply for, obtain and renew annually a Commercial Vehicle Operator's Registration (CVOR) certificate.

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This certificate covers all trucks that have a registered gross weight of over 4,500 kilograms, and buses that can carry ten or more passengers. Each operator (i.e. The City of Guelph) is responsible for monitoring its CVOR record. This monitoring includes the tracking of driver performance including violation rates, thresholds, audit scores and also includes proper maintenance. All of this data leads to the determination of the overall "safety violation rate."

The MTO monitors operators and assigns each a safety violation rate based on the following factors: number of collisions, number of operator convictions, fleet maintenance inspections, and the results of facility audits if they are ordered.

Failure to maintain an acceptable safety violation rate could result in a facility audit being conducted at the operator's premises and/or a requirement to attend an interview with an official of the MTO. If the MTO is not satisfied with the operator's response to the audit's recommendations, or the interview, it may have the operator's privileges of operating commercial motor vehicles suspended or cancelled. Suspension or cancellation of the City of Guelph's CVOR certificate would have a profoundly negative effect on the whole Corporation as all vehicles in the fleet with a registered gross weight of over 4,500 kilograms (including all Transit buses) would not be permitted to operate.

The City of Guelph's CVOR safety violation rate has been an issue in the past. In 2002 the safety violation rate reached an unsatisfactory level, primarily because of a high collision frequency. This triggered the MTO to carry out an audit at our vehicle maintenance facilities. Upon conclusion, the audit revealed a number of deficiencies within the fleet operation of ranging significance. The Fleet Manager and the department head of the day were summoned to MTO's headquarters to explain the present state of the City's fleet and to explain what actions would be taken to address the CVOR safety violation rate.

Since the arrival of the City's current Fleet Manager, maintaining an acceptable CVOR Certificate violation rating has been a priority. In 2006, an independent consultant was engaged to perform another "MTO-like" audit for our registered fleet of vehicles. Fleet Services made numerous record keeping and procedural changes as recommended by the consultant and since then our CVOR safety has had an "acceptable" designation. One of the foremost recommendations from the 2006 consultant's report was to put in place qualified and dedicated resources responsible for fleet training, safety and compliance. It was argued, based on the size of the fleet and the number of drivers operating City vehicles, it would be appropriate for the Corporation to have such capacity. Many comparable municipalities such as Kingston, Markham, Oakville and Kitchener employ Fleet Driver Trainers to better manage their CVOR safety rating.

In 2010, as part of the Fleet Greening initiative the City of Guelph Fleet became an E3 (Energy, Environment, Excellence) Silver rated fleet. One of the foremost recommendations of the E3 auditor was the introduction of a Fleet Driver Trainer. The auditor's report articulates that *"the need for driver training will improve the City's ability to provide continuous driver awareness with proper driving techniques including idle reduction practices."* Further, if a serious vehicle or equipment accident occurred where a City employee was at fault, having a comprehensive driving training program



and qualified Driver & Safety Trainer would be very helpful to prove due diligence in any resulting litigation.

Fleet Services has submitted expansion packages each year since 2008 for a Corporate Driver & Safety Trainer and to date has not been successful in obtaining the position.

## **REPORT**

On September 4<sup>th</sup>, 2012 the Corporation received a warning letter from the MTO informing us that our CVOR safety violation rate has been classified as "unacceptable performance." The Corporation's current overall safety violation rate is 36.3%. The "acceptable" threshold is 35% and below. An operator receives a warning letter from the MTO when their safety violation rate exceeds this threshold.

The overall CVOR safety violation rating is determined by three event types: number of collisions, number of operator convictions and fleet maintenance inspections. Each one of these events is given a weight factor which combined gives a percentage of the overall contribution to the safety violation rating. It must be noted that the total number of kilometres driven is also taken into account by the MTO when calculating this rating across all event types. For example, the more kilometres driven by the CVOR Fleet the less impact events have on the overall safety violation rate. Further, data is collected over a five year period. The table below shows the event types which make up the City's 36.3% rating based on events occurring from 2007 to 2012.

Event type	% of Threshold	% of Weight	Overall Contribution
Collisions	37.08	40	14.83%
Convictions	49.14	40	19.66%
Inspections	9.1	20	1.82%
			<b>Total 36.31%</b>

## **CONCLUSION**

The largest contributor to the safety violation rate is the combination of collisions and convictions. After reviewing the detailed information provided by the MTO, Fleet Services concludes a number of operators across the whole Corporation have poor driving habits, many likely contributing to the number of collisions and convictions experienced. While staff are very much aware of when fleet equipment is involved in collisions, the same cannot be said with regard to convictions registered against the City's CVOR. In fact, staff were unaware of many of the convictions cited in the MTO's correspondence. To address this, we have since instituted a quarterly query of all licensed operators of our fleet to ensure we are aware of such convictions and are in a position to address them.

Given the consistent recommendations of independent audits and the most recent warning letter from the MTO, it is imperative a Corporate Driver & Safety Trainer position be approved. An expansion package to create such position has been included for consideration in the 2013 Budget. As outlined in this report, the consequence of taking no action and current behaviours continuing could result in the City's CVOR being suspended or cancelled. This would mean all heavy trucks (affecting almost every line department) would not be permitted to operate.

## **CORPORATE STRATEGIC PLAN**



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This report supports the following goals in the strategic plan:

- 1.3 Build robust systems, structures and frameworks aligned to strategy
- 2.2 Deliver Public Service better
- 3.1 Ensure a well designed, safe, inclusive, appealing and sustainable City

**FINANCIAL IMPLICATIONS**

An expansion package has been submitted in the 2013 Operating Budgeted for consideration of a Corporate Driver Trainer.

**DEPARTMENTAL CONSULTATION**

No departmental consultation is required.

**COMMUNICATIONS**

A media brief will be provided.

**ATTACHMENTS**

None

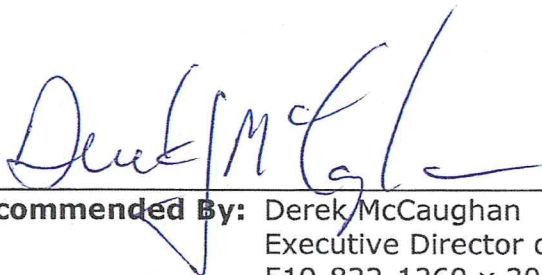
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