

Staff Report



To **Committee of the Whole**

Service Area Public Services

Date Tuesday, April 3, 2018

Subject **Transit Business Service Review Overview**

Report Number PS-2018-10

Recommendation

1. That Public Services Report PS-2018-10 'Transit Business Service Review Overview' dated April 3, 2018 be received.

Executive Summary

Purpose of Report

To provide Council with an overview of the scope and timeline for the Transit Services business service review.

Key Findings

This business service review will be conducted utilizing the Council approved business service review framework. It will examine the relevance, effectiveness and efficiency of Transit Services. A third party consultant with industry experience will be engaged to conduct benchmarking and best practice research, as well as alternative service delivery assessments. Engagement and communications plans have been developed providing protocols and tactics for communication and engagement with staff, the public, and Council. The Transit business service review is currently in the planning and discovery phases, and is scheduled to be completed with a final report to Council in January 2019.

Financial Implications

Third party technical support will be utilized for this business service review, costing approximately \$100,000. Community engagement and communications requirements are being reviewed. Costs associated with these activities may range from \$5,000 to \$10,000. These costs will be funded from the Business Process Management 2018 approved budget.

Report

Guelph Transit is a public facing service that provides transportation services to an average of seven million boardings annually. This service has been chosen to

undergo a business service review in 2018, as one of the pilot reviews identified in the Business Service Review Framework Implementation Report¹.

This business service review will be conducted utilizing the Council approved business service review framework² and will examine the relevance, effectiveness and efficiency of Transit services to ensure resources are allocated to achieve the best outcomes for the city and to support long-term sustainability.

The review will examine the processes involved in providing this service to identify improvements for effective and efficient delivery of the service as well as reviewing alternative service delivery methods.

The scope of the review or the specific elements of Transit services being reviewed include:

- Operations (the provision of the service)
 - Conventional services;
 - Mobility services; and
 - Specialty services (i.e. community bus and charters)

- Administration processes
 - Planning and scheduling;
 - Customer service;
 - Fare review process; and
 - Route review process

The following elements of Transit service are not included in the scope of this review.

- Route review;
- Fare and Fee rate review;
- Fleet maintenance and repair operations; and
- Proposal development of specific third party service providers such as Go and Metrolinx.

Those items out of scope will be identified for inputs and impacts to the service, but the underlying service will not be included in the scope of the review.

Alternative service delivery assessment will be done for services within the scope of this review. These include:

- Rationalization of service (Should the City of Guelph provide the service)
- In-house provision of service (City of Guelph staff provide the service)
- Outsourcing (City owns the service and contracts it out to an external organization)
- Partnership (City partners with an external organization)

¹ CS-2016-82 Business Service Review Framework Implementation Report (November 2016)

² CS-2016-61 Business Service Review Framework (October 2016)

A third party consultant with industry experience will be engaged, through the City's Request for Proposals (RFP) process³, to conduct benchmarking and best practice research, as well as alternative service delivery assessments.

Engagement and communications plans have been developed for the Transit business service review, in accordance with the Business Service Review Framework. These engagement plans include surveys, a public open house and stakeholder meetings to be held between September and November 2018.

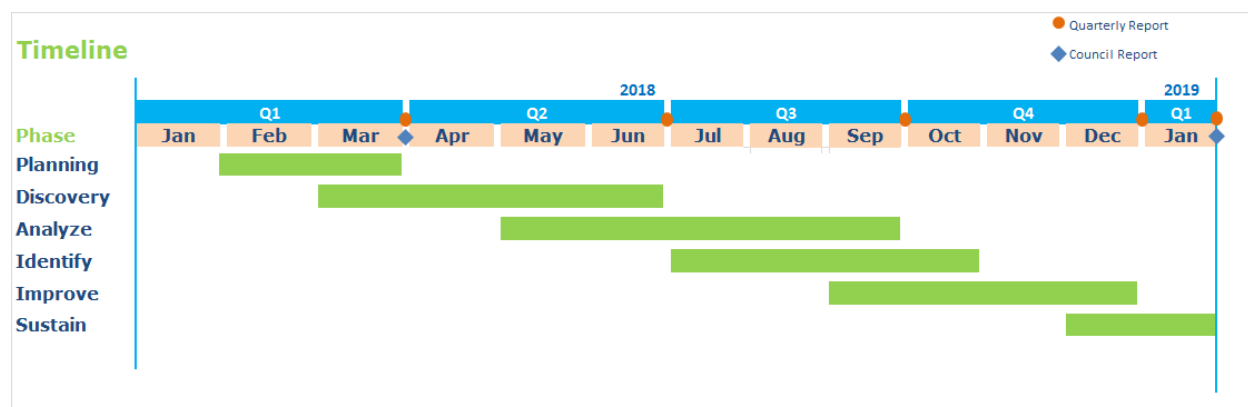
The communication plan provides protocols and tactics for communication with staff, the public and Council. This includes both internal and external communications such as (but not limited to):

- Quarterly update reports;
- Staff information updates;
- Ads in City News sections of local media, as necessary; and
- Staff meetings.

Engagement is used as a generic, inclusive term to describe the broad range of interactions between all people (internal and external to the organization) involved (impacted by or impacting the review) in the Transit review. An engagement plan (refer to Attachment 1: Transit Services Business Service Review Engagement Plan Overview) has been developed as part of the Transit review, with the following goals:

- Understand Transit service processes;
- Understand the customer service experience;
- Understand the customer needs and desires; and
- Identify areas of potential improvement and excellence

The Transit business service review is currently in the planning and discovery phases and is scheduled to be completed, with a final report to Council in January 2019, as illustrated in the timeline below.



³ Purchasing Bylaw (2014)-19771

Financial Implications

Third party technical support will be utilized for this business service review, costing approximately \$100,000. Community engagement and communications requirements are being reviewed. Costs associated with these activities may range from \$5,000 to \$10,000. These costs will be funded from the Business Process Management 2018 approved budget.

Consultations

N/A

Corporate Administrative Plan

Overarching Goals

Service Excellence

Service Area Operational Work Plans

Our Services - Municipal services that make lives better

Attachments

ATT-1 Transit Business Service Review Engagement Plan Overview

Departmental Approval

Robin Gerus, Interim General Manager Guelph Transit
Transit Business Service Review Steering Committee members

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Approved and Recommended By

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Transit Services Business Service Review Engagement Plan Overview



Engagement Goals:

- Understand Transit processes, strengths, weaknesses, opportunities & threats
- Understand community service experience & expectations
- Understand issues & opportunities

Project Leads:

Katherine Gray (BPM) &
Robin Gerus (Transit)

Stakeholder Engagement Level	CONSULT <small>(gather information)</small>	INVOLVE <small>(discuss)</small>	COLLABORATE <small>(work together)</small>	EMPOWER <small>(partner)</small>	Activities
City Council & Executive team	✓			✓	Council Interviews Council meetings as required
Steering Committee	✓	✓	✓	✓	Meetings, consultation
Transit employees	✓	✓	✓		Staff meetings, Process Mapping, Open door policy
Union executive	✓	✓	✓		Update meetings as required
Community					
• Residents	✓	✓			Online Survey, Stakeholder Meetings, Public Open House
• Sensitive Receptors	✓	✓			
• Transit Advisory Committee	✓	✓			
Industrial Commercial Institutional					
• University of Guelph and Conestoga College	✓	✓			Online Survey, Stakeholder Meetings, Public Open House
Canadian Urban Transit Association	✓	✓			To be defined

Engagement Activity Timeline

	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	
Steering Committee Meetings (Monthly)	[Activity bar from Feb to Jan]												
Process Mapping		[Activity bar from Mar to Aug]											
Updates to Staff			[Activity bar from Apr to Dec]										
Council Info Packages		[Activity bar in Mar]										[Activity bar in Dec]	
Staff Kick off Meeting		[Activity bar in Mar]											
Councillor Interviews		[Activity bar in Mar]											
Update Meetings (as required)		[Activity bar from Mar to Dec]											
Analysis of existing Stakeholder engagement data			[Activity bar from Apr to Jun]										
External Stakeholder Meetings								[Activity bar from Sep to Nov]					
Targeted Stakeholder Engagement								[Activity bar from Sep to Nov]					
Public Open House									[Activity bar in Oct]				
Council Meeting			[Activity bar in Apr]									[Activity bar in Jan]	