
Administrative Response and Timelines – PwC – Review of Saskatoon Transit Resources and Scheduling

Recommendation

That the report of the General Manager, Transportation & Utilities Department, dated May 1, 2017, be received as information.

Topic and Purpose

The purpose of this report is to provide an update to the PwC review of Saskatoon Transit Resources and Scheduling report.

Report Highlights

A summary is provided on the current status, next steps and timelines to the recommendations in the PwC review of Saskatoon Transit Resources and Scheduling report.

Strategic Goals

This report supports the Strategic Goals of a Culture of Continuous Improvement, Moving Around, and Asset and Financial Sustainability. Increasing efficiency and effectiveness in scheduling and staffing will ensure that Saskatoon Transit resources are utilized to provide an optimal service.

Background

A review of the Saskatoon Transit resource scheduling process was conducted by PwC in order to identify improvements with respect to how to efficiently utilize current technology and/or enhance current processes to minimize operating costs. The Statement of Work for this project was approved by the Standing Policy Committee on Finance in July 2016 and the first draft of the audit report was submitted to the Administration for review in November 2016.

Report

Attachment 1 provides an update on the current status, next steps and timelines for each of the eight recommendations in the PwC Review of Saskatoon Transit Resources and Scheduling report.

Since the time of the audit work, Saskatoon Transit has made substantial progress in several different areas noted within the PwC Report. First, advancement with long-term technology and Trapeze utilization plan has focused efforts and resources in order to continue to utilize software and technology to its fullest. In addition, the introduction of a Command Centre with CAD/AVL monitoring within the Operations Section has streamlined service requests and further deployment will support decisions for real time bus operations. This Command Centre will be expanding its duties as Saskatoon

Transit continues to refine processes as a result of relocating to the COC. Finally, Saskatoon Transit has continued the integration of the electronic farebox (BEA) and ITS (Trapeze) systems in order to increase data integrity. Progress made here will have a direct impact on the reporting tools used for routing and business decisions and will allow Saskatoon Transit to leverage the ridership data collected to determine areas within the transit system to improve or augment.

Other Considerations/Implications

There are no options, public and/or stakeholder involvement, communications, policy, financial, environmental, privacy, or CPTED implications or considerations.

Due Date for Follow-up and/or Project Completion

In addition to the various specific reports that will be brought forward on each item, a specific follow-up report on the status of all Audit recommendations will be brought forward in late 2017.

Public Notice

Public Notice pursuant to Section 3 of Policy No. C01-021, Public Notice Policy, is not required.

Attachment

1. Administration Response – Current Status, Next Steps and Timelines

Report Approval

Written by: Mike Moellenbeck, Operations Manager, Saskatoon Transit
Reviewed by: James McDonald, Director of Saskatoon Transit
Reviewed by: Nicole Garman, Director of Corporate Risk
Approved by: Jeff Jorgenson, General Manager, Transportation & Utilities Department

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“Approved by Jeff Jorgenson, GM of T & U Department, April 25, 2017”

Administration Response – Current Status, Next Steps, and Timelines

	Recommendation	Response	Timeline for Full Implementation
1 a	We recommend that the administration establish a long-range technology implementation plan for existing Trapeze modules (including FX, OPS, COM, PASS and NOVUS) which outline short-term prioritized projects for each module with longer-term planning in a way that maximizes benefit across the entire authority. The implementation plan should also consider broad based risk factors and financial/operational implications.	Administration agrees with the recommendation. We have worked with IT Division to develop plans for how IT equipment, software (Trapeze, M5) and other modules used within Transit will be researched, purchased, phased in and replaced when/if the time comes. We intend to continue building the relationship with the IT Division to ensure that the City of Saskatoon is getting value for money.	By September 2017, a long-range implementation plan will be in place. It will become an annually updated plan, as Saskatoon Transit and IT Division are continually refining IT requirements and timelines in the interest of efficiency and effectiveness of service.
1 b	We recommend that the administration appoint in-house Trapeze champions to assist the Transit staff become well oriented with the system, particularly with respect to currently available but underutilised modules. These individuals will be the "go-to-person" for Trapeze related training and questions and serve as the liaison with the system provider.	Administration agrees with the recommendation and have been working with the individual sections within Saskatoon Transit to identify and train Champions for the various modules of Trapeze and M5.	Individual area champions will be selected, trained and in place by June 2018. There will be many in place prior to that but some of the additional modules are being activated in the fall of 2017.
1 c	We recommend that the administration develop a policy/user manual for Trapeze to assist in training and succession planning.	Administration agrees with the recommendation.	Individual sections will be responsible for confirming the duties required by Champions, as well as the new roles for the additional modules (i.e. workforce management). Vendor provided manuals will be used as foundational documents and augmented as required. This task will be completed by December 2018.
2	We recommend that the administration conduct a formal review of the dispatch process to determine dispatch workload and capacity, as well as, opportunities for efficiencies with the utilization of current software.	Administration agrees with the recommendation. We will work to further define mandate, structure and accountability in the Dispatch unit.	Formal review of the dispatch process will be completed by the end of 2017.
3 a	We recommend that the administration improve coordination and synchronization with Planning And Development. Creating transit-supportive communities relies on the continued effective coordination of Planning and Development and Saskatoon Transit so they are mutually supportive. When Saskatoon Transit and Planning and Development make decisions in isolation, it can lead to patterns of development that are difficult and inefficient to serve by Saskatoon Transit.	Administration agrees with the recommendation. More liaison has already started with Planning and Development and Transportation Divisions with the aim of ensuring that designs include transit needs from the start. When the Planning Engineer position is hired within Saskatoon Transit this should become even more of the norm rather than the exception.	This task will be completed by June 2017.
3 b	We recommend that the administration, in conjunction with Planning and Development, develop a standard or criteria to consider when exploring expansion and adjustment of transit services.	Administration agrees with the recommendation.	Timeline for this project will be developed in consultation with Transportation and Planning and Development Divisions. By October 2017 a framework process for neighbourhood transit service expansion will be developed.
3 c	We recommend that the administration finalize the establishment of service level guidelines which	Administration agrees with the recommendation.	There have been initial discussions with Planning and Development regarding just such a policy. A draft of this

Administration Response – Current Status, Next Steps, and Timelines

	describe items such as neighborhood density, stop locations and passenger loads.		policy will be developed by October 2017 based on industry best practice from other Canadian Municipalities.
3 d	We recommend that the administration track formal ridership data by route and stop.	Administration agrees with the recommendation and will continue to refine the data it collects to offer improved reporting abilities.	Saskatoon Transit will incorporate this information into the Annual Report for 2019, to be released in Spring 2020.
4	We recommend that the administration perform periodic reviews of ridership, usage, and on-time performance of the transit networks to assess their efficiency and effectiveness. At-least annually, Saskatoon Transit should determine the revenue-to-cost ratio of each route as well as ridership based on stops, neighborhood and time of day	Administration agrees with the recommendation.	Saskatoon Transit will incorporate this information into the Annual Report for 2018, to be released in Spring 2019.
5	We recommend that the administration establish methods to collect information required to assess performance and analyse whether progress is being made on the 5 year plan. Performance targets should be developed in alignment with Municipality Benchmarking Network Canada (MBNCanada) and Canadian Urban Transit Association (CUTA).	Administration agrees with the recommendation and will further expand on the yearly reporting it provides in its Annual Report.	Saskatoon Transit will incorporate this information into the Annual Report for 2017, to be released in Spring 2018.
6	We recommend that the administration utilize Trapeze to track and monitor service hours and determine the true cost of service per hour. More comprehensive data collection and analysis would enable Saskatoon Transit to better understand the cost and level of service being provided to citizens, thereby ensuring adequate funds are in place to effectively achieve the desired level of service.	Administration agrees with the recommendation.	Saskatoon Transit will incorporate this information into the Annual Report for 2018, to be released in Spring 2019.
7	We recommend that the administration review the Spareboard rules in accordance with the CBA.	Administration agrees with the recommendation.	Formal review of the Spareboard rules will be completed by the end of 2017.
8	We recommend Saskatoon Transit begin tracking and monitoring on-time performance using Trapeze with the intention of identifying the root cause of on-time and/or late trips. The data should be used to plan a course of action and presented in part with strategic decisions made to improve efficiency within their service delivery model.	Administration agrees with the recommendation.	Saskatoon Transit will incorporate this information into the Annual Report for 2018, to be released in Spring 2019.