

2016-2018 Business Plan



Edmonton Transit *TRANSPORTATION SERVICES*

Branch Manager:
Charles Stolte



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Message from the Manager

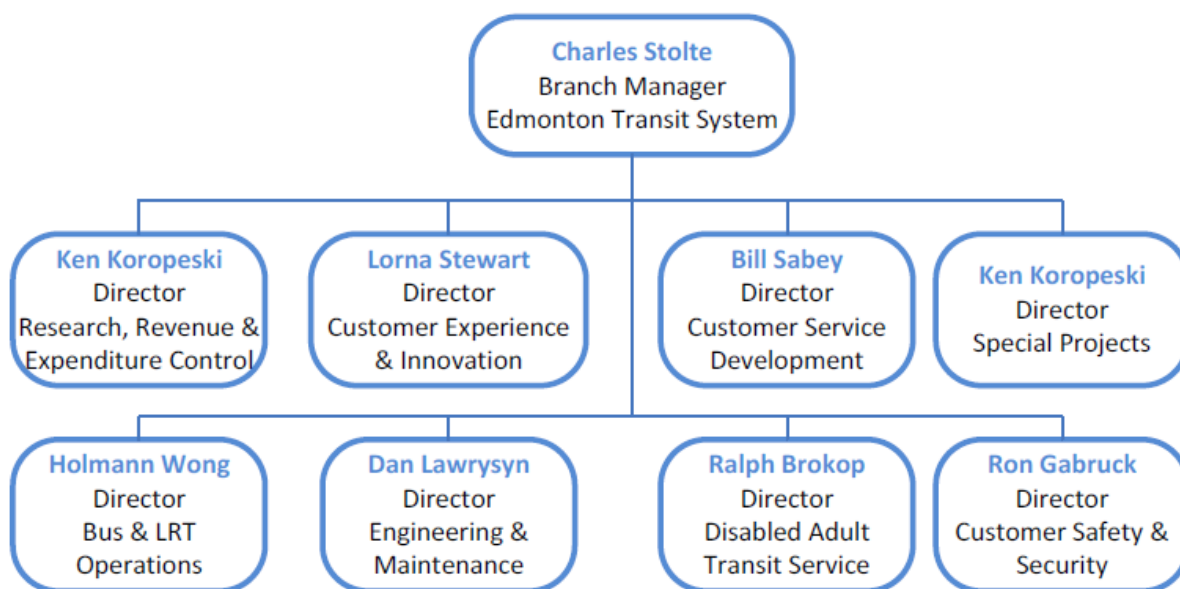
“Edmonton Transit is proud to serve the public, connecting Edmontonians to their work, school and communities by providing more than 2 million service hours annually.”

Edmonton Transit is part of a transportation system which encompasses more than moving people, goods and service on Edmonton Roads, bridges, rails, buses, sidewalks and light rail transit. It is part of a system which is essential in providing and supporting services and infrastructure that shape Edmonton’s urban form, impacts community well-being and is a primary contributor to Edmonton’s environmental, financial and social sustainability.

Our 2016 to 2018 Business Plan is intended to assist readers in learning more about Transit’s focus areas and priorities over the upcoming several years. Edmonton Transit plays a leading role in helping the City achieve its strategic goal of “Enhancing the use of Public Transit and Active Modes of Transportation,” which is measured by Transit Ridership per Capita as well as Journey to Work Mode mode split. The Business Plan document outlines a series of initiatives which support Edmonton Transit’s direction in achieving this important goal.

We are committed to providing transit that is accessible, reliable, safe, affordable all the while ensuring our customers have an overall positive experience.

Charles Stolte, Branch Manager
Edmonton Transit



Our Branch

Transit service is vital to Edmonton's success as one of Canada's fastest growing cities. Transit is the backbone of our urban transportation system and is critical to shaping Edmonton's growth and enabling choices for how people live, get around and work in the city. Edmonton Transit has seen considerable ridership growth and the majority of its customers are satisfied with transit services.

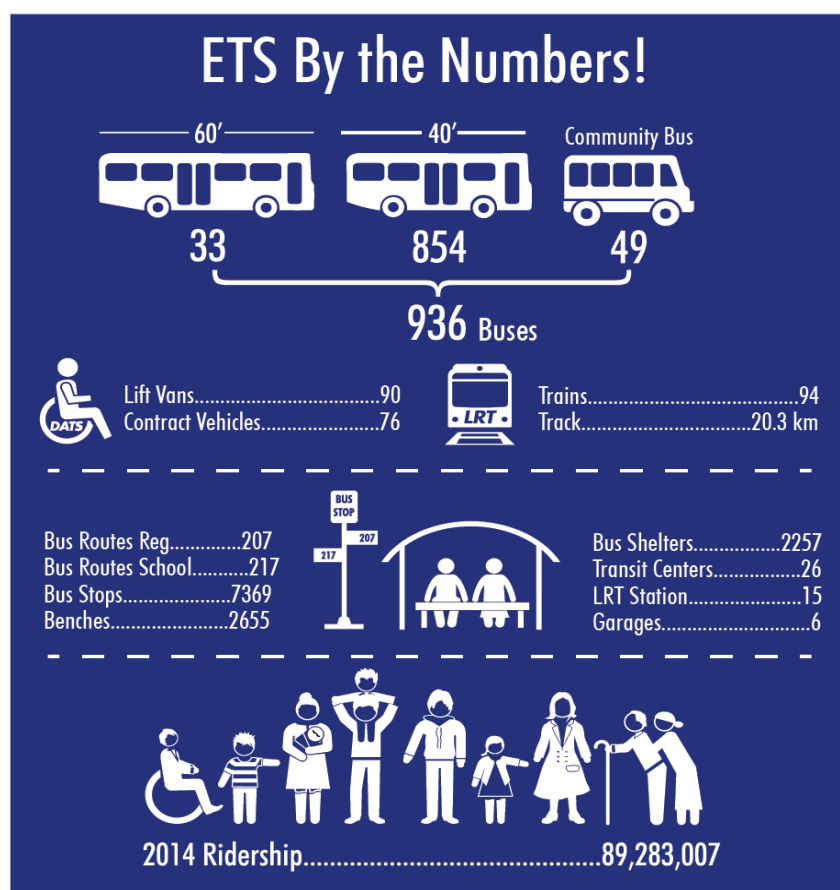
Edmonton Transit connects citizens to employment and educational opportunities; to major cultural destinations such as the art gallery, the museum; to sports facilities; to government and business office buildings; historic attractions; parks; major shopping areas; and great urban neighbourhoods. It also connects people to health and social services that help foster a healthy and inclusive community. Edmonton Transit is comprised of eight business areas with a common purpose to provide "a customer focused, affordable, safe, reliable and accessible public transit service by finding ways to enhance the use of Public Transit and active modes of transportation". Transit is a fully accessible public transit system that operates buses, LRT as well as DATS (Disabled Adult Transit Service). As a large local employer and contractor, Transit contributes to considerable economic activity across the region.

“Many thanks to the ETS staff who got me safely to and from work today. I appreciated the safe driving and clear sidewalks on a day when getting around is so difficult”

CACTIS#230265

Department Outcomes

Goals	Outcomes
Enhance Public Transit and Active Modes of Transportation	Connect citizens to work and play with an accessible, reliable and enjoyable transit system
Preserve and sustain the environment	Reduce greenhouse gas emissions and congestion with environmentally sustainable operations
Community Safety and Security	Implement programs to ensure citizens feel safe on buses and LRT and at bus stops, transit centers and LRT stations



“Kudos to all the ETS staff who made Heritage Days so accessible! You all did a great job! We appreciate the extra effort! Transit worked perfectly!”

CACTIS #222431

“Thanks again for a great experience travelling to and from Heritage Days. You guys do a phenomenal job of providing transport for this festival.”

CACTIS #222560

Contribution to the City's Vision

THE WAY AHEAD

A comprehensive, easy-to-use public transportation system supports a sustainable, livable city. When people make the choice to travel on public transit, they are making a choice that supports the city in a great many ways. A shift away from single passenger automobiles for private transport alleviates congestion from the city's roadways allowing for smoother, more efficient movement of goods and services that rely on the transportation network.

The initiatives below are intended to improve the efficiency and accessibility of the transit system to facilitate and promote ridership across the city, supporting a shift in Edmonton's transportation modes.

THE WAY WE MOVE

EDMONTONIANS USE PUBLIC TRANSIT AND ACTIVE
MODES OF TRANSPORTATION



Develop a long-term Fare Strategy which promotes ridership growth.

THE WAY WE MOVE

EDMONTONIANS USE PUBLIC TRANSIT AND ACTIVE
MODES OF TRANSPORTATION



Maintain the escalators system-wide and replace obsolete units to ensure that the transit system is accessible to the public.

THE WAY WE LIVE

EDMONTON IS A SAFE CITY



Expand the Transit Peace Officer program to meet increased demand and system growth to ensure public safety.

THE WAY WE GREEN

THE CITY OF EDMONTON'S OPERATIONS ARE ENVIRONMENTALLY SUSTAINABLE



Test Electric Buses to evaluate the feasibility of adding a more sustainable vehicle-type to Transit's fleet.

THE WAY WE MOVE

EDMONTONIANS USE PUBLIC TRANSIT AND ACTIVE
MODES OF TRANSPORTATION



Monitor the MinBus vehicle and staff scheduling module and ensure optimization of service hours and bus requirements, thus increasing the current fleet's capacity to provide service to customers.

In conjunction with other City of Edmonton branches, Edmonton Transit strongly supports Transit Oriented Development (TOD), a development strategy focused on building a city that is more compact, transit-oriented, and sustainable, that facilitates people's choices to walk, cycle, and use transit more than they do today. This approach integrates transportation, land use, and development by concentrating housing, shopping, and employment along a network of walkable and bikeable streets within a five-minute walk in any direction of a transit station (approximately 400 metres).

Specific initiatives that contribute to achieving this vision include expansion of the LRT, continuing to expand service to growing areas of the city, improved interchange between modes and using technology to keep our customers better informed.



COUNCIL INITIATIVES

Transit contributes to a shift in Edmonton's urban form by fostering an increasing density of the built form, promoting the efficient use of land while helping reduce urban congestion, cutting greenhouse gas emissions and enhancing economic growth, job creation and productivity. The benefits from public transit, however, depend on people choosing to use public transit in increasing numbers. By ensuring transit is accessible, reliable, and enjoyable to use, Edmonton Transit helps to make public transit the preferred choice for many.

EDMONTON'S POVERTY ELIMINATION

ETS provides a number of programs that support key aspects of the long-term implementation plan to end poverty in Edmonton within a generation. ETS supports the Donate-A-Ride charity, a long-running program that uses donations to purchase transit tickets which are distributed to local social service agencies. The agencies provide the transit tickets to low-income Edmonton families that are in need of transportation to get to employment, educational and social services that are required to improve their quality of life. In addition, ETS is developing a pilot low income transit pass program to be considered by City Council. If approved, this program would introduce a subsidized pass to low-income citizens of Edmonton earning less than Statistics Canada's Low Income Cut Off (LICO), complementing the services provided by Donate-A-Ride.

PUBLIC ENGAGEMENT

Transit regularly connects with citizens and customers outside of the transit trip experience. Transit has developed a Voice-of-the-Customer program to provide ongoing feedback of its service from current customers. Customer satisfaction surveys are undertaken monthly to identify customer needs and expectations while identifying emerging trends and providing actionable insights for potential service enhancements. Customer commendations and concerns are also reviewed frequently to spotlight specific incidents or growing areas of concern for Transit to action. ETS also aims to engage citizens and customers regarding major service and policy changes as well as its strategic direction. Future projects will engage citizens frequently throughout the process leveraging open houses, the Edmonton Insight Community, notices through transit communication channels and surveys. Input from these forums will be taken into consideration when conducting the planning process.

CORPORATE LEADERSHIP TEAM - STRATEGIC FOCUS AREAS

Edmonton Transit Services supports the Corporate Leadership Team's (CLT) vision for a Strategic Plan and lends its efforts to the Major Initiatives, as described by CLT. The branch works closely with other City business areas to develop, integrate and coordinate program efforts.

ORGANIZATIONAL CULTURE

Edmonton Transit is developing a communication strategy to ensure that ETS employees are informed and engaged

CORPORATE ACCOUNTABILITY

Continued development of strategic and operational performance measures that are aligned to the Department scorecard

MAJOR INITIATIVE – TRANSIT STRATEGY

The objective of the Transit Strategy is to develop a strategic plan that provides a framework to guide transit development and investment into the future. It will outline the broader version for public transit, including strategic development and refinement and recommended policy changes. Public engagement will be undertaken at different stages of the strategy development

MAJOR INITIATIVE - LRT

Continued expansion of Edmonton's Light Rail network by supporting design and construction of the Valley Line

BRANCH INITIATIVES

To provide accessible, reliable, safe, and affordable transit services for the City, Edmonton Transit is committed to continuous improvement of processes, technology and the people that serve the citizens of Edmonton. The initiatives identified below represent some of the major projects that support an efficient and customer-centric model of service delivery.



SMART BUS

Smart Bus refers to the addition of enhanced information and communication technology that is used to provide better information for customers, enable better management of on-road bus service and advanced data collection to assist transit planners in designing service. The Smart Bus components include automated stop announcements, a computer-aided dispatch and automatic vehicle location (CAD-AVL) system that are intended to enhance effective incident management of the bus service and real-time schedule information to riders. Smart Bus also includes testing and rollout of a Comprehensive Automatic Vehicle Monitoring (CAVM) system which provides real-time vehicle health monitoring. Full integration of the Automated Passenger Counter (APC) data collection with the onboard Smart Bus components is planned as well as tools to assist operators like a turn by turn navigation system on the Mobile Data Terminal (MDT)

SMART FARE

Smart Fare refers to fare collection technology that enables a flexible fare structure and convenient payment options for citizens and provides a platform for greater efficiency and growth. Activities will include releasing a RFP, review responses and select preferred vendor /solution procure and deploy an account based, open payment electronic fare system what will scale to accommodate the size and scope of the region and provide ETS and regional partners the ability to introduce innovative fare policy options. The Smart Fare system will be integrated with Smart Bus to provide a more cost effective, technologically sound solution. This project is contingent on provincial Green Trip funding

WESTWOOD TRANSIT GARAGE REPLACEMENT	Construction of a replacement for the Westwood transit garage facility for housing 300 buses with facilities to replace the maintenance functions. The new garage includes additional workspace to deal with overcrowding issues and best optimize resources among the ETS transit garages. The new facility is planned to be operational by 2018
SYSTEM PERFORMANCE EVALUATION SERVICE NEEDS ASSESSMENT	Undertake an annual system performance evaluation of routes, identifying service needs and issues for the upcoming year. Guidelines established in Transit Service Standards Policy C539 are used when considering route performance
FARE STRATEGY	Development of a long-term fare policy that is based on passengers travel behaviours will promote ridership and create a more equitable payment structure
ESCALATOR REPLACEMENT	System-wide review of existing escalators and begin replacing obsolete units that are at the end of their design life
TRANSIT PEACE OFFICER PROGRAM	Expansion of the program to meet increased demand for the services of Transit Peace Officers
ELECTRIC BUS PILOT	Evaluate the feasibility of adding electric bus technology to Transit's fleet
MINBUS	Vehicle and crew scheduling module to optimize service hours and bus requirements with implementation expected to have considerable savings that will be applied to future transit demands

BUILDING A GREAT CITY

Edmonton Transit Services strives to align all programs and initiatives with the Great City Vision established in *The Way Ahead: City of Edmonton Strategic Plan*. Programs include:

- I. Employee Communications
- II. Operator Assault Task Force
- III. Continuous Improvement and Innovation

TRANSPORTATION PLANNING PROGRAMS	
I. EMPLOYEE COMMUNICATION	A key initiative for Edmonton Transit is improving employee communications. An audit of the various channels used to communicate with staff was completed in 2014-15 to assess employees preferred means for receiving information about the work they do and the work being done by the branch and the City. Various strategies will be developed based on the audit findings with implementation of the tactics starting in late 2015 and continuing into 2016.
II. OPERATOR ASSAULT TASK FORCE	The Operator Assault Task Force is working with the Amalgamated Transit Union (ATU) Local 569 to develop a campaign to educate users of Edmonton Transit regarding the safety of our drivers. The goal is to have a workplace where employees feel safe and respected.
III. CONTINUOUS IMPROVEMENT AND INNOVATION	<p>Technology Application Strategic Plan</p> <p>Development of a Transit technology application strategic plan and roadmap that enables better business integration and allows for informed decisions regarding technology choices, ultimately leading to a prioritized technology innovations and process improvement projects that results in savings (e.g. Customer Feedback Handling Process Review).</p> <p>MinBus</p> <p>With the assistance of IT, Edmonton Transit is implementing a software enhancement optimization module which will optimize the scheduling of buses more efficiently, thus freeing up buses which Transit will then use to provide late night and new peak period service both of which are scheduled to start in September 2015. This initiative is continuous improvement as with the resources we have, we are able to use them more efficiently.</p>

CULTURE ACTION PLAN

As a branch, Edmonton Transit is committed to furthering its corporate culture. In 2014, Transit launched its ETS Drive initiative, focusing on culture transformation and employee communication. This includes supporting employee contribution and recognition as well as investing in employee well-being. While much of the foundational work has already been laid out, the future of the program lies in empowering ETS's 80-plus **cultural** ambassadors to foster a positive employee culture.

Transit will engage its leadership and cultural ambassadors (staff volunteers committed to advancing a positive workplace culture) to initiate a variety of activities that celebrate and promote staff contributions. Results from the 2014 Employee Engagement & Diversity survey provide focus areas. The 2016 and 2018 results will be used to measure and track progress on specific cultural activities. Edmonton Transit has already identified harassment in the workplace as a key focus area. Specific activities addressing this issue will include respectful workplace training for employees who have not yet been trained, refresher training for management employees, a communication plan and events at various Transit locations to promote the initiative and raise awareness.

Areas of Focus	<ul style="list-style-type: none"> Personally experiencing or witnessing of workplace discrimination or harassment Upon reporting of workplace discrimination or harassment, a response or change to address the situation occurred 		
Actions to be Taken	Edmonton Transit will launch a Harassment Free Workplace Initiative which will include: <ul style="list-style-type: none"> Respectful workplace training for employees who have not been trained, refresher training for other employees Communication plan to inform front-line employees on how to report Events at Transit facilities to promote and raise awareness for a Harassment Free Workplace 		
Measures (% favourable survey response)	2012 (Actual)	2014 (Actual)	2016 (Target)
<ul style="list-style-type: none"> Overall Engagement Overall Culture Overall Workplace Overall Immediate Supervisor 	66.4 61.3 64.0 61.2	65.6 62.2 62.3 60.0	70.0 65.0 65.0 65.0

Risk Identification and Emerging Issues

RISK FACTOR	LIKELIHOOD (1 TO 5)	IMPACT (1 TO 5)	MITIGATION STRATEGY	RISK OWNER
Employee Risk	5	4	Succession planning across the organization and for critical positions; Recruitment planning in place to attract a diverse workforce; Create an environment where employees want to work at, thus retaining top talent	Edmonton Transit Management Team
Financial Risk	5	4	Finding sufficient operating dollars to support long term capital investments; Finding sufficient dollars for critical projects that will dramatically alter service delivery	Edmonton Transit Management Team
Customer / Citizen Risk	5	4	Ensuring ongoing public confidence in overall Transit Service; Introduce new bus and LRT service to address customer demands and overcrowding and schedule adherence issues; Ensuring public confidence in public transit including reliability of service, on-time performance, operator behaviour, operator driving performance, safety and security at transit facilities and on transit vehicles	Edmonton Transit Management Team
Technology / Equipment	5	4	Replacing existing legacy systems with current technologies; Development of contingency plans to ensure consistent system delivery; Replacement of obsolete fare equipment with convenient fare-paying options.	Edmonton Transit Management Team
EMERGING ISSUES				
URBAN GROWTH AND COST OF SERVICE DELIVERY	The city's suburban areas are experiencing significant growth. Travel to/from areas farther from the core can cost more to serve than central neighbourhoods. Attempts are made to meet transit service levels warranted by policy in the newer areas, however there are costs concerns in delivering the service due to lower ridership.			
DEMOGRAPHIC CHANGE	Younger cohorts are proportionally over-represented as transit riders, specifically those 34 and under. Younger Edmontonians and newer residents are more likely to shift from single occupant vehicles.			

INCREASING COSTS	Costs for providing transit continue to increase. There is a need to identify the level of subsidy available for public transit and the best approach to delivering service within the financial constraints.
FINANCIAL SUSTAINABILITY	Determining the optimal subsidy, expenditures, and user fees to sustain current public transit services and future growth needs.
LRT	The City has an approved LRT Network Plan. Future LRT will impact transit planning and operations while dramatically increasing the attractiveness of transit.
TRANSIT ORIENTED DEVELOPMENT (TOD) / TRANSIT INTEGRATION	Successful TOD areas relies on the integration of transit to achieve The Way We Grow outcomes.
LAND USE	Define how public transit will support City goals of intensification of land uses and additional infill density. Define how public transit will support new residential development and business needs in non-residential areas.
SERVICE PROVISION	Based on Council direction, determining the blend of 'access for all' in balance with a frequent transit network.
SOCIAL AND ENVIRONMENTAL GOALS	Determining how public transit impacts the ability of the City to achieve its goals of community inclusion and poverty reduction. Edmonton Transit continues to support economic development – access to work, educational and social/recreational opportunities. Research methods of how public transit can contribute to reduce GHG's and other emissions.

Branch Structure and Programs

BUS AND LRT OPERATIONS	DISABLED ADULT TRANSIT SERVICE (DATS)	CUSTOMER SAFETY AND SECURITY	CUSTOMER SERVICE DEVELOPMENT
ETS Bus Operations 4 Divisions	DATS Operational Service and Administration	Security and Crime Prevention	Service Planning and Scheduling
LRT Operations and Control	Customer Care Centre	Bylaw and Provincial Act Enforcement	Development and Land Use Reviews
Operator Hiring and Training	Dispatch Service Control	Safety and Security Training	Charters and Special Events Service Planning
Operator Resource Planning	Scheduling	LRT and Bus Security	BusLink
Operator Management System and Shift Design	Contractor Administration	Services Support	Regional Transit Services
Dispatch Coordination (Bus and LRT)	Resource Management	Bus and Security Control	Special Events Park and Ride
Fleet Planning and Maintenance Liaison	Service Planning and Evaluation	Collision Investigation	Transit Data Management
Uniform and Clothing	Service Planning and Evaluation	Emergency Planning	Transportation Infrastructure Review
		City Hall / Churchill Precinct Security	Construction Detour Planning

Branch Structure and Programs

CUSTOMER EXPERIENCE AND INNOVATION	ENGINEERING AND MAINTENANCE	RESEARCH, REVENUE AND EXPENDITURE CONTROL	SPECIAL PROJECTS
Market Planning and Promoting Edmonton Transit	LRT Facilities, Vehicles and Right-of-Way Maintenance and Engineering	Fare Strategy and Policy	Non-Fare Revenue Management
Branding and Wayfinding	LRT Safety	Fare Product Design, Production, Sales and Distribution	Project Coordination for ETS
Partnerships - Business / Community Groups	Transit Systems	Strategic and Business Planning	
Technology Planning and Deployment	Transit Environmental Program	Management of Customer Analytics and Research	
Edmonton Transit System Advisory Board (ETSAB) Support	Bus Facilities Design, Construction and Maintenance	Financial Planning, Analysis and Budget Preparation	
Fare Product Design and Production			
Customer Service Care			
Design / Production / Distribution of Transit Information			



I would like to thank the bus driver who noticed a car behind them and honked a few times to let the car know that there is a crosswalk and people walking. Thank you for making (the roads) super safe and preventing my boyfriend and I from getting run over by a car who was in a rush on Sunday afternoon.

CACTIS#222442



PROGRAM ONE: BUS AND LRT OPERATIONS

Director: Hollman Wong

The Bus and LRT Operations Section has the prime responsibility for operating the service provided by Edmonton Transit System. To support the operation, the section oversees the labour force management for over 1,700 operators who provide public transit service directly to Edmonton citizens. Key activities include hiring, training, equipping and supervising front-line staff, and ensuring that manpower requirements and services are delivered in the most effective way for bus and LRT operations.

Service Standards

Bus and LRT Operations use a variety of performance indicators to ensure an efficient operational performance and a convenient, reliable service is available for transit riders. Some of the indicators used for manpower management functions include lost time, absences, WCB and overtime measures, “control-to-platform hour” ratio. LRT service reliability which is measured by schedule adherence (99% on-time) and service loss (less than 1%).

Business/Cost Drivers: The key business driver is the amount of service provided (over 2.1 million hours of bus and LRT service annually). Other business and cost drivers that affect the performance of this section include:

- Personnel costs;
- Collective agreements;
- LRT System expansion;
- Maintenance and fuel charges from service provided by the Fleet Services Branch



PROGRAM TWO: DISABLED ADULT TRANSIT SERVICE (DATS)

Director: Ralph Brokop

DATS provides door-to-door, driver assisted specialized transit for pre-booked registered customers 16 years of age or older who have a severe physical or cognitive disability and are unable to take conventional public transit for all or some trips.

Delivers trip administration services for the Cities of Leduc and St Albert on a contracted basis to leverage an advanced set of paratransit software tools.

Service Standards

- DATS accepts reservation bookings starting three days in advance of travel and until noon the day before.
- Trips are booked with a scheduled 30 minute pick-up window.
- Maximum travel time is 90 minutes.
- 2 hour trip cancellation notice.

Business/Cost Drivers

- Population trends including a growing and ageing population, coupled with a longer life expectancy, result in an increased number of individuals with mobility challenges and physical and cognitive disabilities. Further, the growing rates of obesity, as well as larger sizes of mobility equipment also result in an increased number of individuals who are unable to access conventional transit, thereby growing demand for paratransit services;
- Accessibility of conventional transit infrastructure including fleet, transit centres, and LRT stations; as well as related environmental accessibility (for example, accessible sidewalks, curb cuts, snow removal, etc.);
- City growth and congestion with impact on trip distances and travel times. For example, large residential buildings for seniors and individuals with disabilities constructed in the outer boundaries of the City;
- Provincial initiatives and trends including ageing in place, community-based healthcare (rather than facility based), and increased community programming for individuals with cognitive and physical disabilities;
- City owned fleet and contractor service delivery costs;
- Changes to DATS service standards;
- Changes to DATS eligibility criteria and resulting number of registrants who are able to access paratransit services.

PROGRAM THREE: Customer Safety and Security

Director: Ron Garbruck

Customer Safety & Security provides for the safety of ETS customers, employees and the public as well as the protection of ETS facilities and assets. The section is also responsible for the ETS Control Centre, which manages the daily activities of the ETS bus fleet in an effort to ensure reliable service in support of bus and LRT operations. Furthermore, Customer Safety & Security is also tasked with the protection of City Hall, and other city assets in the immediate vicinity of Churchill Square.

Service Standards

It is the goal of Customer Safety & Security to ensure that ETS provides a safe, reliable and customer focused transit system. Issues such as service disruptions caused by bus collisions, change overs, special events and emergency situations are effectively and efficiently managed through Customer Safety & Security's on road contingent of Inspectors and Transit Peace Officers. This is accomplished in collaboration with the ETS Control Centre staff, which leverages technology to provide real time information to customers and other stakeholders.

Business/Cost Drivers

- Personnel costs, including salaries and benefits
- The management of massive amounts of data and the challenge of converting it into real time actionable intelligence to create efficiencies
- The sharing of real time information among various internal and external stakeholders to ensure effectiveness
- Timely incident management and response to service disruptions and safety related issues both of which are highly unpredictable

PROGRAM FOUR: CUSTOMER SERVICE DEVELOPMENT

Director: Bill Sabey

Customer Service Development plans and schedules Edmonton's transit service. This group also plans and schedules Special Events Park & Ride transit services to support civic events such as Eskimos football, major stadium events, Heritage Days, and the I.T.U. Triathlon, and charter services to support conferences and other corporate and private events. Customer Service Development works closely with Bus and LRT Operations, who operate the transit service plans and schedules, and with Fleet Services, who provide and maintain the buses.

Other planning activities include providing ETS input on land development applications, transit center and major roadway project functional plans, transit priority measures, and LRT expansion studies. Customer Service Development determines the location of bus stops and shelters and develops detour plans for roadway construction projects. This group also assists regional partners with the planning of regional service and administers the regional service operating contracts.

Edmonton Transit's schedule information systems and applications, used by customers as well as internal partners, are maintained by Customer Service Development. This group also works closely with internal partners to implement and maintain the Smart Bus system.

Service Standards

Service Standards are set out in Policy C539 - Transit Service Standards. They include the following:

- Parameters for the level of service that should be provided,
- Route performance measures that are used to identify potentially under-performing and over-performing services, and
- Guidelines for the implementation of new services, walking distances to transit service and time periods of operation."

Business/Cost Drivers

- The Way Ahead / The Way We Move / The Way We Grow / The Way We Green / The Way We Live Transit Service Standards Policy C539 / ETS Fare Policy C451F
- Edmonton's development industry / Local economic conditions
- School Board Student Transportation Policies

PROGRAM FIVE: CUSTOMER EXPERIENCE AND INNOVATION

Director: Lorna Stewart

The Customer Experience and Innovation section is a strategic as well as support function within the Transit Branch. Its mandate includes:

- Delivering transit information in multiple formats to meet the needs of citizens and fully engage customers in achieving a positive experience;
- Leading the marketing and promotion of the features and benefits of public transit to customers, partners and stakeholders;
- Establishing and managing the ETS customer experience and reputation strategy;
- Supporting internal communications and staff engagement initiatives to support well informed employees and a positive workplace culture;
- Leading the technology strategy for the Branch including the Smart Bus and Smart Fare (regional system) transformational projects through to implementation, integration and ongoing maintenance and management of the onboard intelligent transportation system (ITS) assets.

Service Standards

- Customers informed and engaged:
 - At least 70% of customers are satisfied with **how** ETS communicates with them.
 - At least 85% of customers surveyed are satisfied that planning a trip is easy.
- Employees informed and engaged - 20% increase in 'Agree' or 'Strongly Agree' that:
 - Employee efforts are recognized [baseline: 50.4%]
 - Employee efforts are appreciated [baseline: 47%]
- They understand their contributions to *The Way We Move* [baseline: 45.4%]
- 99% of the onboard technology components (e.g. radios, Smart Bus system, cameras, passenger counters, etc.) are operational;
- Real-time transit information tools are operational 99 percent of the time.

Business/Cost Drivers

- personnel salary and benefits;
- integrating new and updated technology solutions to improve business processes and transform the customer experience;
- funding the operating impacts of increased onboard technology components;
- managing the expectations of citizens and employees for interactive information in a social media savvy world.

PROGRAM SIX: ENGINEERING AND MAINTENANCE

Director: Lorna Stewart

ETS Engineering and Maintenance provides support to all operational areas (LRT, Bus, and DATS). The section consists of the following groups:

- Maintenance and cleaning for the LRT Fleet. Also responsible for renewal projects and design alterations to the LRT Fleet;
- Maintenance for the communication, signal and traction power systems. Also responsible for renewal projects and design alterations to these systems;
- Maintenance for the bus and lrt facilities as well as the LRT Track and right of way. Also responsible for renewal and development of new facility and track infrastructure;
- Safety oversight for the LRT system, implementing rail safety programs and ensuring compliance;
- Environmental oversight for all of ETS, development and maintenance of the environmental management system and environmental programs.

Service Standards

- Ensuring all ETS infrastructure (LRT Stations, Bus Transit Centres, Bus Shelters, LRT Track, LRT Signal Systems, LRT Traction Power Systems, LRT Fare Machines, ETS Communication Systems, and Light Rail Vehicles) are in good working order resulting in safe and reliable operations. Strong maintenance programs ensure that infrastructure meets or exceeds its life expectancy.
- Ensuring accessibility for all Transit customers by designing new infrastructure and improving existing infrastructure to meet accessibility standards.
- Ensuring the LRT Section meets the current industry standards - safety, design and maintenance practices.
- Ensuring ETS is preventing pollution, continually improving environmental performance, and complying with all environmental regulations and commitments.

Business/Cost Drivers

- Well trained staff in the section, Well maintained infrastructure, System safety and environmental Plans;
- Union Agreements; Utility Rates for Electricity and Natural Gas; Special
- Increased Ridership Demand; Increased Infrastructure Requirements
- Component Replacement Costs; Obsolete building and vehicle components

PROGRAM SEVEN: RESEARCH, REVENUE AND EXPENDITURE

Director: Ken Koropeski

The Research, Revenue & Expenditure Control group leads the coordination of a series of a branch wide business related activities including;

- Research & Customer Insights - customer survey results analysis and insights, environmental analysis, industry analysis and benchmarking performance measures, data collection and tracking
- Strategic and Business Planning
- Financial Planning and Analysis (including budgeting)
- Continuous Process Improvement
- Edmonton Transit Commendations and Concerns
- Fare Management - fare policy, ridership and revenue modeling, transit fare programs, fare product sales and distribution

The team uses data and financial information in presenting findings and making recommendations to Edmonton Transit management for discussion and decision-making with the intention to positively impact Corporate, Department and Branch Outcomes and Performance Measures.

Standards

- Compliance with Corporate Policies, Directives and Guidelines including – multi-year budgeting (C578), cash handling procedures (fare media), software selection.
- Development and ongoing maintenance of Edmonton Transit's Fare Policy (C451G)
- Industry standards for business process improvement techniques/strategies

Business/Cost Drivers

- Council approved service hours (Bus and LRT) – the delivery of service has a significant impact on operational areas including Fare Programs, Fare Product Sales and Distribution along with customer complaints and commendations.
- Edmonton Transit Fare Policy sets direction on the fare strategy (Flat Fare, Distance travelled, Time of day, zone based, service type)
- Council, CLT and Corporate related Initiatives - including initiatives like Multi-year budgeting, Transit Strategy, Corporate Performance Measures, Two per cent innovation
- Transit Strategy Strategic Plan – over the course of the next several years a 10 year Transit Strategy will be completed and will set direction on future work.

PROGRAM EIGHT: SPECIAL PROJECTS

Director: Ken Koropeski

Edmonton Transit special projects include: lead for the Valley Line LRT procurement work, administration of non-fare revenue activities such as advertising contracts and kiosk license agreements, administration of permit activity for access to ETS property and development of new non-fare revenue generating options.

Service Standards

- Compliance with corporate procurement policies
- Compliance with project management procedures

Business/Cost Drivers

- General economic/market conditions (can affect the potential non-fare revenue that can be generated)



The driver was wonderful. He welcomed patrons onto the bus and had kind words for everyone who disembarked on the route. His obvious enjoyment of his job and the exceptional level of customer service he demonstrated made my day.



CACTIS#214665

Planned Changes 2016 - 2018

Financial Impact

The following Branch Summary Table includes the planned changes, as summarized on the following pages, to deliver the services described in the Business Plan.

EDMONTON TRANSIT SERVICE

2016 - 2018 PLAN - BRANCH SUMMARY

(\$000)	2015 Budget	2016 Plan	2017 Plan	2018 Plan
Revenue & Transfers				
User Fees, Fines, and Permits	135,500	137,100	138,100	138,500
Grants	-	-	-	-
Transfer from Reserves	-	-	-	-
Total Revenue & Transfers	\$135,500	\$137,100	\$138,100	\$138,500
Expenditure & Transfers				
Personnel	207,000	213,600	219,300	229,800
Non-Personnel	137,100	138,400	142,000	146,200
Total Expenditure & Transfers	\$344,100	\$352,000	\$361,300	\$376,000
Net Operating Requirement	\$208,600	\$214,900	\$223,200	\$237,500
Full-time Equivalents	2,395.3	2,400.3	2,400.3	2,400.3

CHANGES TO MAINTAIN CURRENT SERVICE LEVELS

For the 2016 Budget Year, Personnel costs are increased by \$5,000 for Settlements with an additional \$1,100 for Merit, Step and Benefits. Inflation increases are \$700, Utility increases are \$100 while Fleet savings of \$600 are expected.

2016 revenue increases include \$900 for U-Pass and \$400 for additional bus advertising.

For the 2017 Budget Year, Personnel costs are increased by \$4,000 for Settlements with an additional \$1,600 for Merit, Step and Benefits. Inflation increases are \$800, Utility increases are \$200 while Fleet increases of \$2,700 are expected.

2017 revenue increases include \$500 for U-Pass and \$400 for additional bus advertising.

For the 2018 Budget Year, Personnel costs are increased by \$4,800 for Settlements with an additional \$2,400 for Merit, Step and Benefits. Inflation increases are \$800, Utility increases are \$200 while Fleet increases of \$1,800 are expected.

2018 revenue increases include \$400 for additional bus advertising.

CHANGES BEYOND CURRENT SERVICE LEVELS

Impact of Capital:

- Deployment of the Smart Bus solution encouraging increased public transit usage, improved efficiency in bus maintenance activities and reduced fuel consumption, will require 5 FTES and additional costs of \$1,200 in 2016 with additional revenues and fuel savings in subsequent years.
- Costs of \$4,800 for implementation of an account based open payment Smart Fare system are expected to start in 2018 with cost savings to be realized in subsequent years.

POSITIVE CHANGE INITIATIVES

The implementation of the MinBus module will result in Capital and Operating budget savings for the City of Edmonton. There will be 49 fewer busses required to run the current level of service. These 49 buses are to be re-invested into 2016 – 2018 service packages resulting in a net Capital Savings of \$27.5M.

Capital Reinvestment:

Re-investment Year	# of Buses	Cost per Bus	Capital Savings
2016	20	\$562,000	\$11,240,000
2017	29	\$562,000	\$16,298,000
Total	49		\$27,538,000

MinBus will reduce the amount of annual service hours by 6,660 while maintaining the current level of service. This is an annual savings of \$642K for the City of Edmonton.

Annual On-going Operational Savings:

Year	Service Hours	FTE's	Total Annual Savings
2016	6,660	4.6	\$642,000

Capital Investment

The following table is a list of the capital programs for the Branch approved in the 2015- 2018 Capital Priorities Plan with the projected spending identified below:

Approved Budget (\$000)

Capital Program Name	2016	2017	2018	2019	2020 & Beyond
Bus Facilities	65,956	76,151	2,101	-	-
Bus Fleet	8,876	29,140	31,854	-	-
Bus Service Enhancements	14,696	9,004	8,019	-	-
Heritage Valley Park and Ride	800	-	16,900	3,315	-
LRT Facilities and Equipment	12,614	11,966	15,975	-	-
LRT Fleet	2,517	4,252	782	-	-
Total Approved Capital Budget	105,458	130,513	75,631	3,315	-
	2016	2017	2018	2019	2020 & Beyond
Total Growth	72,089	83,206	24,919	3,315	-
Total Renewal	33,370	47,307	50,712	-	-
Total Approved Capital Budget	105,458	130,513	75,631	3,315	-