EXECUTIVE SUMMARY

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

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

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

FINANCIAL IMPLICATIONS
There are no financial implications associated with this report.

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

RECOMMENDATION

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

BACKGROUND
This is the third annual report of Guelph Transit, in this format.
This report provides committee members with information related to budget performance, a dashboard and scorecard reporting on key performance indicators, supporting areas of financial performance, customer service, internal processes and organizational capacity.

GLOSSARY OF TERMS

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

Guelph Transit provides people with mobility and access to employment, community resources, medical care, and recreational opportunities across Guelph. Public transportation also helps to reduce road congestion and travel times, air pollution, energy and oil consumption, all of which benefit both riders and non-riders alike.

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

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

In summary, 2013 was a very busy year. The annual report (attached) provides an overview of departmental performance highlights the achievements from 2013 and defines some of the departmental goals for 2014.
As with previous reports, Committee members are encouraged to convey opinions on the value of the report content and its format in order to improve on the report going forward.

**FINANCIAL IMPLICATIONS**
There are no financial implications associated with this report.

**CORPORATE STRATEGIC PLAN**
2.3 Provide accountability, transparency and engagement.

**DEPARTMENTAL CONSULTATION**
Guelph Transit

**COMMUNICATIONS**
N/A

**ATTACHMENTS**
ATT-1 Transit Annual Report

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General Manager’s Message

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

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

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

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

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

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

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

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

Operations, Transit & Emergency Services
Executive Director

Guelph Transit
General Manager

Business Services
Supervisor

Operations
Manager

Quality Assurance & Continuous Improvement
Manager

Planning & Scheduling
Supervisor

• Manage Guelph Transit’s business functions
• Maintain communication channels
• Monitor marketing and sales programs, pilots and initiatives
• Oversee the customer service

• Conventional service employs 73 fully accessible low-floor buses
• Transit’s _ fleet of 10 mobility buses provide door-to-door service for passengers who may or may not use personal mobility devices

• Facility management
• Capital project management
• Continuous Improvement

• Prepare annual service standard and benchmarking report
• Assess route performance and develop route and service adjustments
• Continued monitoring of the new service model (introduced in 2013)

WORKFORCE DISTRIBUTION

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

OTES Workforce Breakdown

Emergency Services 42%
Transit 32%
Public Works 23%
Bylaw 5%
2013 Performance

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

Performance is broken into four key areas;

- Financial
- Customer Service
- Internal Processes
- Organizational Capacity

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

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

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

- The results are positively trending. Meaning they are moving closer to target.
- The results are negatively trending. Meaning they are moving away from the target.

Status:
- The results are positive and within target, no action is necessary.
- The results are in range of the target, but not yet achieving target, some mitigating action may be necessary.
- The results are outside the target range and corrective actions/initiatives are required to correct performance.
Financial Performance

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

### Financial Performance Scorecard

<table>
<thead>
<tr>
<th>Measure</th>
<th>2013 Performance</th>
<th>2013 Target</th>
<th>Trend</th>
<th>2012 Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating Revenues</strong></td>
<td>-5.9%</td>
<td>0%/-2%</td>
<td>-4.2%</td>
<td></td>
</tr>
<tr>
<td>Cash Fares</td>
<td>5%</td>
<td>0%/-2%</td>
<td>-13%</td>
<td></td>
</tr>
<tr>
<td>Ticket Fares</td>
<td>-19%</td>
<td>0%/-2%</td>
<td>-13%</td>
<td></td>
</tr>
<tr>
<td>Passes</td>
<td>-14%</td>
<td>0%/-2%</td>
<td>-10%</td>
<td></td>
</tr>
<tr>
<td>U-Pass/Late Night</td>
<td>-1%</td>
<td>0%/-2%</td>
<td>7%</td>
<td></td>
</tr>
<tr>
<td><strong>Operating Expenditures</strong></td>
<td>2.1%</td>
<td>0%/ -2%</td>
<td>1.2%</td>
<td></td>
</tr>
<tr>
<td><strong>Overall Operating Budget Performance</strong></td>
<td>8.7%</td>
<td>0%/ -2%</td>
<td>6.2%</td>
<td></td>
</tr>
<tr>
<td><strong>Revenue vs. Cost</strong></td>
<td>52%</td>
<td>Max 57%</td>
<td>55%</td>
<td></td>
</tr>
<tr>
<td><strong>Municipal Subsidy per Capita</strong></td>
<td>$104.2</td>
<td>No target set - statistic</td>
<td>$88.40</td>
<td></td>
</tr>
</tbody>
</table>
Overall budget performance in 2013 was over budget target due to lower than anticipated revenues, increased fuel, maintenance costs and operating costs.

Revenues for 2013 were under budget by 5.9% with cash fares exceeding the target by 5% but ticket and pass fares performing below expectations.
Revenue vs. Cost provides information on the percent (%) of expenditures offset by the revenues received. The 2013 percentage is 52%. This is lower in 2013 due to lower than anticipated revenues.

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

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

Customer Service Scorecard

<table>
<thead>
<tr>
<th>Measure</th>
<th>2013 Performance</th>
<th>2013 Target</th>
<th>Trend</th>
<th>2012 Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ridership – Conventional</td>
<td>↑5% 6.9M</td>
<td>↑5%</td>
<td></td>
<td>6.6M</td>
</tr>
<tr>
<td>Ridership – Mobility</td>
<td>↓2% 48K</td>
<td>↑2%</td>
<td></td>
<td>49K</td>
</tr>
<tr>
<td>Customer Complaint Level</td>
<td>14%</td>
<td>&lt;10%</td>
<td></td>
<td>22%</td>
</tr>
<tr>
<td>Accessibility – Conventional</td>
<td>100%</td>
<td>100%</td>
<td>No change</td>
<td>100%</td>
</tr>
<tr>
<td>Accessibility – Bus Stops</td>
<td>68%</td>
<td>↑5%</td>
<td></td>
<td>67%</td>
</tr>
<tr>
<td>Community Coverage</td>
<td>90%</td>
<td>90%</td>
<td>No change</td>
<td>90%</td>
</tr>
<tr>
<td>Shelter to Stop Ratio</td>
<td>1:12</td>
<td>1:7</td>
<td></td>
<td>1:11</td>
</tr>
<tr>
<td>Transfer % (calculated without UPass ridership)</td>
<td>15%</td>
<td>N/A</td>
<td>N/A</td>
<td>15%</td>
</tr>
</tbody>
</table>
Overall ridership continues to increase year over year.

Route and service changes in 2012 resulted in a sharp increase in the number of customer complaints received. Management of the changes and continued improvements have resulted in a reduction in the customer complaints received.
100% of the conventional buses are accessible. 68% of the bus stops are accessible.

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

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

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

### Financial Performance Scorecard

<table>
<thead>
<tr>
<th>Measure</th>
<th>2013 Performance</th>
<th>2013 Target</th>
<th>Trend</th>
<th>2012 Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Schedule Adherence</strong></td>
<td>82%</td>
<td>85%</td>
<td></td>
<td>85%</td>
</tr>
<tr>
<td><strong>Passenger Load Factors</strong></td>
<td>Provides a measurement of infrastructure utilization.</td>
<td>This is a future measurement for Transit once the Transit Technology Plan is implemented. The auto-passenger counters need to be installed in the vehicles for this data to be collected</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Service Utilization</strong></td>
<td>Measures the routes that have an average of 25 passengers per hour.</td>
<td>This is a future measurement for Transit once the Transit Technology Plan is implemented and the auto-passenger counters are implemented.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Mileage</strong></td>
<td>5.4M</td>
<td>Statistic – No Target Set</td>
<td>5.0M</td>
<td></td>
</tr>
<tr>
<td><strong>Cost $ per Kilometer</strong></td>
<td>$2.36</td>
<td>$2.30</td>
<td></td>
<td>$1.97</td>
</tr>
<tr>
<td><strong>Revenue $ per Kilometer</strong></td>
<td>Measures the total revenues received per kilometer travelled while providing transit services to the community.</td>
<td>$1.82</td>
<td>$2.05</td>
<td>$1.90</td>
</tr>
</tbody>
</table>
A target of 85% is in line with industry standards for transit properties the size of Guelph.

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

The cost per kilometre was $2.36 in 2013. The revenue per kilometre travelled was $1.82 in 2013.
Organizational Capacity Performance

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

### Organizational Capacity Scorecard

<table>
<thead>
<tr>
<th>Measure</th>
<th>2013 Performance</th>
<th>2013 Target</th>
<th>Trend</th>
<th>2012 Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Accident Rating</strong> is tracked through Corporate Commercial Vehicle Operator's Registration (CVOR)</td>
<td>38</td>
<td>&lt;20-25</td>
<td>Negative Corrective actions/Initiatives required</td>
<td>21</td>
</tr>
<tr>
<td><strong>Employee Engagement</strong> was surveyed across the organization in 2012.</td>
<td>33%</td>
<td>Single data point no target set or trend available</td>
<td>33%</td>
<td></td>
</tr>
<tr>
<td><strong>Training - ATU</strong> measures the training plan attainment, which is the planned training vs. actual training. This measure is important to ensure organizational capacity is maintained and built</td>
<td>100%</td>
<td>95%</td>
<td>N/A</td>
<td>100%</td>
</tr>
</tbody>
</table>
Transit employee engagement overall score was 33% engaged, 35% somewhat engaged and 33% disengaged.

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

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

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

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

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

- **Contract Negotiations**
  - Initiated contract negotiations with ATU

- **Key Performance Indicators**
  - Development and implementations of key performance measures
2014 Initiatives

**Customer Service**
Implementation of customer service and response standards, training and improved software

**CAD/AVL System**
Implementation of new CAD/AVL Software

**Recasting Transit**
Implementing the actions in the Recasting Transit initiative, addressing the issues identified in the overtime audit and MTH performance updated
Contact Information

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