

**Vision:** *The City of Greater Sudbury is a growing, world-class community bringing talent, technology and a great northern lifestyle together.*



# Agenda

## Audit Committee

meeting to be held

Tuesday, August 9<sup>th</sup>, 2011

**at 10:00 am**

Council Chamber, Tom Davies Square

## **AUDIT COMMITTEE AGENDA**

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For the 8<sup>th</sup> Audit Committee Meeting  
to be held on **Tuesday, August 9, 2011**  
**Council Chamber, Tom Davies Square at 10:00 am**

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**COUNCILLOR CLAUDE BERTHIAUME, CHAIR**

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**Evelyn Dutrisac, Vice-Chair**

**(Please ensure that cell phones and pagers are turned off)**

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### **DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF**

## **PRESENTATIONS**

1. Report dated August 2, 2011 from the Auditor General regarding 2011 Annual Report – Auditor General's Office. **4 - 13**  
**(ELECTRONIC PRESENTATION) (FOR INFORMATION ONLY)**
  - Brian Bigger, Auditor General

(This report summarizes the audits completed in the previous audit year.)
2. Report dated August 2, 2011 from the Auditor General regarding 2010 Audit of Greater Sudbury Transit, Conventional Transit Services. **14 - 68**  
**(ELECTRONIC PRESENTATION) (RECOMMENDATION PREPARED)**
  - Brian Bigger, Auditor General

(This report summarizes the observations, conclusions and recommendations made by the Auditor General's Office in reference to a 2010 program audit of Conventional Transit Services.)
3. Report dated August 2, 2011 from the Auditor General regarding 2010 Audit of Greater Sudbury Transit, Handi Transit Services. **69 - 106**  
**(ELECTRONIC PRESENTATION) (RECOMMENDATION PREPARED)**
  - Brian Bigger, Auditor General

(This report summarizes the observations, conclusions and recommendations made by the Auditor General's Office in reference to a 2010 program audit of Handi Transit Services.)

## **Adjournment (Resolution Prepared)**

**CAROLINE HALLSWORTH, EXECUTIVE DIRECTOR, ADMINISTRATIVE SERVICES/CITY CLERK**  
**LIZ COLLIN, COUNCIL SECRETARY**

## For Information Only

### 2011 Annual Report – Auditor General's Office

Presented To:	Audit Committee
Presented:	Tuesday, Aug 09, 2011
Report Date	Tuesday, Aug 02, 2011
Type:	Presentations

### Recommendation

The Auditor General recommends that:

1. The Audit Committee receive this report for information.

Signed By

**Auditor General**

Brian Bigger

Auditor General

*Digitally Signed Aug 2, 11*

## Comments

The Auditor General's report entitled "2011 Auditor General's Annual Report To Audit Committee" is attached below.

This report highlights a selection of audit reports issued between June 2010 and June 2011. As well as direct financial benefits, the report also highlights non-financial benefits such as improved internal controls and operational efficiencies as a result of implementing recommendations from audit reports.

## Summary

This report is provided in accordance with bylaw 2009-239 11 (1), which requires the Auditor General to provide an annual summary report to the Audit Committee.

The Auditor General's Office provided 119 recommendations for improvement to Management in the five audit reports issued over the last year. While certain reports have resulted in tangible cost savings, the more important benefits provided relate to the avoidance of future costs, as well as the protection of City assets. Nevertheless, tangible annual cost savings have occurred, or will occur, as a result of the work conducted by the Auditor General. Over the previous audit year, between June 2010 and June 2011, the Auditor General's Office provided reports to Audit Committee and Council with estimated potential savings to the City of \$1.9 million compared to an audit expenditure of \$340,000. In simple terms, for every \$1 invested in the audit process the return on this investment has been \$5.69. Many of the estimated cost savings are ongoing and occur on an annual basis

Auditor General's Office

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## 2011 Annual Report

Brian Bigger, C.G.A

Auditor General, City of Greater Sudbury

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## EXECUTIVE SUMMARY

According to the Municipal Act 2001, and Municipal bylaw 2009-239 Council appointed an Auditor General who:

“reports to council and is responsible for assisting the council in holding itself and its administrators accountable for the quality of stewardship over public funds and for achievement of value for money in municipal operations”

In fulfilling this mandate, the Auditor General may identify cost savings or opportunities for cost savings. These cost savings may be one time or ongoing.

### Conclusion

The role of the Auditor General is not specifically to identify cost savings. While certain reports have resulted in tangible cost savings, the more important benefits provided relate to the avoidance of future costs, as well as the protection of City assets and ensuring the proper use of public funds. It is important to appreciate also that reports which have no financial benefit nevertheless have significant other long-term benefits to the City.

## 1. Annual Work Plan

On an annual basis, the Auditor General submits an audit work plan for the upcoming year to City Council for information.

The 2011 Audit Work Plan was presented to Council in the Wednesday, March 9, 2011 meeting of the Audit Committee. The work plan provides an overview of how resources allocated to the Auditor General's Office will be used in 2011.

The allocation of audit resources to audit projects, for the most part, is based on the results of a comprehensive City-wide risk assessment exercise, prepared in detail by the Auditor General's Office every six years and then updated annually. The purpose of the risk assessment is to ensure that all areas of the City are evaluated from an audit risk perspective by using uniform criteria in order to prioritize potential audit projects.

The Auditor General's most recent detailed risk assessment was completed in 2009 for City Departments. Although the Auditor General's authority extends to all Boards, Agencies and Corporations that Council is accountable for, the long term (six year) audit plan has been developed to focus on City managed departments, programs and activities. The Auditor General's annual work plan is intended to follow the risk ranked selection of program performance audits, and has been designed with enough flexibility to respond to more topical and current audit concerns related to internal processes and controls through cross functional audits. The Auditor General's Office began conducting audits in February 2010.

When selecting audit projects, the Auditor General attempts to balance audit work that will identify opportunities for cost reductions, increased revenues, enhanced efficiency and effectiveness of municipal services, and improvements in major control systems.

Finally, the extent of audit projects included in our work plan is also a function of available staff resources.

## 2. Performing Audit Responsibilities In An Independent Manner

Over the last year, the Auditor General has put a significant amount of effort into communicating and establishing the basic requirements needed for a sustainable audit function. Many of these fundamentals are provided in The Municipal Act (2001), and were reaffirmed by the Council in Municipal bylaw 2009-239.

According to the law, (Municipal Act 2001, 223.19), the Auditor General is required to perform his or her



responsibilities in an independent manner. This does not mean that the Auditor General's Office is a separate agency of the City. Instead, the Auditor General reports to Council, and is employed by the City to assist Council in holding themselves and it's administrators accountable to taxpayers.

While performing these duties, the municipality has a duty to give the Auditor General such information regarding their powers, duties, activities, organization, financial transactions and methods of business as the Auditor General believes to be necessary to perform his or her duties.

The municipality also has a duty to provide the Auditor General free access to all books, accounts, financial records, electronic data processing records, reports, files and all other papers, things or property belonging to or used by the municipality, the local board, the municipally-controlled corporation or the grant recipient, as the case may be, that the Auditor General believes to be necessary to perform his or her duties.

The Municipal Act also clearly states that a disclosure to the Auditor General by the City Solicitor does not constitute a waiver of solicitor-client privilege, litigation privilege or settlement privilege.

The Auditor General believes that Council and City Management are well informed of the authority of the Office in conducting audits.

### 3. Audit Recommendations

It has been said that "The value of an idea lies in the using of it." <sup>1</sup>

Over the last year ending June 30, 2011, the Auditor General's Office has made 119 audit recommendations to management. Table 1 provides a summary by audit.

Report Title	Recommendations Made
Roads: Miscellaneous Winter Maintenance	32
Transit Cash Handling	44
Transit Shift Trading	8
Accounts Payable	19
Conventional Transit Services	16
Total	119

Table 1

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<sup>1</sup> THOMAS A. EDISON

Careful consideration is given to ensuring that recommendations are relevant, practical and cost-effective. Consequently, there should be few instances where management is in disagreement with the recommendations.

Recommendations resulting from reviews, investigations and audits conducted by the Auditor General's Office have benefitted the City of Greater Sudbury in a variety of ways.

Audits have identified ways to:

- increase City revenues or identify opportunities for new revenues or cost reductions
- better manage or utilize City resources, including the management of public funds, personnel, and inventory
- eliminate inefficiencies in internal and administrative procedures, use of resources, allocation of personnel and purchasing policies.

Audits also assist management to:

- safeguard assets
- improve internal controls over cash and disbursements
- detect unauthorized acquisitions,
- ensure compliance with laws, regulations, policies, procedures or generally accepted industry standards
- achieve desired program results, or determine if desired results have been achieved.

#### **4. Follow-Up on Implementation of Audit Recommendations**

The responsibility of the Auditor General's Office in regard to audit recommendations is to present accurate and convincing information that clearly support the recommendations made. It is management's responsibility to implement recommendations. Further, City Council is responsible for ensuring that agreed upon recommended changes and improvements occur. The Auditor General assists Council in exercising this responsibility through an annual recommendation follow-up process.

Benefits of auditing only come from the implementation of audit recommendations. The Auditor General's Office conducts a systematic follow-up of recommendations made. Continued efforts to implement outstanding recommendations will provide additional benefit to the City through cost savings, additional revenue and enhanced service delivery.

The follow-up of recommendations is an annual process incorporated in our work plan. On an annual basis, the Auditor General forwards a listing of outstanding audit recommendations to management. Management responds with information detailing the action taken on recommendations implemented. The Auditor General verifies, to the extent he feels necessary, information provided by management and communicates results of the review to the Audit Committee.

## 5. Cumulative Estimated Savings

ESTIMATED SAVINGS \$000's		
Year of Savings	2010	
2010	\$	402,800
2011	\$	383,200
2012	\$	383,200
2013	\$	383,200
2014	\$	383,200
2015		
Total	\$	1,935,600

Table 2

Table 2 (above), provides a summary by year of the estimated cumulative savings generated as a result of the audit work completed and reported from June 2010 through to June 2011 projected forward over a five-year period. These figures are estimates based on a range of assumptions by the Auditor General.

## 6. Overview Of Significant Reports Issued In 2010

The following highlighted reports and benefits identified are reflective of audit reports issued by the Auditor General's Office between June 2010 and June 2011.

### Roads: Miscellaneous Winter Maintenance

This audit was requested by Audit Committee and Council with a 2/3 majority vote. It was conducted as a program audit review and was limited in scope, as it focused on internal processes and controls related to pothole repairs.

[Our recommendations related to the need to:](#)

- improve the flexibility and productivity of the City's workforce,
- reduce crew sizes to further improve productivity,
- reduce the reliance on Contractors,
- tighten up contractor invoice approvals, and
- develop a road fouling bylaw to offset increase long term road maintenance costs.

## Transit Cash Handling

This audit was selected to demonstrate the benefits of random cash audits anticipated in the six year audit plan. It served as a follow up on recommendations made in a KPMG operational consulting report, and focused on internal processes and controls over cash handling within the Transit Cash Office.

[Our recommendations related to the need to:](#)

- improve the segregation of duties, and
- the management of bus ticket and pass inventory.

## Transit Shift Trading

This audit resulted from our initial observations and findings while conducting our risk assessment of Conventional Transit Services.

It was conducted as limited scope payroll and timesheets controls audit, with the intention of ensuring compliance with laws, regulations, policies, procedures and payroll controls.

[Our recommendations related to the need to:](#)

- discontinue the practice of selling shifts for cash, and
- to improve timesheet and payroll controls to ensure the accuracy of City records.

## Accounts Payable

This audit resulted from our initial observations and findings while developing our six year audit plan.

It was conducted as cross-functional audit, with the intention of providing assurance to management and Council that adequate controls and safeguards were in place for Corporate processing of payments.

Our recommendations related to the need to:

- improve controls and segregation of duties for activities related to Vendor Master files,
- to establish supervisory review of voided transactions,
- to increase the use of electronic funds transfers, and
- also proved assurances and support for the recovery of duplicate payments of invoices.

## Conventional Transit Services

This audit was initiated as a full program performance audit, in accordance with our six year audit plan. It was conducted with the intention of assisting Council in holding themselves and the Administrators accountable for the quality of stewardship over public funds, and the achievement of value for money in operations.

Our recommendations related to the need to:

- improve the quality of performance information provided to the Council in support of program direction, program options and budget deliberations,
- improve the quality of information provided to new members of Council in support of their role in evaluating elements of value for money for the U-Pass program,
- improve Transit fleet work order processes to evaluate value for money in fleet maintenance and repair,
- improve Transit's use of AVL system data intended to evaluate elements of value for money for bus operations,
- improve Transit's use of Fare Box system data to support ridership analysis and route planning, and
- improve Transit's ability to summarize and evaluate customer inquiries and complaints in support of continuous improvement in satisfaction and value for money.

## Request for Decision

### 2010 Audit of Greater Sudbury Transit, Conventional Transit Services

Presented To:	Audit Committee
Presented:	Tuesday, Aug 09, 2011
Report Date	Tuesday, Aug 02, 2011
Type:	Presentations
File Number:	2010GRTH07A

### Recommendation

The Auditor General recommends that:

1.Recommendations in the attached Auditor General's report entitled "2010 Audit Of Greater Sudbury Transit Services - Conventional Transit" be adopted.

2.This report be forwarded to the City's Transit Committee for information.

(See attached report)

Signed By

**Auditor General**

Brian Bigger

Auditor General

*Digitally Signed Aug 2, 11*

***Auditor General's Office***

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**Audit Committee Report**

***2010***

***Audit Of Greater Sudbury Transit  
Services***

***Conventional Transit***

***Brian Bigger, C.G.A***

***Auditor General, City of Greater Sudbury***

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# 2010 Audit Of Greater Sudbury Transit Services Conventional Transit

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## Audit Overview

**Fieldwork Complete Date:** December 14, 2010  
**Draft Report Date:** March 2, 2011  
**Final Report Date:** May 24, 2011  
**To:** Roger Sauve, Director Transit Services  
**From:** Brian Bigger, Auditor General  
**Audit Number:** 2010GRTH07A

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## Summary

Attached is the Auditor General's report entitled "2010 Audit Of Greater Sudbury Transit Services - Conventional Transit". The Auditor General's 2010 Audit Work Plan included a program audit of the City's Transit Services Division. The intent in including the audit of program management and controls in the work plan was to systematically evaluate the quality of stewardship over public funds, and the achievement of value for money in operations throughout the organization. This review is part of a series of program audits intended to provide recommendations for improvement across all programs over a six year period.

The objective of the audit was to evaluate the quality of stewardship and opportunities to enhance value for money in operations through more effective, economical and/or efficient management of Transit Services.

While we recognize the initiatives introduced by the Director of Transit, and the Transit Committee to improve service levels and Citizen's perception of Value for Money, more work is required in order to address the recommendations in this report.

The attached report contains sixteen recommendations along with a management response to each of the recommendations.

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## Recommendations

### The Auditor General recommends that:

1. Recommendations in the attached Auditor General's report entitled "2010 Audit Of Greater Sudbury Transit Services - Conventional Transit" be adopted.
2. This report be forwarded to the City's Transit Committee for information.

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## Financial Impact

### Audit Impacts

Implementing the recommendations contained in this report will strengthen controls. It will also improve management's ability to enhance citizen satisfaction and perceived value for money achieved through Transit operations, and enable future identification of operational efficiencies by management.

Implementing the recommendations in this report will also enhance the quality of information provided Transit Committee and Council's in fulfilling their role in oversight of this program.

As certain fundamental management and performance data was not available during our review, the extent of any resources required or potential cost savings resulting from implementing the recommendations in this report is not determinable at this time.

The following limitations impacted the Auditors ability to conduct further detailed review:

#### 1. Usefulness Of Passenger And Route Data Reporting Capabilities

Since 2007, over \$3 million will have been spent on "leading edge" Farebox and AVL data collection systems. We have been told by management that less than three transit operators in Canada have the data collection capabilities of our Transit systems.

Unfortunately, as of the time of completion of our audit fieldwork in December 2010, no useful reporting capabilities had been developed to facilitate a system wide review for opportunities to improve efficiency, economy or effectiveness of the system.

## **2. Usefulness Of Fleet Work Order Data**

Transit Services supports the cleanliness, maintenance and repair of a fleet of sixty buses with eight full time Mechanics, ten Other Maintenance full time, and four Other Maintenance part time staff. The auditors felt that this might be an area where opportunities to improve efficiency, economy or effectiveness of these essential support services might be found.

Unfortunately, although a work order system does exist, the usefulness of data collected through the system was poor. Work orders categorized as mechanical and safety related repairs only explained the work of approximately three mechanics. All other activities were either not recorded on work orders, or were classified as miscellaneous and did not contribute to an evaluation of value for money.

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### **Comments**

The Auditor General's report entitled "Greater Sudbury Transit Services Program Audit" is attached as Appendix 1. Management's response to each of the recommendations contained in this report is attached as Appendix 2.

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### **Contact**

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**Signature**

Brian Bigger, Auditor General

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**Attachments**

**Appendix 1:** Greater Sudbury Transit Services Program Audit

**Appendix 2:** Management's Response to the Auditor General's Audit of Greater Sudbury Transit Services

***Auditor General's Office***

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Main Report

***2010***

***Audit Of Greater Sudbury Transit Services***

***Conventional Transit***

***Brian Bigger, C.G.A***

***Auditor General, City of Greater Sudbury***

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This audit was performed by the Auditor General pursuant to section 223.19 (1.1) of the Municipal Act, 2001, S.O. 2001, c.25 in accordance with generally accepted government auditing standards (International Standards for the Professional Practice of Internal Auditing, as set by The U.S. Government Accountability Office).

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## EXECUTIVE SUMMARY

### Why we conducted this review

The Auditor General's 2010 Audit Work Plan included a program audit of the City's Transit Services Division. The intent in including the audit of program management and controls in the work plan was to systematically evaluate the quality of stewardship over public funds, and the achievement of value for money in operations throughout the organization. This review is part of a series of program audits intended to provide recommendations for improvement across all programs over a six year period.

### We followed generally accepted government auditing standards

We conducted this audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

### Objectives of the review

The objective of the audit was to evaluate the quality of stewardship and opportunities to enhance value for money in operations through more effective, economical and/or efficient management of Transit Services.

### A risk based approach was taken

The Auditor General's Office developed a ranking of inherent risks with Transit Management's input to determine the higher risk areas within Transit that were included in the scope of the audit.

### Steps in the review

Our audit methodology included the following:

- Reviewed maintenance records, work orders, Operator's circle checks, internal inspection records and MTO inspection reports;
- Reviewed inventory controls and slow moving inventory;
- Reviewed operating expenses for reasonableness;
- Reviewed route planning process and documentation;
- Reviewed customer complaints, driver monitoring, accident log and driver training program;
- Reviewed current facilities in regards to safeguarding of assets;
- Reviewed various contracts such as the Fare Box and Data Collection



System, The AVL Data Collection System, AVL Stop Announcement Data Collection System, U-Pass, Handi Transit, Trans Cab, Transit Information Kiosk, In Transit Café Lease, and Transit and Arena Advertising Contract.

- Conducted interviews with Transit management;
- Reviewed and discussed findings with management.

#### **Additional Transit Related Reports**

- 1) **Handi Transit Services**
- 2) **Transit Kiosk and Café Contracts**
- 3) **Transit and Arena Advertising Contract**

Due to the significance of issues surrounding the Handi Transit Contract, as well as the Transit Information Kiosk Contract and the In Transit Café Lease Agreements, and the Auditor General's Office has decided to provide results of their review under separate cover.

As the Transit and Arena Advertising Contract was awarded but not signed at the time of our review, and other departments may be impacted, the Auditor General's Office plans to conduct a more thorough review of this agreement, along with other revenue related contracts in further detail at a later date.

#### **Summary of key issues and recommendations**

Communication of business plans, targets and performance measures was lacking

Fleet work order system was not used to manage fleet maintenance and repair cost and productivity

Despite investments in data collection systems, value for money has not been demonstrated

#### **Our review identified the following:**

- Business plans, targets and performance measures have not been adequately communicated to Transit Committee and Council in support of strategic decision making and budget deliberations.
- Fundamental work order management systems designed to aid management in the control of fleet costs and productivity were not well utilized.
- Although since 2007, over \$3 million will have been spent on "leading edge" systems designed to collect data by type of rider, by stop (GPS coordinate), and by time of day, staff has been unable to demonstrate that these investments have provided "value for money".

The following report contains sixteen recommendations. The implementation of these recommendations will contribute to improvements in the management of conventional Transit Services offered to the public.

## BACKGROUND

Sudbury Transit was established in 1972. On January 1, 2001, the City of Greater Sudbury (the City) was created as a result of amalgamation. As a result, Transit expanded its service to the newly amalgamated areas. The City currently has a population of 160,000 within an area of 3,627 square kilometres, of which approximately 81% is serviced by Greater Sudbury Transit.

### Elements of success for safe, reliable and affordable transportation

- **Fleet maintenance and repair**
- **Driver licensing**
- **Driver Training**
- **Scheduling and on time service**
- **Continuous route planning**

Many citizens rely on Transit each day. A successful transit system is one that provides safe, reliable and affordable transportation to its citizens. One key factor in providing safe and reliable transportation is ensuring the vehicles are well maintained, including ensuring that Transit has adequate operating resources to perform the necessary repairs in a timely fashion.

Driver licensing and ensuring there is sufficient and appropriate training for all drivers is imperative to ensure the safety of the City's citizens and employees, as well as to protect the City's assets.

Scheduling also impacts both safety and reliability of the service. Transit needs on time results both consistently and cost effectively. Buses need to follow their published schedules and accommodate the timed transfers, otherwise ridership will be impacted.

Route planning is a key factor in increasing ridership growth. Routes should be designed for optimal customer service with consideration to geographical coverage, minimal duplication of services, convenient transfers and waiting time between transfers, ease of system use, optimization of fleet resources and minimum travel time (directness of routes).

## TRANSIT OBJECTIVES

“Public transportation services contribute to the social and ecological health of our community by removing geographic barriers to employment and social service opportunities and by reducing the environmental and

infrastructure costs of transportation.”<sup>1</sup>

**Safe, Reliable, and  
Affordable**

Greater Sudbury Transit’s objective is to provide safe, reliable and affordable transportation services to over 4.2 million passengers each year.

## **TRANSIT GOVERNANCE**

City Council, Senior Management, Operational Management and staff all play key roles in the delivery of transit service. Council is the owner of the transit service and the administration is accountable to Council for operating the service within approved policy. Understanding and adopting the responsibilities associated with each role will facilitate Council’s approval and oversight role and provide the administration with the direction and flexibility required to achieve the greatest benefit from the City’s investment in transit service.

**Role of Council**

It is the role of council,

- (a) to represent the public and to consider the well-being and interests of the municipality;
- (b) to develop and evaluate the policies and programs of the municipality;
- (c) to determine which services the municipality provides;
- (d) to ensure that administrative policies, practices and procedures and controllership policies, practices and procedures are in place to implement the decisions of council;
- (d.1) to ensure the accountability and transparency of the operations of the municipality, including the activities of the senior management of the municipality

**Transit’s governance  
framework**

There are various documents that are part of Transit’s governance framework.

**Transit Ridership Growth  
Strategy (2006)**

The Transit Ridership Growth Strategy and Transit Asset Management Plans were approved by Council in 2006. This document was a requirement by the Ministry of Transportation (MTO) as a condition for provincial gas tax funding. The document further provided Greater Sudbury Transit with

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<sup>1</sup> [http://www.greatersudbury.ca/cms/index.cfm?app=div\\_transit&lang=en](http://www.greatersudbury.ca/cms/index.cfm?app=div_transit&lang=en)

opportunities for the future, to promote ridership growth and to help achieve the mobility objectives of the City. In 2006, a Transit Committee was established “to oversee the benefits and improvements that the implementation of the recommendations of the Ridership Growth Strategy and Asset Management Plan will achieve.”<sup>2</sup>

**The Constellation City  
report (January 2007)**

The Constellation City report (January 2007) was a report put together by members of the Community Solutions Team who conducted extensive consultations with residents of the City of Greater Sudbury to identify issues and recommend solutions to City Council.

**The Community Solutions  
Team**

**“reviewing ridership  
levels, evaluating new  
routes and equipment  
should be carried out by  
Transit”**

Their recommendation was “That the City of Greater Sudbury undertake a full review of transit services and explore the potential for expanded intra-community transit, expansion of Handi Transit and an end to two tier fares. Further, the city should establish an ongoing transit advisory group, using riders from across the entire community.”<sup>3</sup> The Community Solutions Team felt that reviewing ridership levels, evaluating new routes and equipment should be carried out by Transit. They suggested that pilot projects be commissioned to review these areas annually.

**2007-2008 Business Plans**

**Transit Services Goal**

**Implement the Ridership  
Growth Strategy**

In 2006, the Business Plans for 2007-2008 were developed to “establish strategic direction, priorities, organizational improvements and operational strategies”<sup>4</sup> for various departments within the City. Greater Sudbury Transit developed two goals, one for parking and one for transit. The Transit goal was “To provide a safe and comfortable transportation for the community by implementing the recommendations developed from the Ridership Growth Strategy.”<sup>5</sup>

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<sup>2</sup> [http://www.city.greatersudbury.on.ca/cms/index.cfm?app=div\\_councilagendas&lang=en&currID=7602](http://www.city.greatersudbury.on.ca/cms/index.cfm?app=div_councilagendas&lang=en&currID=7602)

<sup>3</sup> Constellation City: Building a Community of Communities in Greater Sudbury, Report of the Greater Sudbury Community Solutions Team, January 2007.

<sup>4</sup> Business Plans 07-08 City of Greater Sudbury

<sup>5</sup> Business Plans 07-08 Growth and Development Department

## TRANSIT ACCOMPLISHMENTS

The Ridership Growth Strategy and Asset Management Plan completed by Entra Consultants in 2006 provided numerous recommendations in regards to the general operations of Transit as well as route planning. Since 2006, Transit has implemented the majority of the report's general operating recommendations as well as some additional initiatives. Some of these initiatives were:

**Transit has implemented the majority of the report's general operating recommendations**

- 2006 - The new fare box and data collection system (with Smart Card technology capabilities) (This system was to provide enhance cash handling controls, and to collect ridership data by route and time of day) (\$1.7 million investment)
- 2008 - An optional AVL data collection system was also acquired as part of the fare box system. (This system was to provide ridership data by stop location and time of day)
- 2007 - Elimination of the \$2 Trans Cab premium
- 2008 - Produced a new Rider's Guide
- Ongoing conversion of the fleet to 100% low floor accessible buses (will be completed in 2011)
- 2008 - Added bike racks to buses on the Val Caron / Hanmer / Capreol routes
- 2006 - Implemented U-Pass program (\$600 thousand cost / yr according to KPMG estimate)
- Implemented new AVL based Stop Announcement system (\$1.0 million investment to be installed in the last six buses in 2011)
- 2009 - Increased Handi Transit and Trans Cab service on holidays and extended hours for Sunday service.
- Increased number of Handi Transit buses from twelve to fourteen, between 2006 and 2009
- Implemented Youth Summer transit passes 2008

Only a few recommendations related to route planning and analysis from the Ridership Growth Strategy have been implemented

Only a few recommendations related to route planning and analysis from the Ridership Growth Strategy have been implemented. Transit has implemented additional routes within New Sudbury and added some additional service on commuter routes. They also tried an intra valley route for a few years however; this route has since been cancelled due to poor ridership.

Transit has already implemented most of the sustainability measures

Transit systems are essential in meeting mobility needs of citizens. The Canadian Urban Transit Association (CUTA) has developed guidance to help transit systems work towards sustainability. Social inclusion and accessibility is one objective in establishing a sustainable transit system. Some of the measures CUTA uses to determine sustainability are as follows:

- Driver training to improve service for those with disabilities
- Travel training programs for people with disabilities
- Barrier-free vehicles and infrastructure
- Travel information for people with sensory impairments
- Announcement/display of information in vehicles and at stops
- Accessible systems for customer feedback<sup>6</sup>

Transit has already implemented most of these sustainability measures such as driver training, barrier-free vehicles and implementing the stop announcement system.

## HISTORICAL PERFORMANCE MEASURES AND OPERATING TRENDS

Oracle Citizen and Business Surveys

In previous years, Citizen and business surveys have been conducted by the City to gather input on services delivered. The graph below graphically displays the results of these surveys. The Oracle surveys asked citizens to rate the importance of the transit service to them and also how satisfied they were with the level of service currently provided. Although both businesses and citizens

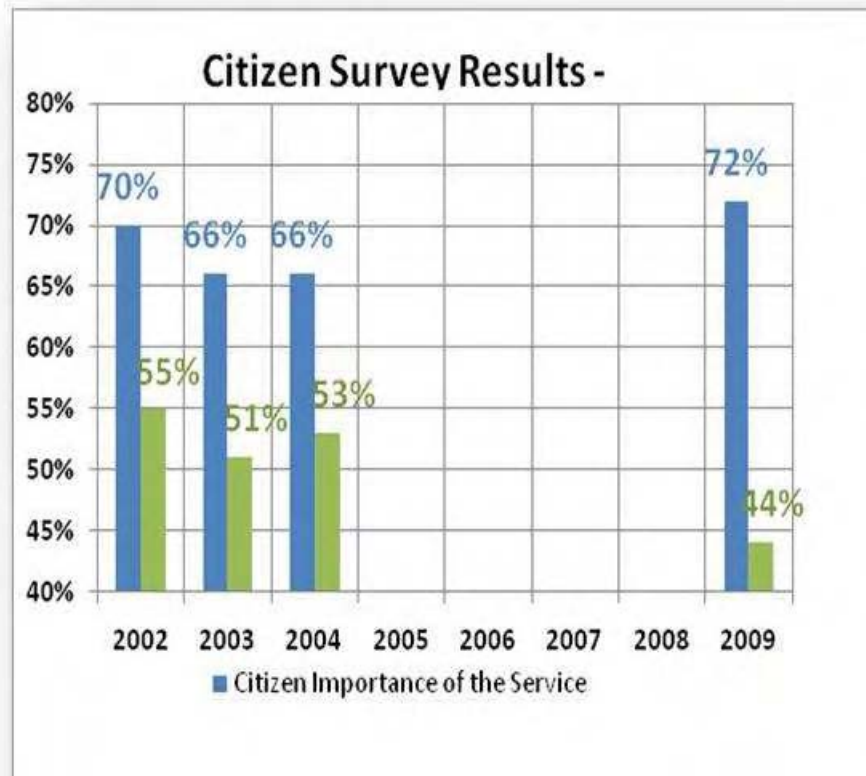
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<sup>6</sup> The Canadian Urban Transit Association (CUTA), Issue paper 36, July 2010

rate the importance of public transit relatively high (72%) and its importance has increased since 2004, the satisfaction with the service (44%) has decreased. From 2004 to 2009, there was a 6% increase in the importance of the service to the citizens and a 9.3% increase in ridership. However, satisfaction decreased by 6%. This may indicate that a citizen's need for transit, impacts ridership more than their satisfaction with the service.

#### Oracle Survey Results

From 2004 to 2009, there was a 6% increase in the importance of the service to the citizens and a 9.3% increase in ridership. However, satisfaction decreased by 6% over the same time period.



#### Ontario Urban Transit Fact Book

Each year, CUTA prepares an Ontario Urban Transit Fact Book and an Ontario Specialized Transit Services Fact Book which compiles operating statistics from various Ontario transit systems offering both conventional and specialized transit services.

Greater Sudbury Transit is unique compared to other Ontario cities due to having its citizens dispersed over such a large geographic area. As a result, comparisons of year over year results such as cost per km of service and cost per hour of service, as well as an evaluation of the achievement of transit objectives (safe, reliable and affordable transportation services) and overall



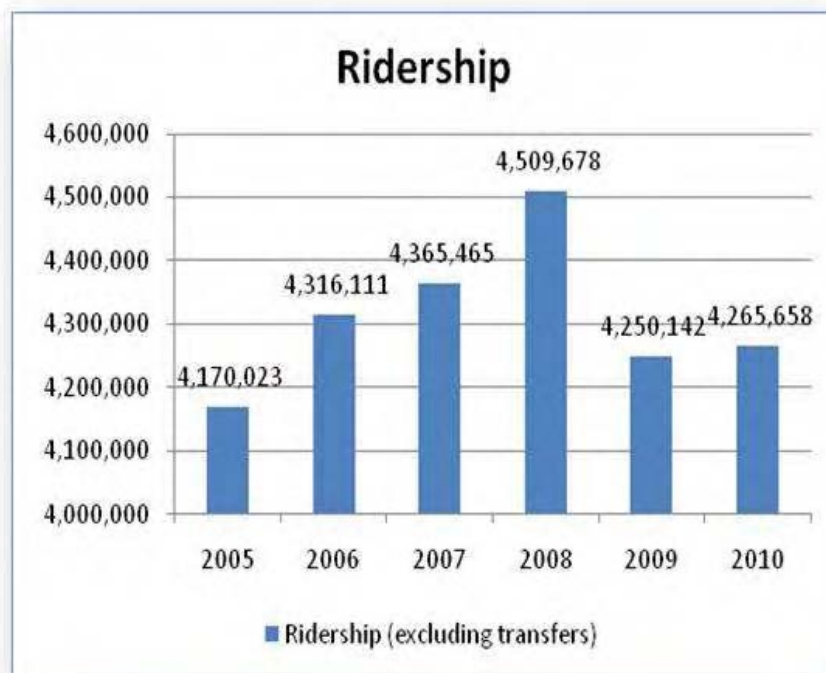
satisfaction within our own Transit system may be the more meaningful to Sudburians than comparisons against other Transit Service Operators.

Statistics provided by Transit management to CUTA over the past five years show the following trends.

Ridership has increased marginally over the past six years but had dropped significantly in 2009. It has rebounded slightly in 2010, yet it remains below 2006 ridership levels.

#### Ridership Statistics (CUTA)

Ridership was below  
2006 levels in 2009,  
and 2010.



#### Fleet Utilization (CUTA)

Canadian Urban Transit Association (CUTA) statistics were relied upon by the auditors as they provide key operational and performance measures. CUTA ridership measures also provide the basis for Gas Tax funding.

CUTA statistics provided by Greater Sudbury Transit show that Transit has reported an increase in its active fleet by six vehicles over the past five years. Although the total number of fixed routes has remained relatively the same, the number of vehicle kilometres driven has increased significantly. This would



indicate that the service on existing routes has increased over the years.

While the number of fixed routes increased by one, the reported number of active vehicles increased by six

While the number of vehicle hours increased by 2.3%, fuel consumption rose by 5.9%

	2005	2006	2007	2008	2009	2005 to 2009 Change
<b><u>Fleet Statistics:</u></b>						
Accessible buses	24	31	31	42	47	23
Non Accessible buses	30	27	27	17	13	(17)
Total Active Vehicles	54	58	58	59	60	6
No of Fixed Routes	42	42	42	43	43	1
No of Accessible Routes	22	22	22	24	26	4
Total Vehicle hours	158,457	158,799	156,807	162,227	162,077	2.3%
Total Vehicle km	3,263,779	3,707,151	3,624,240	3,983,691	4,204,964	28.8%
Ave Speed	20.73	23.46	23.03	24.5	25.89	24.9%
<b><u>Energy Consumption:</u></b>						
Diesel Ltr.	2,192,963	1,975,200	2,183,181	2,276,623	2,406,864	213,901
Bio Diesel Ltr.	88,191	51,653	42,072	49,224	8,873	(79,318)
Total Fuel Ltr.	2,281,154	2,026,853	2,225,253	2,325,847	2,415,737	5.9%

#### Transit Employee Stats (CUTA)

While total vehicle hours increased by 2.3%, Total Full Time staff increased by 10%, and Total Part Time Staff increased by 22%.

Bus Operator productivity fell 11.4% from 79% productivity to 70% productivity

	2005	2006	2007	2008	2009	2005 to 2009 Change
<b><u>Employee Statistics:</u></b>						
Operators Full time	70	70	72	74	76	6
Operators Part Time	30	32	37	41	41	11
Other Operators full time	4	4	4	4	4	-
Other Operators part time	4	4	4	0	2	(2)
Vehicle Mechanics full time	8	8	8	8	8	-
Other vehicle mtce full time	10	10	10	11	10	-
Other vehicle mtce part time	2	2	4	2	4	2
General and Admin full time	8	8	8	12	12	4
General and Admin part time	4	3	4	2	2	(2)
Total Full Time	100	100	102	109	110	10
Total Part Time	40	41	49	45	49	9
Labour Productivity (operator)	0.79	0.74	0.77	0.74	0.70	-11.4%

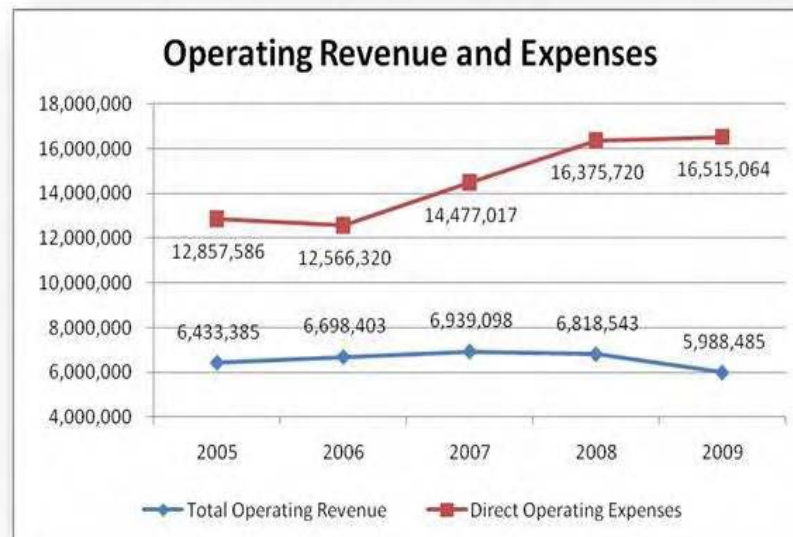
	2005	2006	2007	2008	2009	2005 to 2009 Change
<b>Fares and Costs Per Passenger:</b>						
Average Fare	\$ 1.51	\$ 1.52	\$ 1.55	\$ 1.48	\$ 1.36	-9.9%
Net Dir Oper Cost / Reg Serv Pass	\$ 1.54	\$ 1.59	\$ 1.73	\$ 2.12	\$ 2.49	61.7%
<b>Service Utilization:</b>						
Reg Serv Pass / Capital	32.79	33.93	33.68	34.8	32.79	0.0%
Reg Serv Pass / Rev Veh Hr	26.49	27.69	28.01	27.96	26.35	-0.5%
Amt of Service (Veh hrs/Capital)	1.24	1.23	1.2	1.24	1.24	0.0%
Cost Effectiveness (cost/trip)	3.08	3.14	3.32	3.63	3.89	26.3%
Cost Efficiency (cost/hr)	81.14	85.43	92.32	100.94	101.88	25.6%

Financial and  
Operational Highlights  
(CUTA)

The following graph depicts the latest five year trend in regards to operating revenue and direct operating expenses. While operating revenue has declined 7% (approximately \$445,000), direct operating costs have increased 28% (approximately \$3,657,000). As a result, municipal contributions from the general tax levy to Greater Sudbury Transit have been increasing. Although in general, all transit systems are subsidized by the general tax levy, the revenue/cost ratio is a tool Council can use to provide the administration with direction on financial performance expectations.

Operating Revenue and  
Expense

Operating revenue has declined 7% (approximately \$445,000), direct operating costs have increased 28% (approximately \$3,657,000).



The revenue cost ratio is a performance target which guides the transit organization towards a specific cost efficiency level. If the primary purpose of

Transit is to provide mass transit, then a higher ratio could be expected. On the other hand, if Transit is to be more diverse to satisfy different groups of individuals, a lower ratio may be appropriate. Senior management's role is then to develop the appropriate strategies and business plans to ensure the appropriate revenue/cost ratio that is approved by Council is achieved.

## AUDIT RESULTS

### A. BUSINESS PLANS, TARGETS AND PERFORMANCE MEASURES SHOULD BE BETTER COMMUNICATED TO TRANSIT COMMITTEE AND COUNCIL

Transit Committee and Council members need to consider program targets, performance measures and operating trends, prior to approving staff's proposed strategic direction and annual budget requests.

The most recent Business Plans documented by Transit Services (2007-2008) were developed in 2006, to “establish strategic direction, priorities, organizational improvements and operational strategies”<sup>7</sup> for various departments within the City. Greater Sudbury Transit developed two goals, one for parking and one for transit. The Transit goal was “To provide a safe and comfortable transportation for the community by implementing the recommendations developed from the Ridership Growth Strategy.”<sup>8</sup>

Canadian Urban Transit Association (CUTA) statistics were relied upon by the auditors as they provide key operational and performance measures. CUTA ridership measures also provide the basis for Gas Tax funding.

It is not clear that Transit Committee and Council members have had the opportunity to consider program targets, performance measures and operating trends reported by Transit Services staff to CUTA, in approving staff's proposed strategic direction and annual budget requests.

#### Recommendations:

1. Annual or semi-annual business plans, describing planned initiatives, performance measures and performance targets should be developed, and communicated to the Transit Committee, and Council in support of future strategic

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<sup>7</sup> Business Plans 07-08 City of Greater Sudbury

<sup>8</sup> Business Plans 07-08 Growth and Development Department

direction and budget deliberations. This is a fundamental element in support of the quality of stewardship over public funds and the achievement of value for money in operations.

## **B. NEW MEMBERS OF COUNCIL SHOULD BE INFORMED OF U-PASS COSTS**

**In 2007, KPMG estimated the annual loss in revenue to exceed \$600,000.**

In 2007, KPMG did an analysis of the cost of the U-Pass program to the City. It estimated that the “U-Pass program has resulted in a net cost to Greater Sudbury Transit of approximately \$627,000.”<sup>9</sup> Since the program has now been operating for five years, the potential loss in revenue during this period may be in excess of \$3 million according to the KMPG estimate.

**New members of Council should be informed of the costs by staff before being asked to make a decision on renewal of the U-Pass agreement.**

Since the U-Pass agreement expires April 30, 2011, and new members of Council have been added, the City has the opportunity to once again, review the goals and direction of the U-Pass program. Understanding the costs of the program and any additional funding requirements, especially considering the City’s current fiscal constraints, will aid Council in making their decision.

**History of the U-Pass Program**

The U-Pass program was established in September 2006 in conjunction with the Student General Association (SGA) and the L’Association Des Etudiants and Etudiants Francophones de L’Universite Laurentienne (AEF). The U-Pass program provides full time students who are members of these associations unlimited use of Greater Sudbury Transit during the school year, September to the end of April. As part of the agreement Greater Sudbury Transit increased transit service to the University, which is an extra cost to the City. Prior to the U-Pass, students would have had to either purchase a monthly pass or pay regular daily fare to ride the transit buses.

When the U-Pass concept was originally presented to the Council

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<sup>9</sup> City of Greater Sudbury – Transit, UPass Financial analysis, May 2007.

and the public in 2006, the program was to be revenue neutral. At that time, it was determined that in order to be revenue neutral, the U-Pass would be offered to the students at a cost of \$200. However, when the final agreement was signed, the cost of the U-Pass was established at \$135, making the program no longer revenue neutral.

The original agreement expired at the end of the 2007-2008 school year. In May 2008, a three year extension was made, and the cost of a U-Pass was increased by \$10 per student. A further \$5 increase was later added through regular fare increases established by the City's user fee by-law.

**Costs Of The U-Pass Program**

**The cost of the U-Pass for the 2010-2011 school year is \$150**

**The Auditors estimate that the breakeven point for the U-Pass based on current enrolment numbers is \$225**

The cost of the U-Pass for the 2010-2011 school year is \$150. A regular student monthly pass is \$66, or \$528 for the eight month school year. As a result, Laurentian University full time students who are members of the SGA or AEF receive a cost savings of approximately 71% compared to the regular student monthly pass fare. Based on information we were able to attain, we estimate that the breakeven point for the U-Pass based on current enrolment numbers is approximately \$225.

It was believed that offering the U-Pass program would increase ridership. With the program originally thought to be revenue neutral, increasing ridership without affecting the bottom line would be successful for Greater Sudbury Transit's ridership growth initiatives. Offering a U-Pass was also a recommendation made within the 2006 Ridership Growth Strategy and Asset Management Plan. However, they also recommended that the fee be \$200 (back in 2006). City staff believe that the U-Pass program has increased ridership, however, Transit does not have exact passenger count data prior to the implementation of U-Pass.

**The U-Pass program has never been revenue neutral since its inception**

As the U-Pass program has never been revenue neutral since its inception, there is added cost to the City which is currently funded through gas tax grants. Understanding the total costs of the U-Pass program and the funding requirements enables the municipality to make informed decisions regarding the future of the program including the allocation of grants.

The U-Pass agreement expires April 30, 2011 at which time it can be renewed.

**The U-Pass agreement expires**



April 30, 2011 at which time it can be renewed.

#### Recommendations:

2. The U-Pass agreement is up for renewal on April 30, 2011. Therefore, there is an opportunity that before the contract is renewed, the costs and goals of the program can be evaluated. There is the opportunity to decide the direction of the program and whether the program should be revenue neutral, continue to be subsidized by gas tax grants (within the capital plan), or eliminated entirely.

### C. INVOICE DETAILS SHOULD BE IMPROVED FOR APPROVAL TRANS CAB BILLS

Four companies provide Trans Cab service

The Trans cab service is offered in the City's outlining areas that are not serviced by a regular transit route. There are currently four companies that provide Trans Cab service within the City of Greater Sudbury. A taxi will both pick a passenger up and drive them to the transfer point so that they can then take a Greater Sudbury Transit bus, or the cab will pick them up at the end of the regular transit route and take the passenger home.

Invoice details vary by Trans Cab provider

Each month the Trans Cab providers bill the City for this service. Details on the bills vary among each company. Some providers list each trip (pick up point and destination) by date. Others will just list the total kilometres driven in the month.

Each day, the Inspectors track the number of Trans Cab rides by company. Other details such as passenger destination are not recorded.

The lack of information in billing makes it impossible to ensure accuracy of the invoices to be paid.

The lack of information makes it impossible to compare the Inspector's records to invoices to ensure accuracy of the invoices to be paid. Transit should be able to verify that the charges they are paying are valid.

Transit should have each Trans Cab provider supply them with

detailed billing each month. Bills should list each trip as well as provide information such as the date, pick up location, destination and number of kilometres driven. The Inspectors should also obtain pick up and drop off locations for each Trans Cab ride and included as part of their current log. Transit management should compare the Inspector's log to the detailed billings by the Trans Cab company before approving the invoice for payment.

**Recommendations:**

- 3. Additional information should be obtained for each Trans Cab ride so that Transit can verify the accuracy of monthly bills.**

## **D. EFFORTS TO SAFEGUARD PARTS INVENTORY NEED IMPROVEMENT**

Physical controls and accountability over inventory reduce the risk of undetected theft and loss, unexpected shortages of critical items, and unnecessary purchases of items already on hand. These controls improve visibility and accountability over the inventory, which help ensure continuation of operations, increased productivity and improved storage and control of excess or obsolete stock.

It is reasonable to expect that inventory be counted once a year, preferably at year end. Count results should be compared to recorded quantities on hand. Differences should be investigated and adjustments to records made based on results of the physical count. Inventory should be well organized and labelled. Furthermore, descriptions of inventory items within PeopleSoft should accurately reflect the inventory on hand.

**A formal annual inventory count is currently not being performed.**

A formal annual inventory count is currently not being performed. There is also no segregation of duties within inventory control. The employee who has physical custody of the assets also receives the items, assigns items to work orders and would also perform inventory counts when required. Inventory is currently expensed when it is purchased. Total materials expensed in 2009 were just over \$1 million.



**\$78,072 (or 11%) of the \$711,000 total dollar value of parts inventory was counted**

Audit randomly chose a sample of 25 items from the inventory listing to perform an inventory count. Total dollar value selected for the test count was approximately \$78,072 (11%) of the total dollar value of the current inventory listing. At the time of the count, total inventory was valued at approximately \$711,000.

Audit noted the following:

**17 of the 25 items counted (or 68%) had incorrect quantities**

**The parts inventory was found to be overstated by \$28,104 (or 36%) of the \$78,072 tested**

- 17 items (68%) had the incorrect quantities listed.
- One item overstated the quantity on hand, while 16 items had quantities on hand that were understated.
- The net impact to the value of inventory due to incorrect quantities on hand was an overstatement of inventory of \$28,104 (36%) of the \$78,072 tested.
- Refurbished parts and used parts are going into inventory at the average cost of a new part. This inventory should have a value of the lower of cost of refurbishment or net realizable value, not the cost of a new part.
- Inventory is unorganized in some areas and not well labelled. Therefore, inventory can be misplaced or lost in the warehouse. Difficult to properly track inventory.
- Some of the items could not be located.
- Descriptions of some inventory items in PeopleSoft were not accurate.
- Some items were obsolete.

A proper inventory count should be done with the assistance of CGS Finance staff. Actual quantities determined by the count need to be entered into PeopleSoft so that inventory records reflect actual quantities on hand. Furthermore, management needs to consider the current lack of segregation of duties around inventory. One employee currently looks after the physical custody of the inventory, purchases inventory, signs inventory out to work orders and also performs the receiving function. An inventory count done by a different employee will

**Management needs to establish policies and procedures to perform an inventory count**

help mitigate the risk associated with the lack of segregation of duties.

Management needs to establish policies and procedures to perform an inventory count. Policies and procedures demonstrate management's commitment to the physical inventory count process and provide all personnel, clear communication and comprehensive instructions and guidelines for the count. Establishing written policies and procedures helps ensure consistent and accurate compliance and application needed to achieve high levels of integrity and accuracy in the physical count process. Policies and procedures also become the basis for training and informing employees.

Rebuilt or salvaged parts should have a different inventory part number than new parts. Having a separate inventory part number will allow management to track a used or rebuilt part to a work order. They can then track the reliability of using rebuilt or used parts compared to new parts. Any rebuilt or used part should also be valued at the lower of the cost of the rebuild, or net realizable value.

**Recommendations:**

- 4. An annual parts inventory count should be performed with the assistance of CGS Finance staff.**
- 5. Management needs to establish inventory count policies and procedures.**
- 6. Rebuilt or used parts should have a separate inventory part number and also be valued at the lower of the cost of rebuild, salvage, or net realizable value.**

## **E. COMMERCIAL VEHICLE OPERATOR RESPONSIBILITIES REQUIRE FURTHER ATTENTION (Fleet Work Order Management)**

**There is significant inherent risk to the City if Commercial Vehicle Operator (CVOR) responsibilities are not well managed.**

There is significant inherent risk to the City if Commercial Vehicle Operator (CVOR) responsibilities are not well managed. Compliance with laws and regulations falls directly under the quality of stewardship of public funds and assets. When things go wrong, Ministry

interventions and sanctions can include disciplinary letters sent to the carrier, interviews, audits, and sanctions of fleet limitation, seizure of plates, suspension and/or cancellation of the carrier's operating privileges.

A carrier can receive one of five possible Safety Ratings from MTO audits:

- Excellent
- Satisfactory
- Satisfactory-Unaudited
- Conditional
- Unsatisfactory

**The City's CVOR had previously been assessed as "Conditional" within the last 3 years**

The Auditors noted that the City's current CVOR Carrier Safety rating is Satisfactory, but had previously been assessed as "Conditional" within the last 3 years. The current rating has been upgraded to satisfactory, however, due to the City's previous safety ratings, the auditors felt it prudent to conduct further review of key CVOR related responsibilities managed within Transit.

**Commercial Vehicle Operator (CVOR) responsibilities**

According to the MTO, a CVOR operator (carrier) is responsible for the conduct of the driver, the mechanical safety condition of the vehicle, and the shipping of goods or passengers in the vehicle. Carriers are responsible for all the drivers and vehicles in their operation. For example, these responsibilities may include:

- Employing qualified and licensed drivers;
- Monitoring the safety performance of drivers, including hours of service;
- Resolving driver safety issues when they are identified;
- Keeping vehicles in good, safe condition at all times;
- Keeping records on file (e.g. vehicle repairs, kilometers travelled per year, annual inspection reports, etc.)

**Keeping Records On File**

**Ensuring annual/semi-annual inspections are completed**

- Ensuring annual/semi-annual inspections are completed; and,

The above framework of responsibilities was considered in our review of work orders, daily vehicle defects reports, and vehicle safety inspections, completed within Transit Services by Transit Services staff.

**Work orders are not always being completed for work done by the mechanics**

**The current work order system does have reporting capabilities for productivity of mechanics. However, since work orders are not being completed for all work performed, the report is not accurate.**

**Work orders also allow management to track the cost of a repair and productivity of mechanics**

Work orders are not always being completed for work done by the mechanics. Work orders should be completed for all work performed. This will ensure a complete work history is maintained for each bus. Old work orders can be reviewed and assist mechanics in identifying trends in repairs for certain buses as well as identify issues in advance in order to perform preventative maintenance rather than have a reactive maintenance strategy. Work orders also allow management to track the cost of a repair and productivity of mechanics. This information can be used to calculate performance indicators. For example, maintenance cost in relation to vehicle kilometres may impact Transit's bus replacement strategy. Furthermore, work orders are a way to formally document that work was performed. This is imperative as some work, such as safety and annual inspections are regulated under the Ontario Highway Traffic Act.

**Ensuring Daily Inspections Are Completed**

**The auditors specifically asked for and tested waybills that contained defects that one would expect to be found on a work order**

A daily inspection of each bus is Transit's policy and procedure. When operators perform circle checks on their buses, any defects are to be listed on the waybills. The information on the waybills is to be provided to the mechanics in order for them to investigate and if required, fix the defect. The auditors specifically asked for and tested waybills that contained defects that one would expect to be found on a work order. Examples of defects noted on the waybills tested are:

**Only one of the ten waybills tested had a work order related to a defect identified on the waybill during the circle check**

- "bus wouldn't drive as often the 4 ways and indicator for lowered front came on",
- "major hesitation from motor when stepping on the gas pedal (after Full release).",
- "won't kneel"
- "Loud clank at front and missing bolt near front left shock";
- "Very little rear breaks";

- “Leaking fluid (red), driver’s side rear”.

However, only one of the ten waybills tested had a work order related to a defect identified on the waybill during the circle check. Since work orders were not completed, the Auditors could not determine whether the defect was checked by the mechanic, and if necessary, the defect fixed.

**Six of the ten defects identified on operators waybills were not recorded on the “Daily Vehicle Defect Report”**

All defects indicated on a waybill are to be recorded on the “Daily Vehicle Defect Report”. This report is used by the mechanics to identify work that needs to be completed / investigated for each bus. If the defect is not recorded on this report, it may go unresolved. Six of the ten defects identified on the waybills were not recorded on the “Daily Vehicle Defect Report”. For the four defects that were properly identified on the “Daily Vehicle Defect Report”, none had work orders associated with them. It appears that the work was performed, as a mechanic marked “OK” beside the defect on the report indicating that the mechanic either fixed or checked the defect, however, no work order could be found.

**If no work order is created, parts inventory controls are impacted**

The current work order system does have reporting capabilities for productivity of mechanics. However, since work orders are not being completed for all work performed, the report is not accurate. Completing work orders will allow for accurate reporting of productivity of mechanics and will support proper efficiency analysis to determine the optimum staffing compliment.

Work orders also allow for parts to be signed out of inventory and costed to a job. If no work order is created, parts inventory will be inaccurate and effective management and control over inventory cannot be maintained.

All work performed by the mechanics should be documented on work orders. This will ensure there are complete, accurate records for all work performed on a bus. This will also allow management review matrices such as productivity and costing.

**Keeping Records On File –**

**Completing Work Orders In A Clear and Timely Manner**

Work orders are currently completed manually by the mechanics and then forwarded to Administration to enter into the work order system. Mechanics are not entering work orders directly into the system. Furthermore, the Administration staff does not always enter

the work orders immediately into the system.

Work orders should be entered immediately by the mechanics into the work order system rather than being sent to Transit Administration to enter. This will reduce the possible duplication of work as well as improve the timeliness of information in the system. Timeliness of information can assist the mechanic in identifying trends in types of repairs on a particular bus.

**Descriptions on work orders are also not always clear or completed accurately**

Descriptions on work orders are also not always clear or completed accurately. The Auditors reviewed work orders relating to the semi-annual safety inspections and the annual inspections for 10 of Transit's fleet of 60 buses. Annual and safety inspections are regulated under the *Ontario Highway Traffic Act* R.R.O. 1990. Regulation 611. One annual inspection was performed; however, the work order stated that a safety inspection was done. Another work order stated that the bus was "checked over", yet the annual inspection was completed.

**Since annual and safety inspections are regulated under the Ontario Highway Traffic Act, information should be entered in the work order system in an accurate and timely manner**

The Auditors could also not find a work order for one annual inspection. Although an inspection sticker was issued, there was no work order to support that the work was completed. For one annual inspection, the work order had not yet been entered into the system even though the inspection was done over a month prior to our testing. Transit Staff later explained that the work order was being held by the material controller in order to process a warranty claim. Since annual and safety inspections are regulated under the *Ontario Highway Traffic Act*, information should be entered in the work order system in an accurate and timely manner.

**Work orders are required to determine whether there truly is a cost saving in rebuilding a component**

Training should be provided to ensure that there is consistency in entering information on the work orders. Furthermore, work orders should be completed for each rebuild in order for Transit to determine the true cost (time and materials) of a rebuild. These costs should be compared to the price of a new part to determine whether there truly is a cost saving in rebuilding.

**Ensuring Annual/Semi-Annual Inspections Are Completed**

The *Ontario Highway Traffic Act* R.R.O. 1990. Regulation 611, regulates both the semi-annual safety standards and the annual inspections for buses. Once an inspection is performed, a sticker is placed on the lower right hand corner of the windshield. For buses, the semi-annual safety sticker is valid "for the portion of the inspection



performed in accordance with Schedule 1, until the end of the sixth month after the month of inspection indicated on the sticker”<sup>10</sup>. The annual inspection sticker is valid “for the portion of the inspection performed in accordance with Schedule 2, until the end of the twelfth month after the month of inspection indicated on the sticker”<sup>11</sup>.

**From the sample of ten buses, one bus had a safety inspection done a month early and another bus had the annual inspection done a month early**

Greater Sudbury Transit has a fleet of sixty buses. A sample of ten buses were tested to ensure both the annual and the semi-annual safety inspections were being completed as required under the Ontario *Highway Traffic Act* R.R.O. 1990. Regulation 611. From the sample of 10 buses, one bus had a safety inspection done a month early and another bus had the annual inspection done a month early. If Transit’s predetermined schedule for inspections are not maintained, there is the risk that a bus will be on the road without a valid sticker. For example, in 2009, one bus had its annual inspection completed in April, one month prior to its scheduled date of May. In 2010, the bus went into the shop for its annual inspection on May 12, according the work order. Therefore, the bus was on the road for twelve days (May 1, 2010 to May 12, 2010) without a valid MTO annual inspection sticker.

**Manager of Transit Fleet and Facilities needs to ensure that Transit’s schedule for the semi-annual safety inspections and the annual inspections are adhered to**

The Manager of Transit Fleet and Facilities needs to ensure that Transit’s schedule for the semi-annual safety inspections and the annual inspections are adhered to. Furthermore, if an inspection is performed a month early, the schedule should be updated so that the next inspection occurs at the proper interval. Since one bus had a semi-annual safety inspection done one month early in 2010, the Manager of Transit Fleet and Facilities should ensure that the 2011 safety inspection schedule is changed to ensure that the semi-annual safety inspection is done in the proper month.

#### **Recommendations:**

- 7. Work orders should be completed for all work performed by fleet mechanics to facilitate cost and productivity management and the achievement of value for money in**

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<sup>10</sup> Ontario Highway Traffic Act R.R.O. 1990, Regulation 611, O.Reg. 762/91, s. 1.

<sup>11</sup> Ontario Highway Traffic Act R.R.O. 1990, Regulation 611, O.Reg. 762/91, s. 1.

operations.

8. Work orders should be entered accurately and in a timely manner by the mechanics.
9. Additional training is required for those responsible for ensuring all defects from the waybills are reported on the Daily Vehicle Defect Report.
10. The Manager of Transit Fleet and Facilities needs to ensure that the semiannual safety inspections and the annual inspections are completed in the timeframe as regulated under Ontario Highway Traffic Act R.R.O. 1990. Regulation 611.

## **F. AVL SYSTEM DATA NEEDS TO BE ANALYZED TO DRIVE VALUE FOR MONEY IMPROVEMENTS**

**AVL Reporting capabilities had not been implemented at the time of the audit**

Transit has an Automated Vehicle Locator (AVL) system in most of their buses, yet only the live monitoring functionality is currently being used. Reporting capabilities have yet to be implemented. The AVL system is part of the stop announcement system. The final seven systems will be installed in 2011 with the purchase of the seven new buses.

**AVL can be used to benchmark existing bus transit performance and improve on-time performance and service reliability**

**Research has shown that transit waiting time as opposed to time in the vehicle, has two to three times more impact on the transit decision than the actual travel time**

**At the time of the audit, the historical reporting functionality**

AVL can be a powerful tool. The reporting capabilities can be used to determine what works well and what doesn't for each vehicle and route. AVL can provide continuous updates and can take into consideration random factors such as vehicle breakdown, traffic jams and unexpected emergencies. AVL can be used to benchmark existing bus transit performance and improve on-time performance and service reliability. AVL can also be an important aid to improving rider and driver safety with a better understanding of the relationship between route schedule pressures and bus operating speeds or idle time experienced in meeting route schedule demands. As the degree of predictability increases, benefits for both transit executives and their riders can be realized. Research has shown that transit waiting time as opposed to



had not been enabled.

Reviewing and analyzing historical information can not only aide in route planning and analysis, but can also identify other potential cost savings such as idle time of vehicles.

time in the vehicle, has two to three times more impact on the transit decision than the actual travel time.<sup>12</sup> AVL can also be used for traffic signal priority.

Before Transit accepts final delivery of the AVL system, management should ensure that they receive all the functionality as outlined in the Request for Proposal. This should include the ability to obtain reports of historical information that can be used as part of route planning, scheduling, etc. Transit should also ensure that employees receive adequate training in order to extract and analyze the data from the system.

#### **Recommendations:**

- 11. Management should ensure that historical reporting functionality is achieved for the vast amounts of data being collected within the AVL system, and that the usefulness of this data in improving the value for money in operations is demonstrated.**

## **G. PLANS NEED TO BE DEVELOPED TO ALLEVIATE PHYSICAL CAPACITY CONSTRAINTS AT THE DOWNTOWN TRANSIT TERMINAL**

The downtown transit terminal is at full capacity

During peak periods, the downtown transit terminal is at full capacity. During periods of heavy traffic through the downtown, it is difficult for some buses to exit the terminal due to high traffic volume as well as high pedestrian traffic between the terminal and the mall. Changes in current routes may also impact the traffic flow at the downtown transit terminal.

Additional buses cannot be added without expanding the terminal

Additional buses cannot be added without expanding the terminal. The terminal was scaled back from the original design in order to cut costs when it was built. There are very minimal options available if there

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<sup>12</sup> Best Practices in Transit, Seattle Mobility Plan, January 2008, 9A-2.

is a need to expand the current terminal.

Future planning may consider recommendations outlined in the Ridership Growth Strategy and Asset Management Plan for additional hubs in the city in order to eliminate any strain on the current transit terminal downtown.

#### **Recommendations:**

- 12. In order to alleviate congestion at the downtown terminal, a review of the current facilities and alternatives such as additional hubs in the City, should be completed.**

## **H. RIDERSHIP GROWTH AND ROUTE ANALYSIS IS OVERDUE**

### **2006 Ridership Growth Strategy and Asset Management Plan**

**Many recommendations were made around route design, including creating hubs in the City, route performance standards and route analysis.**

In 2006, Transit awarded a tender to Entra to do a ridership growth strategy and asset management plan. This study was required by the Ministry of Transportation in order to qualify for provincial gas tax funding. This study also allowed the City to plot a strategy for the future to promote ridership growth. The consultants obtained input from both drivers and management as part of their analysis. Many recommendations were made around route design, including creating hubs in the City, route performance standards and route analysis. The study came up with over 40 recommendations and the report cost the City approximately \$68,000. Approximately 40% of the Entra report's recommendations were implemented (or partially implemented), such as the elimination of the \$2 trans cab fee, providing an intra-valley route, as well as investing in a new Rider's Guide. However, most recommendations regarding route planning and analysis were not implemented.

**Route design and reliability of buses are key in increasing ridership**

Route design and reliability of buses are key in increasing ridership. Routes should be designed for optimal customer service with consideration to geographical coverage, minimal duplication of services, convenient transfers and waiting time between transfers, ease of system use, optimization of fleet resources and minimum travel time (directness of routes). All routes should operate on consistent headways throughout the day, with increased frequency on designated routes

during peak operating times. As well, routes should remain unchanged throughout the periods of operation.<sup>13</sup>

**There is no central location for documenting requests for additional routes or additional stops**

Currently, all requests to add additional routes or additional stops are either received by Transit, a member of Council, or through the Mayor's office, yet there is no current central location for documenting all requests. If a request will result in an additional cost to Transit, the request goes to Council and is presented as a budget option as part of the annual budget process. Other route changes that would not have an impact on Transit's operating budget are presented by management to the Transit Committee for decision.

**Ridership Data And Route Analysis**

At the time of the audit, only ridership data by route could be obtained, not ridership by stop and time of day. As a result, analysis of stop placement cannot be completed. Current analysis of ridership data appears to be ad hoc while changes to routes appear reactionary. There is currently no detailed analysis or customer surveys that look at demand, in order to plan a long term strategy for ridership.

**There are no formal thresholds for minimum ridership per route**

Management currently does not have any formal thresholds for minimum ridership per route. Based on the ridership by route data obtained from Transit, ridership decreased 6% between 2008 and 2009, with minimal change in ridership between 2009 and 2010. As a result, ridership in 2010 was below 2006 levels. **Exhibit 1** shows the percentage change in ridership over the past five years.

	2005 to 2006	2006 to 2007	2007 to 2008	2008 to 2009	2009 to 2010
Percentage Change in Ridership	3.4%	1.1%	3.2%	-6.1%	0.4%

**Exhibit 1** – Percentage change in ridership over the past five years based on ridership from Ontario Urban Transit Fact Books and Greater Sudbury Transit

Based on ridership data by route, we looked at the change in ridership by route over the past two years. **Exhibit 2** shows the changes in ridership by route over the past two years for routes that experienced a change in ridership greater than 10,000 riders in any given year. The largest decrease in ridership in 2009 came from the New Sudbury

<sup>13</sup> 2009 Transit Services Design Standards, City of Oakville, 2.2

routes. While some routes have experienced decreases in ridership in each of the past two years (routes 181 and 182), some routes experienced increases in ridership that have brought ridership back up to 2008 numbers (routes 500 and 501).

The largest decrease in ridership in 2009 came from the New Sudbury routes

Route No	Route Name	2008 Ridership	2009 Ridership	2010 Ridership	2008 vs 2009 Change	2009 vs 2010 Change
14	Kathleen / College Boreal	219,997	212,371	177,345	-7,626	-17,477
181	Paris / LoEllen	236,604	220,217	202,248	-16,387	-17,969
182	Ramsey View / Algonquin	201,073	182,862	167,237	-18,211	-15,625
301	Lasalle / Madison	580,291	505,869	498,098	-74,422	-7,771
302	Lasalle / Cambrian	383,916	343,732	344,930	-40,184	1,198
401	Barrydowne / Cambrian	593,182	542,079	541,856	-51,103	-223
500	University via Paris	298,834	277,912	297,074	-20,922	19,162
501	Regent/University	307,608	293,854	304,655	-13,754	10,801
702	Azilda/Chelmsford	167,927	154,982	151,536	-12,945	-3,446
703	Val Caron / Hanmer / Capreol	232,184	214,688	207,951	-17,496	-6,737
819	Copper / Four Corners	192,871	178,620	192,067	-14,251	13,447
940	Gatchell / Copper Cliff	224,390	205,395	205,067	-18,995	-328

Exhibit 2 – Routes with changes in ridership of more than 10,000 riders in any given year

Minimal analysis of ridership data is being performed

Regular route analysis by stop is imperative in order for Transit to meet the demands of citizens

Many factors beyond management's control can impact ridership such as changes in the economy and road construction. Data analysis can aid management in recognizing trends so that decisions, if necessary, can be made in a timely fashion. Currently, minimal analysis of ridership data is being performed, partially due to the inability to obtain detailed information regarding route and/or stop ridership. As a city grows and develops, or if demographics within a neighbourhood change, demand on routes will also change. Therefore, regular route analysis by stop is imperative in order for Transit to meet the demands of citizens. This data can be used to consider some of the Ridership Growth Strategy and Asset Management Plans recommendations in regards to ridership growth and route planning such as direct routes and additional hubs. Management can also use ridership data to set standards for minimum ridership levels or thresholds for adding additional routes and/or buses.

In order to increase ridership, management needs to consider the needs of its citizens

Ridership is based on the needs of the citizens of the city. Therefore, in order to increase ridership, management needs to consider the needs of its citizens in order to provide them with the service they require.

Transit should also consult with the Roads department regarding stop placements in order to attempt to minimize the impact to the

**Management needs to consider the needs of Handi Transit riders**

traffic flow throughout the city.

Once passenger count data by stop and time of day is obtained, a detailed analysis of routes can be completed. The Handi Transit provider also has a database of all pick up and drop off locations per ride. This information along with knowledge of pick up and drop off locations of the conventional transit riders can help management plan both stops and routes in order to get citizens to and from their destinations when they require it.

Regular route reviews should be performed since demographics within areas/subdivisions will change over the years. As a result, the demand for transit in an area may also change. Therefore, the route review process should be dynamic and performed regularly in order to place routes where demand is highest.

Once policies for minimum ridership are established. Routes that are around the minimum ridership can be placed on a watch list. Having regular route analysis will allow for routes to be revised/designed for optional customer service with consideration for geographical coverage, minimal duplication of services, convenient transfers and waiting time between transfers, ease of system use and optimization of fleet resources.

**Recommendations:**

- 13. The needs of citizens must be considered in future route planning and analysis.**
- 14. A formal program of route analysis activities, route planning policies and standards considering such things as ridership demographics, citizen needs and minimum ridership by route need to be established.**

**Fare Box Request For Proposal**

Passenger count data is a key component in route planning and route analysis. Passenger counts by time of day and by stop will allow management to identify where the demand is. Routes and/or stops with low ridership can be reduced and/or eliminated. This can free up capacity to add additional routes in other areas or increase the

**Passenger count data is a key component in route planning and route analysis**

frequency of existing routes.

The City purchased the transactional database as an optional feature of the fare box system. As part of the reporting package, the system was to provide passenger count data for each individual bus stop location throughout the day. Since the system was implemented in 2007, (except for a period of time in 2010), passenger count data is being collected however, at the time of the audit, Transit was not able to extract passenger count data by stop location in a way which could be used to analyze ridership by stop location.

At the February 6, 2008 meeting of the Transit Committee, it was announced by the Director of Transit that there was a solution and that by the end of February, the fare boxes should be communicating with the GPS which will allow Transit to obtain stop by stop passenger counts. However, this did not come to fruition.

**Stop Announcement Request For Proposal**

**At the time of the audit, Transit was not able to extract passenger count data by stop location in a way which could be used to analyze ridership by stop location**

In 2009, a tender was awarded to Nova Bus through the RFP process for a stop announcement system. This system would be procured over multiple years, of which \$521,000 has been paid as of December 1, 2010, with the last stop announcement system to be installed in 2011. Within the RFP, there was an optional functionality for roadside passenger information. The City included this requirement in the RFP for the stop announcement system.

At the time of the audit, Nova Bus was working with a contractor and Garival in an effort to extract the passenger count data by stop from the fare box system. Although the fare box system started to count ridership by stop, the system went down and stopped collecting this data for most of 2010. Furthermore, no analysis of ridership by stop and by time of day has been done as part of a formal route analysis.

Transit should ensure that since the ability to obtain passenger count data by stop was also included within the second RFP, no additional costs are borne by Transit. Furthermore, Transit should ensure they receive the ability to produce passenger count reports by stop as indicated in the RFP prior to final payment.

#### **Recommendations:**

**15. Additional costs to acquire the passenger count data by stop**



should not be borne by Transit.

## I. BETTER MANAGEMENT OF CUSTOMER ACCOLADES, INQUIRIES AND COMPLAINTS IS REQUIRED

Customer accolades, inquires and complaints are received through the City's 311 System as well as through Transit's inquiry line and the Mayor's office. The City's 311 System operates Monday to Friday from 8:00am to 4:30pm. Transit's inquiry line operates Monday to Friday from 7:30am to 8:00pm and on Saturday's from 9:00am to 5:00pm.

The Transit Information line receives approximately 127 calls per day which amounts to approximately 10 calls per hour, with an average duration of one minute, 76 seconds

Exhibit 3 is a summary of the calls received through the 311 call system as well as through the Transit Information line and the Mayor's office. The Transit Information line receives approximately 127 calls per day which amounts to approximately 10 calls per hour, with an average duration of one minute, 76 seconds. The 311 call system does receive a lower call volume; however, they deal with a larger variety of calls. The Mayor's office received a total of nine calls since the beginning of October regarding Transit.

Annually, 40,000 calls are received directly by an attendant at Transit

Location	Number of Calls	Average Duration (min:sec)	Average # of Calls Per Day
Transit Phone Number (Sept 1, 2010 to Jan 6, 2011)	13,857	1:16	127
311 Call System (Sept 1, 2010 to Dec 31, 2010)	468	0:32	6
Mayor's Office (Oct 1, 2010 to Jan 12, 2011)	9	NA	Less than 1
ESTIMATE Annual # Of Transit Calls	40,000 calls/yr		

**Exhibit 3 – Call volume statistics.** 311 call system statistics for Transit is for the period September 1, 2010 to December 31, 2010. Transit statistics is for the period September 1, 2010 to January 6, 2011. Mayor's Office is from October 1, 2010 to January 12, 2011

There is no central database or file to track

When an inquiry/complaint is received through the transit line and

**inquiries/complaints and their resolution**

the information clerk cannot answer the question, information from the call is written down on a piece of paper and forwarded to various Transit management personnel for review. There is currently no central database or file to track inquiries/complaints and their resolution.

Calls received at the Mayor's office are forwarded to Transit. The calls received through the 311 system are either answered directly or documented within the Active Citizen Request system if the call requires further follow-up.

**A history for the log of inquiries/complaints is not maintained**

With no central database or file, the current system is fragmented and a history for the log of inquiries/complaints is not maintained. Having a history of inquiries/complaints will allow transit to analyze trends and address these trends appropriately. For example, if there are inquiries regarding the timing of a bus on a particular route, or concerns about a particular driver, management can investigate and be proactive in implementing a resolution if necessary. Understanding trends in complaints as well as causes will allow management to develop an appropriate strategy for resolution, whether it be modifications to routes, additional training or campaigns to inform residents of a Transit policy or procedure.

**"All complaints submitted by the public shall be reduced to writing by the complainant."**

**There is no reference on Transit's website on how to make a complaint in writing and who to send it to**

If a public complaint is regarding an operator, according to the Collective Bargaining Agreement between the City of Greater Sudbury and the Canadian Union of Public Employees, and its Local 4705 Inside Unit, "All complaints submitted by the public shall be reduced to writing by the complainant."<sup>14</sup> Currently, there is no reference on Transit's website on how to make a complaint in writing and who to send it to. As a result, complaints may not be getting documented.

**The "311" Active Citizen Request Centre could be used to log inquiries/complaints**

All complaints should be recorded in a database. Management will then be able to review, analyze and resolve complaints pertaining to their area of supervision. There are currently various systems such as e-mail and the "311" Active Citizen Request Centre that can be used to log inquiries/complaints. Furthermore, there should be references on

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<sup>14</sup> Collective Bargaining Agreement between the City of Greater Sudbury and Canadian Union of Public Employees, and its Local 4705 Inside (Office, Clerical, Technical, Leisure Programming, Transit Operations, Library, Heritage and Paramedical) Unit, Schedule H:20.



Transit's website on how to make a formal inquiry/complaint in writing.

**Recommendations:**

**16. Consolidated management of citizen feedback similar to the 311 system's Active Citizen Request system should be developed in order to identify opportunities for continuous improvement in satisfaction and value for money.**

## CONCLUSION

This report contains sixteen recommendations related to improvements in the Conventional Transit Services program.

Our recommendations relate to the need to:

- Improve the quality of performance information provided to the Council in support of program direction, program options and budget deliberations
- Improve the quality of information provided to new members of Council in support of their role in evaluating elements of value for money for the U-Pass program
- Improve Transit's invoice authorization process for Trans Cab services
- Improve Transit fleet parts inventory controls intended to safeguard City assets
- Improve Transit fleet work order processes intended to improve management's ability to evaluate elements of value for money in fleet maintenance and repair
- Improve Transit's use of AVL system data intended to improve management's ability to evaluate elements of

value for money for bus operations

- Improve Transit's use of Fare Box system data intended to improve management's ability to evaluate elements of value for money in ridership analysis and route planning
- Improve Transit's ability to summarize and evaluate on customer inquiries and complaints in support of continuous improvement in satisfaction and value for money

Implementing the recommendations contained in this report will strengthen controls. It will also improve management's ability to enhance citizen satisfaction and perceived value for money achieved through Transit operations, and enable future identification of operational efficiencies by management.

Implementing the recommendations in this report, will also enhance the quality of information provided Transit Committee and Council's in fulfilling their role in oversight of this program.

As certain fundamental management and performance data was not available during our review, the extent of any resources required or potential cost savings resulting from implementing the recommendations in this report is not determinable at this time.

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***Auditor General's Office***

Management Response

***2010***  
***Audit Of Greater Sudbury Transit Services***  
***Conventional Transit***

***Brian Bigger, C.G.A***  
***Auditor General, City of Greater Sudbury***

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## Appendix 2

### Management Response: 2010 Audit Of Greater Sudbury Transit Services - Conventional Transit

Rec No	Recommendation	Agree (X)	Disagree (X)	Management Comments: (Comments are required only for recommendations where there is disagreement.)	Action Plan/ Time Frame
1	Annual or semi-annual business plans, describing planned initiatives, performance measures and performance targets should be developed, and communicated to the Transit Committee, and Council in support of future strategic direction and budget deliberations. This is a fundamental element in support of the quality of stewardship over public funds and the achievement of value for money in operations.			Transit will follow the same direction as the rest of the corporation in regards to business plans.	No action required / No time frame
2	The U-Pass agreement is up for renewal on April 30, 2011. Therefore, there is an opportunity that before the contract is renewed, the costs and goals of the program can be evaluated. There is the opportunity to decide the direction of the program and whether the program should be revenue neutral, continue to be subsidized by gas tax grants (within the capital plan), or eliminated entirely.  <u>Auditor's Comment</u>  <i>The Auditors have noted that the Council is looking for opportunities to save money. As KPMG estimated this program to be operating at a net loss of \$600,000 per year, and that there are four new members on Council at this time in renewal. The Auditors believe that this</i>			All the information provided by the auditor has been presented to the transit committee and council on several occasions since the implementation of the U-Pass program. The auditor states in his opening letter that "Our findings and conclusions are based on a comparison of the conditions as they existed at the time the auditors entered this area". At the time the auditor entered this area council had already vetted this issue on at least four occasions and had clearly decided that the U-Pass was beneficial to the city and the students. A plan to offset the loss in revenue was presented to council and approved.  Council has recently approved a new 3 year	No action required / No time frame

## Appendix 2

### Management Response: 2010 Audit Of Greater Sudbury Transit Services - Conventional Transit

Rec No	Recommendation	Agree (X)	Disagree (X)	Management Comments: (Comments are required only for recommendations where there is disagreement.)	Action Plan/ Time Frame
	<i>background information should be communicated to the new members of Council.</i>			agreement with the students of Laurentian University.	
3	Additional information should be obtained for each Trans Cab ride so that Transit can verify the accuracy of monthly bills.			The RFP for Trans Cab has recently been awarded. Detailed reports will continue to be provided over the term of the contracts.	No action required / No time frame
4	An annual parts inventory count should be performed with the assistance of CGS Finance staff.			The issue of inventory will be considered and dealt with during the transition phase moving from two stockrooms to one at the new transit garage.	To be reviewed / 18 months
5	Management needs to establish inventory count policies and procedures.			The issue of inventory will be considered and dealt with during the transition phase moving from two stockrooms to one at the new transit garage.	To be reviewed / 18 months
6	Rebuilt or used parts should have a separate inventory part number and also be valued at the lower of the cost of rebuild, salvage, or net realizable value.  <u>Auditor's Comment</u>  <i>During the inventory count, the auditors found a rebuilt generator assembly sitting on the shelf. Audit believes there is benefit in inventorying this large part in order to charge the part to a work order when it is</i>			Likely not practical but will take the recommendation into consideration.  In many cases we keep old retired buses for parts until there is no value remaining. Not sure that we should have to inventory every part of an old bus before even knowing if we are even going to use it.	To be reviewed / 18 months

## Appendix 2

### Management Response: 2010 Audit Of Greater Sudbury Transit Services - Conventional Transit

Rec No	Recommendation	Agree (X)	Disagree (X)	Management Comments: (Comments are required only for recommendations where there is disagreement.)	Action Plan/ Time Frame
57	<p><i>used. This in turn will allow maintenance to track the performance of this rebuilt part compared to the performance of a new part.</i></p> <p><b>Work orders should be completed for all work performed by fleet mechanics to facilitate cost and productivity management and the achievement of value for money in operations.</b></p> <p><u>Auditor's Comment</u></p> <p><i>Using time cards is not an effective measure of productivity as it will indicate when an employee worked, not what they were working on. Therefore, the auditors recommended using work orders to track productivity and the type of work mechanics were performing.</i></p> <p><i>The Auditors provided management with their findings and recommendations on December 14, 2010. Management provided responses to the auditors on March 23, 2011. At this meeting, Transit management provided the auditors with a productivity report for their mechanics during their test period of January and February 2011 in which they inputted all work orders into the system. The Auditors reviewed their report and noted the following:</i></p> <p><i>In January:</i></p> <ul style="list-style-type: none"> <li>• 1,499 working hours were recorded on work orders. Only 14 Fleet Support employees had time against</li> </ul>			<p>The current work order program was never used to determine productivity. The introduction of this recommendation will result in less productivity and would require more FTE's in order to get the paper work and physical work completed.</p> <p>All work performed by mechanics are covered under time slips.</p> <p>The transit fleet has an "A" classification as audited by the ministry. We will continue to perform our duties as we always have.</p> <p>When we join with fleet in the new building we can perhaps look at different fleet management systems.</p>	To be reviewed / 18 months

## Appendix 2

### Management Response: 2010 Audit Of Greater Sudbury Transit Services - Conventional Transit

Rec No	Recommendation	Agree (X)	Disagree (X)	Management Comments: (Comments are required only for recommendations where there is disagreement.)	Action Plan/ Time Frame
	<p>them which is less than the current staff compliment of 18.</p> <ul style="list-style-type: none"> <li>There were 147 available working hours per Fleet Support employee in the month. Two Fleet Support employees had 154 hours logged.</li> <li>1,159 hours were in the "miscellaneous" category. This was the highest number of hours in any category.</li> <li>The second highest hours (96 hours) were in the "breakdown" category. (This is over 1 ½ hours per bus in the month.)</li> <li>For the total hours worked in January, 1,159 hours were for miscellaneous repairs and 340 were for safety or mechanical related repairs (which is equivalent to 2.3 FTEs).</li> <li>Transit Fleet Support was staffed to meet all peaks in demand since no outside repairs were required in January.</li> </ul> <p>In February:</p> <ul style="list-style-type: none"> <li>1,149 working hours were recorded on work orders. Only 12 Fleet Support employees had time against them which is less than the current staff compliment of 18.</li> <li>There were 126 available working hours per Fleet Support employee in the month. Two Fleet Support employees had more than 126 hours logged.</li> </ul>				

## Appendix 2

### Management Response: 2010 Audit Of Greater Sudbury Transit Services - Conventional Transit

Rec No	Recommendation	Agree (X)	Disagree (X)	Management Comments: (Comments are required only for recommendations where there is disagreement.)	Action Plan/ Time Frame
50/54	<ul style="list-style-type: none"> <li>652 hours were in the "miscellaneous" category. This was the highest number of hours in any category.</li> <li>The second highest hours (133 hours) were in the "breakdown" category. (This is over 2 hours per bus in the month.)</li> <li>For the total hours worked in January, 652 hours were for miscellaneous repairs and 397 were for safety or mechanical related repairs (which is equivalent to 3.15 FTEs).</li> <li>Transit Fleet Support was staffed to meet all peaks since no outside repairs were required in February.</li> </ul> <p><u>Auditor's Comment</u></p> <p>The City's CVOR has just recently regained it's "A" classification from the MTO. However, in March 2010, the MTO did find a defect during their audit and did downgrade the City's classification.</p>				
58	<p><b>Work orders should be entered accurately and in a timely manner by the mechanics.</b></p>			Work orders are currently entered by support staff. It would be unproductive to have mechanics perform this type of work	No action required / No time frame



## Appendix 2

### Management Response: 2010 Audit Of Greater Sudbury Transit Services - Conventional Transit

Rec No	Recommendation	Agree (X)	Disagree (X)	Management Comments: (Comments are required only for recommendations where there is disagreement.)	Action Plan/ Time Frame
9	Additional training is required for those responsible for ensuring all defects from the waybills are reported on the Daily Vehicle Defect Report.			All proper policies and procedures are in place to ensure that all defects are taken care of. No additional training is required	No action required / No time frame
10	The Manager of Transit Fleet and Facilities needs to ensure that the semiannual safety inspections and the annual inspections are completed in the timeframe as regulated under Ontario Highway Traffic Act R.R.O. 1990. Regulation 611. <a href="#">Auditor's Comment</a>  Audit verified information with the MTO. They stated that if an inspection was done on April 21, 2009, the sticker would expire on April 30, 2010. If the bus was driven between May 1 and May 12, 2010, then it would be in violation.			All safety inspections are completed within the time frame. This has been confirmed by the MTO.	No action required / No time frame
11	Management should ensure that historical reporting functionality is achieved for the vast amounts of data being collected within the AVL system, and that the usefulness of this data in improving the value for money in operations is demonstrated.			The auditor's statements regarding the AVL system are inaccurate and as such no action is required.	No action required / No time frame

## Appendix 2

### Management Response: 2010 Audit Of Greater Sudbury Transit Services - Conventional Transit

Rec No	Recommendation	Agree (X)	Disagree (X)	Management Comments: (Comments are required only for recommendations where there is disagreement.)	Action Plan/ Time Frame
<u>Auditor's Comment</u>					
	During the course of fieldwork, the Auditors asked for historical information within the AVL system. Audit obtained access to the system, but could not obtain historical information even with assistance of Transit management. Since the completion of the audit on December 14, 2010, a reports has been developed and Transit appears to have been able to extract some historical information from the AVL system.				
12	In order to alleviate congestion at the downtown terminal, a review of the current facilities and alternatives such as additional hubs in the City, should be completed.			Additional hubs and alternative service delivery models have been tested in Sudbury and proven to be ineffective and unsustainable.  Changes are being made to the transit terminal to provide better customer service as well as real time information,  We have been reviewing the capacity of the transit terminal with our Asset Management department and will make recommendations for changes when required.	Action plan was in place prior to the auditor's recommendation. No additional action is required
13	The needs of citizens must be considered in future route planning and analysis.			In 2011, transit has committed to performing route analysis, including public input sessions for some of the commuter routes. An analysis of the Lively route has already been performed and public feedback has already been obtained.	Action plan was in place prior to the auditor's recommendation. No additional action is required

## Appendix 2

### Management Response: 2010 Audit Of Greater Sudbury Transit Services - Conventional Transit

Rec No	Recommendation	Agree (X)	Disagree (X)	Management Comments: (Comments are required only for recommendations where there is disagreement.)	Action Plan/ Time Frame
14	<p>A formal program of route analysis activities, route planning policies and standards considering such things as ridership demographics, citizen needs and minimum ridership by route need to be established.</p> <p><u>Auditor's Comment</u></p> <p>We are pleased that Transit has committed to performing a route analysis in 2011. However, it is unclear as to when Transit will undertake a full system review as they plan to wait a period of time after moving to the new garage, which, according to the news release on December 16, 2010, they do not plan to move to the new garage until the summer of 2012.</p>			<p>Further route analysis will continue throughout the year.</p> <p>Accepting the auditor's recommendation will require more manpower to develop, implement and maintain these new policies and standards.</p>	No action required / No time frame
15	<p>Management should ensure that additional costs to acquire the passenger count data by stop should not be borne by Transit.</p> <p><u>Auditor's Comment</u></p> <p>The Transit Services audit was started in the spring of 2010. The completion date of the audit was December 14, 2010. As management indicated, passenger count data was up and running before and after the audit, but not during our audit. During the audit, management advised the Auditors that the system had</p>			No additional funds have ever been required or paid.	No action required / No time frame

## Appendix 2

### Management Response: 2010 Audit Of Greater Sudbury Transit Services - Conventional Transit

Rec No	Recommendation	Agree (X)	Disagree (X)	Management Comments: (Comments are required only for recommendations where there is disagreement.)	Action Plan/ Time Frame
	<p>stopped collecting data. As a result, no data was available for us to review. Furthermore, management could not provide us with examples of any analysis they had completed with passenger count data by stop and time of day prior to the system going down. The Auditors conclude that no formal route planning has been done using this information.</p>				
36	<p><b>Consolidated management of citizen feedback similar to the 311 system's Active Citizen Request system should be developed in order to identify opportunities for continuous improvement in satisfaction and value for money.</b></p> <p><u>Auditor's Comment</u></p> <p>Throughout the course of the audit, management was either unable or unwilling to provide the auditors with any information indicating that they track <u>all</u> complaints and/or inquiries. Exhibit 5 shows the volume of calls received at the Transit line for which documentation was not provided to the auditor. Understanding the trends in the complaints received as well as categorizing complaints can help management better understand the needs and/or concerns of the citizens as well as develop strategies for resolution.</p>			<p>All public complaints are tracked and monitored acted upon and filed appropriately. The bulk of calls received are for information purpose only. "What time will the bus pass my house"? The remainder of calls is redirected to staff as business calls.</p>	<p>No action required / No time frame</p>

## Request for Decision

### 2010 Audit of Greater Sudbury Transit, Handi Transit Services

Presented To:	Audit Committee
Presented:	Tuesday, Aug 09, 2011
Report Date	Tuesday, Aug 02, 2011
Type:	Presentations
File Number:	2010GRTH07B

### Recommendation

The Auditor General recommends that:

1. Recommendations in the attached Auditor General's report entitled "2010 Audit Of Greater Sudbury Transit Services - Handi Transit" be adopted.
  2. This report be forwarded to the City's Transit Committee for information.
  3. This report be forwarded to the City's Accessibility Committee for information.
- (See attached report)

#### Signed By

**Auditor General**  
Brian Bigger  
Auditor General  
*Digitally Signed Aug 2, 11*

***Auditor General's Office***

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**Audit Committee Report**

***2010***

***Audit of Greater Sudbury Transit  
Services***

***Handi Transit***

***Brian Bigger, C.G.A***

***Auditor General, City of Greater Sudbury***

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# 2010 Audit of Greater Sudbury Transit Services Handi Transit

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## Audit Overview

**Fieldwork Complete Date:** December 14, 2010  
**Draft Report Date:** March 2, 2011  
**Final Report Date:** July 12, 2011  
**To:** Roger Sauve, Director Transit Services  
**From:** Brian Bigger, Auditor General  
**Audit Number:** 2010GRTH07B

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## Summary

Attached is the Auditor General's report entitled "2010 Audit of Greater Sudbury Transit Services - Handi Transit".

The objective of the audit was to evaluate the quality of stewardship and opportunities to enhance value for money in operations through more effective, economical and/or efficient management of Handi Transit Services.

It is clear that the City's has demonstrated a longstanding commitment to improving accessibility. With significant guidance and support of the Accessibility Advisory Committee and the Transit Committee, Transit Services accessible transportation initiatives have resulted in very high levels of satisfaction being expressed by Handi Transit users. In fact, The City of Greater Sudbury's Handi Transit services have been so successful, that demand has grown by 40 percent since 2005, to deliver 117,799 rides in 2009. Over the same time period, operating costs increased by 51 percent (\$908,000), averaging ten percent per year. The Auditors have noted that the Total Operating Cost of this program was \$1.8 million in 2005, however, if the rate of growth observed between 2001 and 2009 continues, this program could cost in excess of \$4.8 million per year by 2015.



The attached report contains six recommendations along with a management response to each of the recommendations.

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## **Recommendations**

### **The Auditor General recommends that:**

1. Recommendations in the attached Auditor General's report entitled "2010 Audit of Greater Sudbury Transit Services - Handi Transit" be adopted.
2. This report be forwarded to the City's Transit and Accessibility Committees for information.

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## **Financial Impact**

### **Audit Impacts**

Implementing the recommendations contained in this report will improve management's ability to manage the balance between satisfying the continuous growth in demand for services, and the perceived value for money achieved through Handi Transit operations.

The extent of any resources required or potential cost savings resulting from implementing the recommendations in this report is not determinable at this time; however, annual savings exceeding \$275,000 could be achieved if Transit Services successfully encouraged a 10% shift of eligible user rides to our conventional transit system.

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## **Comments**

The Auditor General's report entitled "2010 Audit of Greater Sudbury Transit Services - Handi Transit" is attached as Appendix 1. Management's response to each of the recommendations contained in this report is attached as Appendix 2.

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## Contact

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## Signature



Brian Bigger, Auditor General

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## Attachments

**Appendix 1:** Greater Sudbury Handi Transit Services Program Audit

**Appendix 2:** Management's Response to the Auditor General's Audit of Greater Sudbury Handi Transit Services

***Auditor General's Office***

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Main Report

***2010***

***Audit of Greater Sudbury Transit Services***

***Handi Transit***

***Brian Bigger, C.G.A***

***Auditor General, City of Greater Sudbury***

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This audit was performed by the Auditor General pursuant to section 223.19 (1.1) of the Municipal Act, 2001, S.O. 2001, c.25 in accordance with generally accepted government auditing standards (International Standards for the Professional Practice of Internal Auditing, as set by The U.S. Government Accountability Office).

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## EXECUTIVE SUMMARY

### Why we conducted this review

The Auditor General's 2010 Audit Work Plan included a program audit of the City's Transit Services Division. The intent in including the audit of program management and controls in the work plan was to systematically evaluate the quality of stewardship over public funds, and the achievement of value for money in operations throughout the organization. This review is part of a series of program audits intended to provide recommendations for improvement across all programs over a six year period.

### Objectives of the review

The Auditor General's Office applied their inherent risk ranking to determine the higher risk areas within Transit Services that were to be included in the scope of the divisional program audit. Due to the size of the audit, we have decided to report separately on Handi Transit.

Within the scope of this report for Handi Transit Services, the auditors did evaluate the quality of stewardship and the achievement of value for money through delivery of Handi Transit Services. In order to evaluate the achievement of value for money through operations, the Auditors looked for clarity in direction, expected outcomes and desired levels of service delivery tied to financial results and projections.

### A risk based approach was taken

In an environment of significant fiscal challenges, average annual growth in demand, and expenditures for Handi Transit have exceeded 10% since amalgamation. The question to be asked is "at what point is optimal value for money achieved?" Recommendations made in this report relate to the opportunity to clarify the level of service that the City is striving to achieve and are supportive of ongoing initiatives to ensure that these services are available for those who rely on them most.

### Audit methodology

With Transit Management's input, the Auditor General's Office developed a ranking of inherent risks to determine the higher risk areas within Handi Transit. These risk areas were included in the scope of the audit.

The audit methodology included the following:

- Conducted interviews with Transit management;
- Conducted interviews with employees of Student Transportation Inc.;
- Conducted an interview with the Chair of the Accessibility Committee;
- Reviewed and analyzed relevant background information and operating information;
- Reviewed bus stop design standards
- Reviewed and discussed findings with management.

**We followed generally accepted government auditing standards**

We conducted this audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

#### **Our review identified the following:**

**Summary of key issues and recommendations**

- Improvements are required in planning to demonstrate the achievement of value for money
- Five initiatives to encourage persons with disabilities to use conventional transportation services

The following report contains six recommendations. The implementation of these recommendations will contribute to improvements in the ability to evaluate the quality of management of public funds and the achievement of value for money in delivering Handi Transit Services to the public. They will also allow Transit Services to manage service volume and financial pressures, while ensuring that the levels of service and availability are maintained for those people who need it most.

## **HANDI TRANSIT BACKGROUND**

**Our city has a long history of accessible transit initiatives**

In 1993, the former City of Sudbury introduced a Full Accessibility Plan for Sudbury Transit with a goal of ensuring “easier access”. At that time, Sudbury Transit began acquiring buses with accessibility features.

Prior to the current contract, Handi Transit Services were delivered through a number of independent contracts, each limited to service within boundaries of the former City of Sudbury and former outlying municipalities.

**Accessible transit services have grown significantly since the award of a harmonized service contract in 2002**

In 2001, Council approved a 5 year harmonization plan between Handi Transit and Conventional Transit Services that sought to remove these geographic boundaries. In 2002, Council approved the removal of the Handi Transit boundaries and adopted a central dispatch system. Leuschen Bros. was awarded the first new harmonized contract in 2002. The contract commenced in May 2003 and extended for five years until May 2008. Handi Transit services are currently being provided under this contract by Student Transportation Inc. as Leuschen Bros. Limited was purchased by Student Transportation Inc. (STI) in mid 2010.

In 2003, Council approved holiday service for Handi Transit users, providing service on Christmas Day, Boxing Day and New Years Day. In 2004, Council approved the addition of two new Handi Transit buses to meet ridership demands. In 2005, Handi transit became fully harmonized with the conventional system.

**General terms of the contract**

Under the terms of the contract, STI provide Handi Transit services on behalf of the City. STI is to provide all the labour, material, equipment and supervision necessary to provide the service. They also manage the list of registered users, take bookings, dispatch the vehicles and collect fares. They are also responsible for the maintenance of the vehicles and inspections as established by the Province of Ontario and the Highway Traffic Act (Reg. 611, section 4, section 5, section 85-1 and all related schedules and subsections). The contract can be, and to date has been, renewed on a yearly basis until May 2012.

In 2011, Handi Transit will operate with fourteen specialized accessible buses, (supplemented with conventional taxi services) and all sixty Conventional Transit buses will provide low-floor accessible service over regular transit routes.



## HANDI TRANSIT OBJECTIVES

**Transit Services –  
“Removing geographic  
barriers to employment and  
social services”**

“Public transportation services contribute to the social and ecological health of our community by removing geographic barriers to employment and social service opportunities and by reducing the environmental and infrastructure costs of transportation.”<sup>1</sup>

**Integrated to the degree  
possible**

According to the Greater Sudbury Transit Accessibility Plan, April 2003, it was the City’s goal “to integrate as many riders as possible on our accessible conventional transit system while providing a parallel system for those citizens who cannot access our highly accessible route system”.

**Fully respects the rights and  
dignity of persons**

This mirrors the Ontario Human Rights Commission regarding public transportation in which it states that the goal of public transportation is to have “a system that is accessible, that is integrated to the degree possible, that fully respects the rights and dignity of persons with disabilities, older Ontarians, and families with young children, and that provides appropriate alternatives for those who are unable to use even the most accessible conventional services.”

**Handi Transit is intended to  
provide public  
transportation to people  
who cannot use the City’s  
conventional transit system**

In the Ontario Human Rights Commission’s view, full accessibility includes an integrated conventional system and a specialized Handi Transit system. Handi Transit is intended to provide public transportation to people who cannot use the City’s conventional transit system.

**Eligibility requirements  
ensure that Handi Transit is  
a cost effective,  
appropriate alternative for  
those who are unable to use  
even the most accessible  
conventional services**

In order to qualify for Handi Transit service, an application form must be completed and signed by a physician. The current qualifications are if an individual cannot climb or descend three steps of a Greater Sudbury Transit bus; walk a distance of 175 meters; or are visually impaired, yet are able to utilize Handi Transit independently. The physician can indicate whether the applicant will require the Handi Transit service permanently or temporary.

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<sup>1</sup> [http://www.greatersudbury.ca/cms/index.cfm?app=div\\_transit&lang=en](http://www.greatersudbury.ca/cms/index.cfm?app=div_transit&lang=en)

## HANDI TRANSIT ACCOMPLISHMENTS

The City has demonstrated an ongoing commitment to development and support of inexpensive and accessible transportation options for those who are unable to use even the most accessible conventional services.

**A 2005 Oracle poll indicated a very high satisfaction rating with the service and the operators**

**Handi Transit rides almost doubled between 2003 and 2005**

**Users of Handi Transit have more than doubled between 2001 and 2009**

**Converting conventional transit buses to low floor buses should be completed**

- In 2005, Handi transit became fully harmonized with the conventional system.
- In January 2005, a poll was conducted for the City of Greater Sudbury Accessibility Advisory Committee. Sudbury Transit provided Oracle with a database of 1,000 Handi Transit customer names. The Oracle poll randomly selected 300 customers, and asked them to rate their satisfaction with the service provider's dispatchers, drivers, and buses. Oracle's report indicated high levels of Handi Transit satisfaction with those elements of the service.
- 2006, the Accessibility Advisory Committee presented the results of the 2005 Oracle poll to Council, also advising that "Handi Transit rides had almost doubled in three years from 42,616 rides in 2003 to 82,851 rides in 2005"<sup>2</sup>.
- Between 2001 and 2009, the number of Handi Transit rides has more than doubled, going from 56,915 rides to 117,799.<sup>3</sup>
- Between 2001 and 2009, the number of Handi Transit users has more than doubled, going from 1,090 users to 2,219.<sup>4</sup>
- Ongoing conversion of the conventional transit bus fleet to 100% low floor accessible buses will be achieved in 2011

<sup>2</sup> Accessibility Advisory Committee, 2006 presentation to Council

<sup>3</sup> Provided by Student Transportation Inc.

<sup>4</sup> Provided by Student Transportation Inc.

by mid 2011

CUTA has developed guidance to help transit systems work towards sustainability

Transit has applied or implemented many measures aimed at enhancing social inclusion and accessibility

The Canadian Urban Transit Association (CUTA) has developed guidance to help transit systems work towards sustainability. Social inclusion and accessibility is one objective in establishing a sustainable transit system. Some of the measures CUTA uses to determine sustainability are as follows:

- Driver training to improve service for those with disabilities
- Travel training programs for people with disabilities
- Barrier-free vehicles and infrastructure
- Travel information for people with sensory impairments
- Announcement / display of information in vehicles and at stops
- Accessible systems for customer feedback

Transit has implemented many of these sustainability measures.

## HISTORICAL PERFORMANCE MEASURES AND OPERATING TRENDS

Financial and Operational Highlights (CUTA)

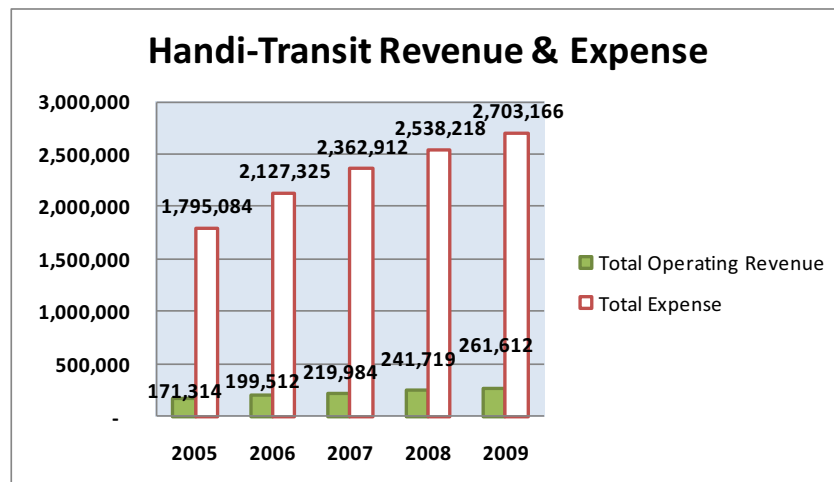
While Handi Transit operating revenues have increased 53 percent or \$90,000 through collection of Handi Transit fares, operating costs have increased 51 percent or \$908,000. As a result, contributions from the General Tax Levy and from the Gas Tax have been increasing significantly.

Operating revenues are continuing to grow at approximately 10% of operating expense

Registrant list maintenance is evident

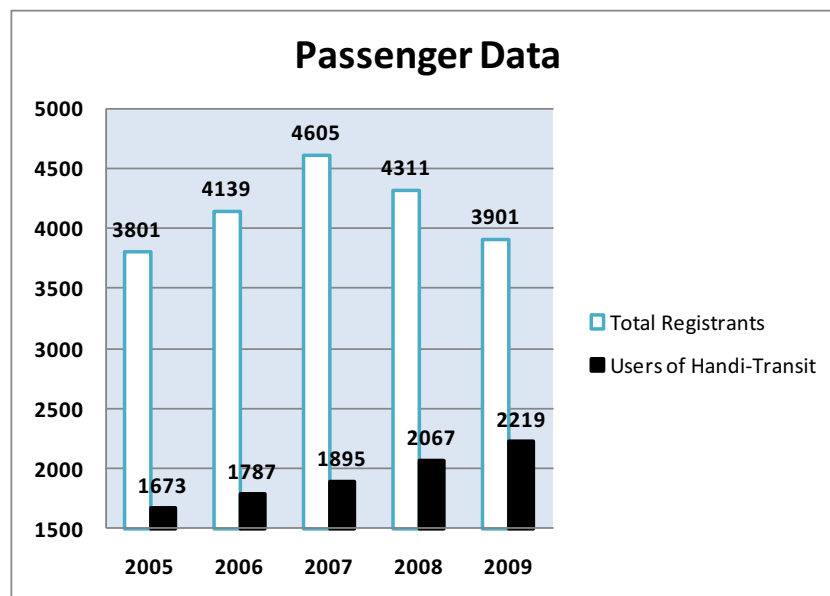
Five year growth of active Handi Transit users is significant

The growth in number of users has been continuous over the last ten years



**Exhibit 1** – Growth in operating expenses relative to operating revenues<sup>5</sup>

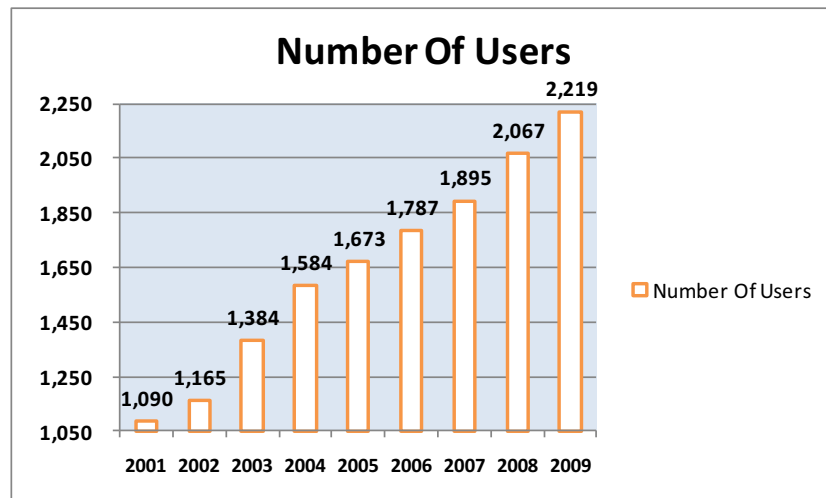
Exhibit 1 depicts the latest five year trend in operating revenue and operating expense. The operating revenue to operating cost ratio has been maintained at between nine percent and ten percent over the past five years (from 2005 to 2009).



**Exhibit 2** – Number of eligible registrants and active Handi Transit customers<sup>6</sup>

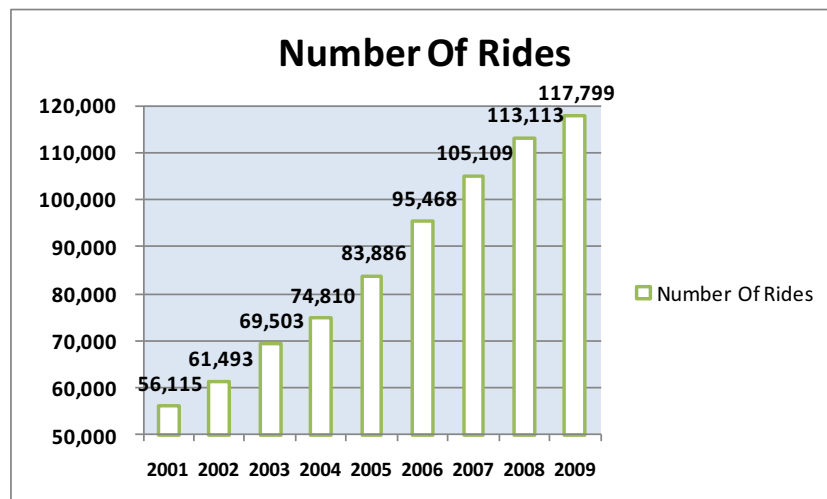
<sup>5</sup> CUTA Ontario Specialized Transit Services Fact Book, 2005 to 2009

The growth in number of rides provided has been continuous over the last ten years



**Exhibit 3** – Growth trend. Number of active Handi Transit users over the last ten years<sup>7</sup>

The usage reflected by average rides per user has remained reasonably constant



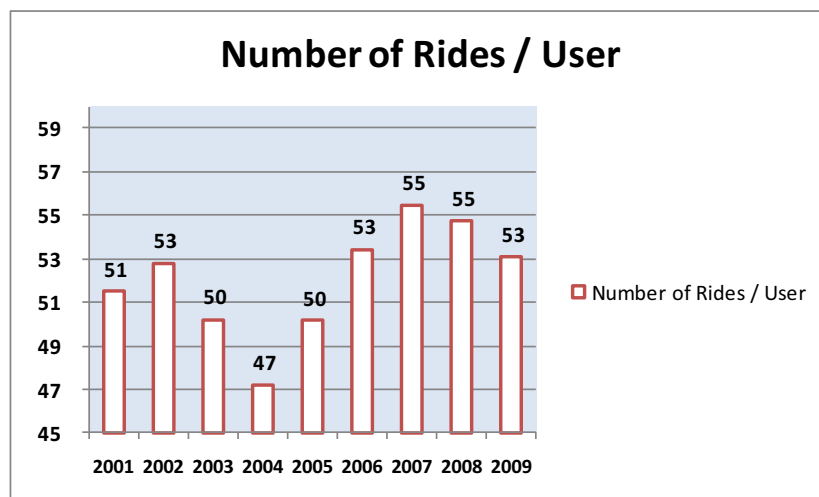
**Exhibit 4** – Growth trend. Number of rides provided over the last ten years<sup>8</sup>

<sup>6</sup> Provided by Student Transportation Inc.

<sup>7</sup> Provided by Student Transportation Inc.

<sup>8</sup> Provided by Student Transportation Inc.

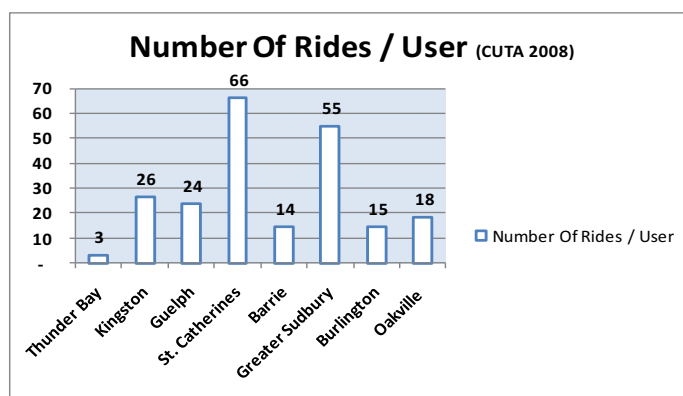
In 2008, users averaged approximately 55 rides per user in Greater Sudbury, compared to a median of 21 for the cities listed



**Exhibit 5** – Average number of rides per user. Greater Sudbury Handi Transit<sup>9</sup>

Exhibit 6 below, compares our program with programs of other cities with similar population, the City of Greater Sudbury Handi Transit program shows a high number of trips per registered user. Greater Sudbury Handi Transit reported 55 trips per active registrant, as compared to a median of 21 for the cities listed below.

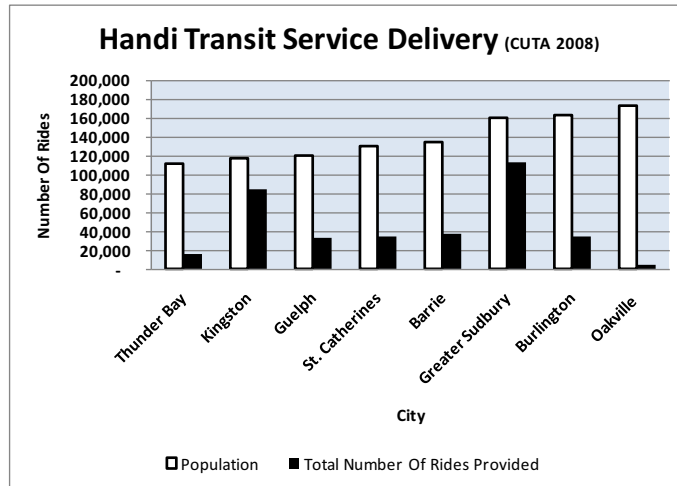
In 2008, the number of rides provided on Greater Sudbury Handi Transit was greater than other comparable cities



**Exhibit 6** – Average number of rides per user comparison.<sup>10</sup>

<sup>9</sup> Provided by Student Transportation Inc.

<sup>10</sup> CUTA Ontario Specialized Transit Services Fact Book, 2008



**Exhibit 7 – Total number of rides provided comparison<sup>11</sup>**

## AUDIT RESULTS

### A. IMPROVEMENTS IN PLANNING REQUIRED TO DEMONSTRATE THE ACHIEVEMENT OF VALUE FOR MONEY

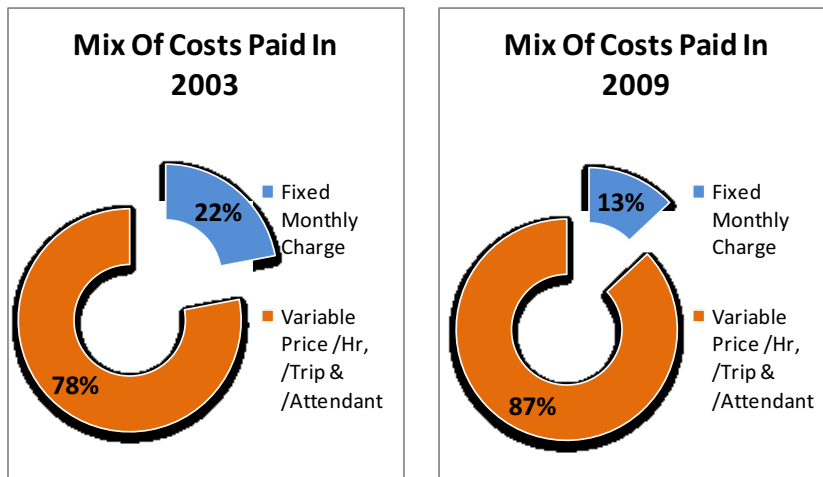
#### Rising Costs and Demand for Handi Transit Services

As ridership increases, fixed monthly costs become less and less a factor in total costs paid for this service. As a result, net operating costs for Handi Transit have closely followed the growth in ridership. Costs have risen 51 percent over the past five years. Increases have averaged 10 percent per year from \$1.8 million in 2005, to \$2.7 million in 2009, and required \$2.4 million of additional funding over program operating (fare) revenues. This trend is expected to continue.

As ridership continues to increase, the portion of

<sup>11</sup> CUTA Ontario Specialized Transit Services Fact Book, 2008

fixed costs for providing the service continues to decline



**Exhibit 8** – Shift in proportion of fixed vs. variable costs as per the Handi Transit agreement

According to the 2005 Oracle Poll, 53% of Greater Sudbury’s Handi Transit users were over the age of 65, and 70% of Handi Transit users were over the age of 55.

According to Statistics Canada, the age of the population is expected to accelerate rapidly

The number of Ontarians with disabilities is expected to grow as the population ages

Since 1996, taxis have been used to supplement Handi Transit buses in order to meet demand

The government estimates that more than 1.8 million Ontarians have a disability, and the number is growing as the population ages. According to Statistics Canada, “the ageing of the population is projected to accelerate rapidly, as the entire baby boom generation turns 65.” “The number of senior citizens could more than double, outnumbering children for the first time.” Furthermore, “projections show that seniors would account for between 23 percent and 25 percent of the total population by 2036, nearly double the 13.9 percent in 2009.”

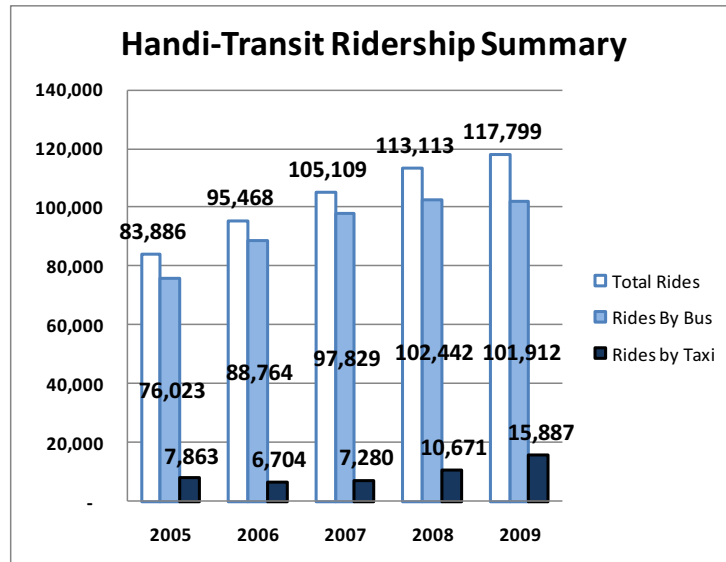
The Taxi service is currently being offered to Handi Transit customers within the boundaries of the former City of Sudbury. The average cost of these taxi rides were about \$3 less than the average cost of a ride in the Handi transit bus, and also tend to improve the availability of Handi Transit buses for customers with mobility devices.

In 2009, the number of rides provided on Handi Transit buses decreased by 530 rides, while there was an increase of 5,216 taxi rides provided. The City has supplemented the Handi Transit bus service with taxi rides since 1996 to keep up with peak demand. Taxis are only used for ambulatory customers travelling within the City, as most taxis cannot accommodate mobility devices. The Auditors note that since 2005, the



number of taxi rides provided to Handi Transit riders have doubled. This is further evidence of the demand for this door-to-door service.

Between 2008 and 2009, the number of rides provided on Handi Transit buses decreased by 530 rides, while there was an increase of 5,216 taxi rides provided



The City's average cost for a round trip ride on Handi Transit is approximately \$46

**Exhibit 10** – Illustrates the number of rides (both with Handi Transit buses and taxis) provided under the Handi Transit Program over the past five years.

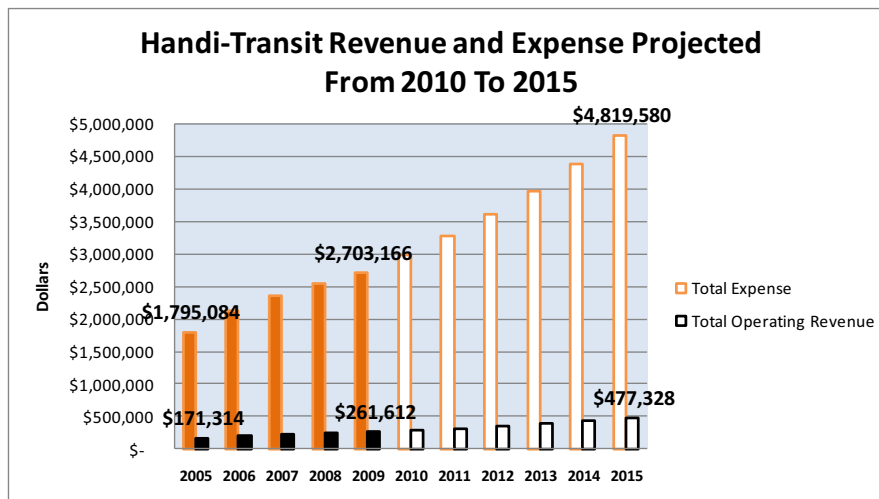
The City's cost of a round-trip Handi Transit ride ranges between \$33 and \$118 depending on pickup and drop off locations. The average round-trip cost for Handi Transit was approximately \$46 in 2009.

### Financial Pressures Due To Demand

It is unclear how much further productivity can be increased with the existing number of buses

As the demand for Handi Transit services has continued to increase each year, the Auditors note that the productivity of the buses has also significantly improved over the years. In 2005 the average number of rides per bus was approximately 5,800 and by 2009 it had risen by 26 percent to approximately 7,300. However, it is unclear how much further productivity can be increased with the existing number of buses.

If the trend in demand continues, by 2015 the program will cost \$4.3 million in excess of program fare revenue under the current revenue/cost structure



**Exhibit 9** – Actual Handi Transit revenue and expense from 2005 to 2009 and projected revenue and expense from 2010 to 2015.

The total number of rides provided by Handi Transit, have increased by 40 percent over the past five years. If the trends in demand, expenses and revenues continue over the next 6 years, by 2015 expenses for Handi Transit is projected to be just over \$4.8 million, and the City will have to find \$4.3 million of additional funding in excess of program fare revenues.

Transit Committee and Council members need to consider program targets, performance measures and operating trends, prior to approving staff's proposed strategic direction and annual budget requests.

When the Auditors first began this audit (August last year), the most recent Business Plans documented by Transit Services (2007-2008) were developed in 2006, to “establish strategic direction, priorities, organizational improvements and operational strategies”<sup>12</sup> for various departments within the City. Greater Sudbury Transit developed two goals, one for parking and one for transit. The Transit goal was “To provide a safe and comfortable transportation for the community by implementing the recommendations developed from the Ridership Growth Strategy.”<sup>13</sup> There was no specific goal for Handi transit.

It is not clear that Transit Committee and Council members have had the opportunity to consider program targets, performance measures and long term operating trends tied to long term financial implications Long term financial implications need to be considered in approving staff's

<sup>12</sup> Business Plans 07-08 City of Greater Sudbury

<sup>13</sup> Business Plans 07-08 Growth and Development Department

**The City needs to balance the growth of the program while considering current fiscal challenges**

proposed strategic direction and annual budget requests as this information cannot be found in those presentations to Council.

Management have continued to stimulate growth and recommend enhancements to this program. Both on September 2010, (during the course of the audit), and on February 14<sup>th</sup>, 2011 (after the Auditors initial findings had been discussed with management), have presented updated plans, and received endorsement from the Transit Committee.

Management has assured the Auditors they recognize that the ridership numbers have shown significant growth for Handi Transit, and that they believe that the City is “simply reaching the service levels that are reflective of the demand in our community”.

Although the program is clearly growing leaps and bounds in popularity, it is difficult to balance today’s fiscal challenges and assess the achievement of value for money without clear direction, expected outcomes and desired levels of service for this program. Simply put, the Auditors need Management to clarify at what point in this seemingly continuous program expansion will optimum expenditures and value for money be achieved?

#### **Recommendations:**

1. Transit should put together a long term strategy for Handi Transit that considers the impact of the continuous growth in demand for Handi Transit Services on future costs. Expected long term outcomes, desired levels of service and funding needs for this program should be clearly identified to enable an evaluation of the achievement of value for money.

## **B. INITIATIVES TO ENCOURAGE PERSONS WITH DISABILITIES TO USE CONVENTIONAL TRANSPORTATION SERVICES**

### **Free Bus Transfers and Incentives to Maximize the Use of**

## Conventional Transit

**There needs to be ongoing assessment of user needs**

The ongoing assessment of rider needs is key to managing a Transit service and achieving value for money in a sustainable transit system.

**Draft OADA regulation requires conventional transit providers to identify initiatives to encourage use of conventional transit**

The draft Ontario regulation made under the Accessibility for Ontarians with Disabilities Act, 2005, “Integrated Accessibility Standards” s41. (1) (a) states that as part of the accessibility plan, conventional transportation service providers shall “identify initiatives to encourage persons with disabilities who are, or were, eligible for specialized transportations services, to use conventional transportation services”. Transportation service providers shall meet the requirement by January 1, 2013.

**A trip priority system is currently in place**

Due to high demand for the service, a trip priority system is in place. A trip priority system aides in matching demand with the available resources while ensuring that the most critical needs of customers are met. The priority system currently used is as follows:

1. Work
2. School
3. Medical
4. Other – i.e. leisure, shopping, social, church, etc.

**Prioritizing trips can have isolating effects**

Regular trips for work or school are booked automatically from month to month. Trips must be booked at least two working days in advance.

Prioritizing trips can have isolating effects as they can cut people off from social, recreational and other services. Therefore, with increasing demand and limited supply and budget constraints, there needs to be further investigation and analysis into various transit options to ensure there are viable, sustainable transportation options for all citizens of the City.

**Handi Transit service needs to be available for those**

Even where conventional transit system accessibility has been optimized, there will always be the need for Handi Transit services for those who are still unable to use the conventional transit system. Knowing that the number of people using Handi Transit has increased by approximately 33 percent over the past five years, the auditor’s concerns

who need it

are with the availability of Handi Transit services for the people who need it most. With increasing demand for Handi Transit, this may reduce the number of spaces available for people dependent on the availability of Handi Transit services for social outings, leisure, shopping, etc..

**Having 100% low floor buses provides the City the opportunity to shift some users to conventional transit which is the goal of the Greater Sudbury Transit Accessibility Plan**

By mid 2011, Greater Sudbury's entire transit fleet will be made up of low floor accessible buses. Having a transit fleet that is 100 percent accessible provides Transit the opportunity to shift some users of the Handi Transit service to Conventional Transit which relates directly to the goal of the Greater Sudbury Transit Accessibility Plan.

**A 10% shift in users to conventional transit would have a potential cost savings of over \$275,000**

One initiative can be offering free rides incentives and bus transfers on the conventional transit system. If Greater Sudbury Transit were able to shift as little as 10 percent of Handi Transit users over to conventional transit, there would be potential cost savings of over \$275 thousand dollars per year. In this scenario, the City would forgo the conventional transit round-trip fare of \$4.10, but would save the cost of the Handi Transit ride which is on average \$46. A 10 percent shift of rides would not create any additional costs for the conventional transit system as this represents only a 0.25 percent increase in conventional ridership. Offering free transfers to, and rides on conventional transit for riders eligible to use Handi Transit, would provide an option that would benefit all.

This option also considers a few additional points. Using conventional transit will eliminate the need to book trips in advance. By using transfers, not all trips need be to a single destination and back home. Another benefit of the use of conventional transit services may be to shorten the length of time necessary to complete a trip.

The most difficult part of an excursion via Transit may be getting between one's home and either the first destination, or the last destination. Once a rider is on or near the transit system, concurrent trips need not always be via Handi Transit.

By shifting service delivery from the Handi Transit system to the conventional transit system, there is opportunity to ensure there is capacity to handle the demand for those who cannot use conventional transit without increasing the size of the Handi Transit fleet.

Transit Services does provide a transit travel training program, and has spent much effort on driver training which also help those unsure on how

they may use conventional transit, understand schedules, routes and stops.

#### **Recommendations:**

- 2. Transit Services should offer free ride incentives (limited trials), and bus transfers (to conventional transit), to encourage riders eligible of Handi Transit. This will encourage increased use of, and familiarity with the conventional transit system.**

#### **Review of Eligibility Requirements**

**Current eligibility requirements for Handi Transit were developed before Transit's fleet were comprised of 100% low floor buses**

In order to qualify for Handi Transit service, an application form must be completed and signed by a physician. Currently, eligibility for Handi Transit Services is established if an individual cannot climb or descent three steps of a Greater Sudbury Transit bus; walk a distance of 175 meters; or if they are visually impaired and yet able to utilize Handi Transit independently. The physician can indicate whether the applicant will require the Handi Transit service permanently or temporary.

**Eligibility requirements and application process vary amongst various cities within Canada**

Different cities within Canada have different eligibility requirements for Handi Transit. Some have refined their eligibility requirements to consider seasonal needs, while other Cities require extensive in person applications rather than relying on a certification form the applicant's primary care physician.

It is also important to note that low-floor buses on fixed routes are not an acceptable alternative to door-to-door service for all Handi Transit customers all of the time. Seasonal, winter conditions for example, often make conventional transit services impractical for many people.

Under the draft Integrated Accessibility Standards, there are to be three categories of eligibility to qualify for specialized transit services;

**Conditional eligibility considers environmental or physical barriers in the conventional transit system**

- unconditional eligibility,
- temporary eligibility, and
- conditional eligibility.

The conditional eligibility category allows cities to establish criteria where a person may be limited to using specialized transit when certain environmental or physical barriers limit their ability to consistently use conventional transit. With that understanding, the auditors believe that there is opportunity for some people to shift some or all of their transit use back to conventional transit while improving the levels of service experienced by those who need it most.

Management have cautioned the Auditors against making significant changes to eligibility rules saying that “it would be premature to change eligibility rules to discourage people from moving throughout our community”.

The reader must recognize that Handi Transit’s eligibility requirements were established before Transit had 100 percent low floor buses. Having a 100 percent accessible fleet gives the City the opportunity to re-evaluate the criteria for using Handi Transit.

**Recommendations:**

3. **With Transit’s fleet comprising of 100 percent low floor buses by mid 2011, Transit Services should take the opportunity to work with the Accessibility Committee to revisit the eligibility requirements for Handi Transit, and to evaluate the possibility of offering seasonal passes.**

**Analysis of Rider Pick-Up / Drop off Locations and Routes**

**Barriers for using conventional Transit:**

- Distance from origin or destination to bus stop

Barriers such as the distance from a customer’s origin and destination to bus stops, the accessibility of the bus stop and shelters, conditions of sidewalks and streets, and general weather conditions, will affect the customer’s ability to use the conventional transit system.



- Accessibility of bus stop
- Condition of sidewalk or shelter
- General weather conditions

City staff had not obtained pick up and drop off data from the Handi Transit provider to consider in route and stop planning and analysis

Top pick up and drop off locations for Handi Transit in 2009

The 2010 Rider Guide did not indicate that accessible buses were on routes that serviced some of Handi Transit's top pick up locations

Route planning and analysis for people eligible to use Handi Transit has been left to the service provider. When the Auditors asked for data to inform them of the most frequently used destinations for Handi Transit, the service provider easily provided this information, however, it was also noted that City staff had never asked for this information in the past.

The Auditors obtained all the pickup and drop off locations for Handi Transit from Student Transportation Inc. for 2009. From this information, the Auditors were able to determine the top pick up and drop off locations during the year. The table below is a listing of a sample of some of the top pick up and drop off locations for Handi Transit.

Location Name	
Laurentian Hospital	VON Day Care
YMCA	CEC Wood Lavoie
New Sudbury Shopping Centre	Adele Samson
Pioneer Manor	Jarett Centre Webbwood
I Can Independence Centre	York Extendicare

Laurentian Hospital was the number one pick up location for Handi Transit. According to Transit's Summer 2010 Rider Guide, route 500 University via Paris stops at Laurentian Hospital, however, none of the buses in the Rider Guide indicate that the bus on the route was an accessible bus. The 501 bus (Regent/University) also stops at the hospital, but only every second bus between 7:00am and 6:00pm was designated as an accessible bus in the Rider Guide.

#### Recommendations:

4. Management should collect the pickup and drop off data for all Handi Transit rides from the Handi transit service provider. This data can aide management in future route planning and bus stop placement decisions on the conventional transit system.
5. As it is current Transit policy that drivers can make a special request stops, this information should be communicated through Transit's website, and other information sources.



## Focus On Accessibility of Bus Stops Nearest Handi Transit User Destinations

There is currently a draft Ontario Regulation made under the Accessibility for Ontarians with Disabilities Act, 2005 regarding Integrated Accessibility Standards. Paragraph 47 addresses transit stops and states:

**Draft AODA regulations regarding integrated accessibility standards**

- a. Conventional transportation service providers, in respect of transportation vehicles to which this section applies, shall ensure that persons with disabilities are able to board or de-board a transportation vehicle at the closest available safe location, as determined by the operator, that is not an official stop, if the official stop is not accessible and the safe location is along the same transit route.
- b. In determining where a safe location may be situated for the purposes of subsection (1), the conventional transportation service provider shall give consideration to the preferences of the person with a disability.
- c. Conventional transportation service providers shall ensure that operators of their transportation vehicles report to an appropriate authority where a transit stop is temporarily inaccessible or where a temporary barrier exists.
- d. This section applies to the following:
  - i. Transit buses.
  - ii. Motor coaches.
  - iii. Streetcars.
- e. Conventional transportation service providers shall meet the requirements of this section by January 1, 2012.<sup>14</sup>

**Draft legislation does not provide guidance for bus stop accessibility. It does require the City to identify planning for accessible stops and shelters in its accessibility plan**

The draft legislation does not provide a definition of an accessible stop. Under the duties of municipalities, they “shall consult with its municipal accessibility advisory committee, the public and persons with disabilities in the development of accessible design criteria to be considered in the construction or replacement of bus stops and shelters.” They must also “identify planning for accessible bus stops and shelters in its accessibility plan”.

In a presentation at the 2007 International Conference on Mobility and

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<sup>14</sup> Ontario Regulation made under the Accessibility for Ontarians with Disabilities Act, 2005, Integrated Accessibility Standards, 47. (1) to (5)

**Bus stops and their immediate surroundings are often the weak link in the bus system for people with disabilities and older adults**

Transport for Elderly and Disabled Persons (TRANSED) hosted by Transport Canada, it was noted that “bus stops and their immediate surroundings are often the weak link in the series of trip segments required for usage of a bus system by people with disabilities... and older adults.” Access and safety issues are the reasons for older adults and people with disabilities being reluctant to ride the bus.

**The City does not currently have specific standards for bus stop location or design**

According to the City’s Engineering department, the City does not currently have specific standards for bus stops. Standards might consider whether stop locations should be before or after an intersection, and the number of official stops actually required. Also, there are no specific standards for landing pads, grading, etc. When a bus stop is placed on a boulevard, the City’s grades for curbs and sidewalks are used as a standard for a bus stop. On rural roads, there are no standards.

From the Handi Transit data, the top 30 pickup locations were plotted on a map using Global Positioning System (GPS) software. Bus stops within a 175m and 450m radius were also plotted.

The auditors visited a few of these bus stops and noted the following regarding access:

**Auditors visited some of the top 30 pickup locations for Handi Transit and noted the following:**

Some bus stops are not close by buildings that offer services for the elderly and/or disabled. For example, there is no bus stop within 175 meters of the Adele Samson Centre or the I Can Independence Centre, yet both of these stops were in the top 10 pickup locations for Handi Transit. The Adele Samson Centre is located on York Street, and the closest stop is on Paris St.

**Some bus stops are not close to buildings that offer services for the elderly or disabled**

#### **Adele Samson Centre**

**The Adele Samson Centre is located on York Street, and the closest stop is on Paris Street**

### I Can Independence Centre

The Centre's closest stop is located on Haig Street, which is just over 175 meters from the centre

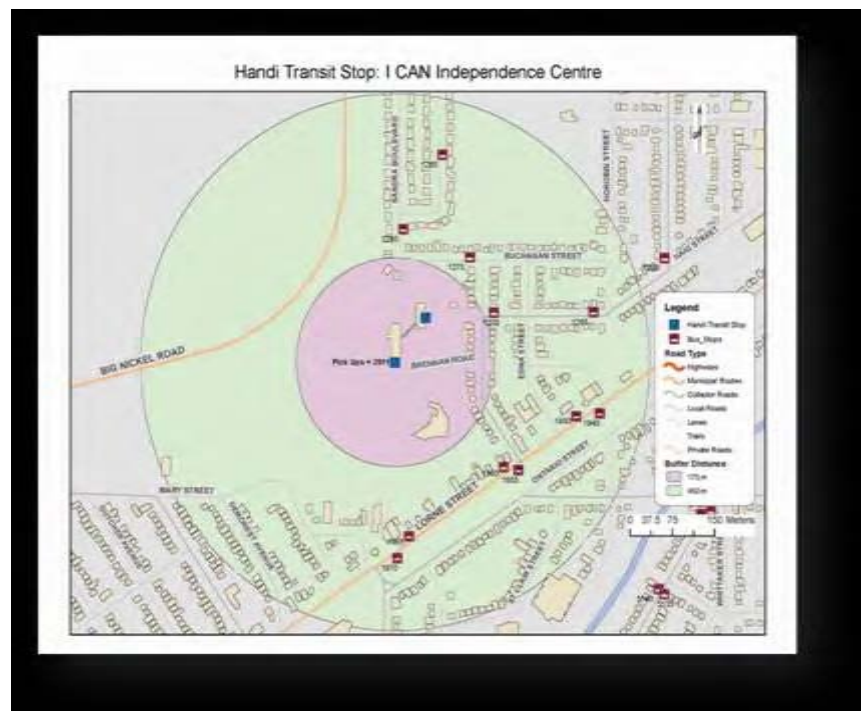


The I Can Independence Centre's closest stop is located on Haig Street, which is just over 175 meters from the centre.

### Finlandia

Currently, the bus route goes off 4th Avenue onto Finlandia property to access a stop on the route.

Having a bus stop on the property gives residents the option to either use Handi Transit, or conventional transit services.



Finlandia (right) is an excellent example where Transit has put a bus stop on Finlandia property to serve the residents

**Corner of Haig Street and  
Byng Street**

**There are no amenities such  
as shelters or benches at a  
stop closest to two of the  
top ten Handi Transit pick  
up locations**

there.

The bus stop below is at the corner of Haig Street and Byng Street. It is the closest stop to the I Can Independence Centre as well as the apartment complex in the background. This apartment complex is also one of the top ten pick up locations for Handi Transit. Therefore, this stop would be the closest bus stop for two of the top ten pick up locations. There are no amenities at this stop such as shelters or benches.



**None of the City's bus stops  
had route or timetable  
information.**

**Citizens have put up signs at  
this location indicating the  
route and schedule**



Signage is important for those riding transit. Citizens need to know where the bus stops are and when the next bus is coming. None of our bus



**All stops should be labeled and the sign placed before the stop**

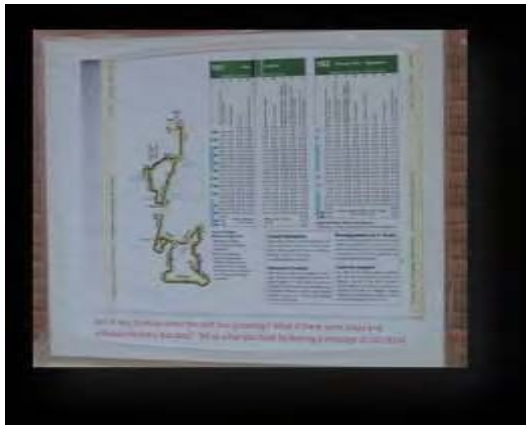
**At this location, there is no Greater Sudbury Transit sign**

**The former City of Sudbury sign was found at a few locations. This sign has an incorrect phone number for Transit as well as incorrect route times**

**Any improvements in accessibility of stops improves the transit system for the entire population the transit system serves.**

**Accessibility improvements can be used to achieve a more integrated transit system**

stops have route or timetable information on them.



The picture on the left was a sign put in one bus stop by a citizen that shows the route and the schedule of the bus that goes to the stop. Being unfamiliar and unsure of how to access and use the transit system may deter people from using conventional transit.

All stops should be labelled as a transit stop and the signs should be placed before, not after the stop for increased visibility. Signs can be considered a marketing tool for Transit, so they should be clearly visible. In the picture on the right, there is no Transit sign.

There are still old City of Sudbury bus stop signs at various locations throughout the City. The Finalandia bus stop also had an old City of Sudbury route sign with an incorrect phone number for Transit as well as incorrect route times.

Any improvement in the accessibility of stops improves the transit system for the entire population the transit system serves. Improved vehicle accessibility, improved bus routing and scheduling, improved accessibility



guidelines and standards for bus stops and improved snow removal not only benefits those with accessibility constraints, but also benefits all users of the conventional transit system. These improvements can be used to achieve a more integrated transit system.

#### **Recommendations:**

- 6. There are currently no City standards for designing accessible bus stops and/or bus shelters. It is a good practice for standards to be developed that would improve the accessibility of the transit system for all riders. Management should give accessibility maintenance and design priority to conventional system bus stops that are in close proximity to important destinations for Handi Transit users.**

## **CONCLUSION**

This report contains six recommendations related to improvements in the Handi Transit Services program.

Our recommendations relate to the need to:

- **Clearly identify expected long term outcomes, desired levels of service and funding needs for this program, to enable an evaluation of the achievement of value for money.**
- **Identify incentives to encourage use of conventional transit such as offering free ride incentives (limited trials) and transfers to conventional transit, for riders eligible to use Handi Transit.**
- **Work with the Accessibility Committee to revisit the eligibility requirements for Handi Transit, and to evaluate the possibility of offering seasonal passes.**
- **Collect the pickup and drop off data for all Handi Transit rides from the Handi transit service provider. This data can**

**aid management in future route planning and bus stop placement decisions on the conventional transit system.**

- **Improve communication of the existing Transit Services policy offering special stop requests through Transit's website, and other information sources.**
- **Give accessibility maintenance and design priority to conventional system bus stops in close proximity to important destinations for Handi Transit users.**

Implementing the recommendations contained in this report will improve management's ability to manage the balance between satisfying the continuous growth in demand for services, and the perceived value for money achieved through Handi Transit operations.

The extent of any resources required or potential cost savings resulting from implementing the recommendations in this report is not determinable at this time, however, annual savings exceeding \$275,000 could be achieved if Transit Services successfully encouraged a 10% shift of eligible user rides to our conventional transit system.

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***Auditor General's Office***

Management Response

***2010***  
***Audit of Greater Sudbury Transit Services***  
***Handi Transit***

***Brian Bigger, C.G.A***  
***Auditor General, City of Greater Sudbury***

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## Appendix 2

### Management Response: 2010 Audit of Greater Sudbury Transit Services - Handi Transit

Rec No	Recommendation	Agree (X)	Disagree (X)	Management Comments: (Comments are required only for recommendations where there is disagreement.)	Action Plan/ Time Frame
1	Transit should put together a long term strategy for Handi Transit that considers the impact of the continuous growth in demand for Handi Transit Services on future costs. Expected long term outcomes, desired levels of service and funding needs for this program should be clearly identified to enable an evaluation of the achievement of value for money.			Transit has had a long term strategy for many years which is why we are ahead of most transit properties in Canada when it comes to accessible transit buses. We are a young City with new services being provided to all communities within our municipality and as such we are simply determining what our actual service levels will ultimately be.	
2	Transit Services should offer free ride incentives (limited trials), and bus transfers (to conventional transit), to encourage riders eligible of Handi Transit. This will encourage increased use of, and familiarity with the conventional transit system.			Transit has a full action plan in place including an approved advertising campaign which will have as a goal to provide handi transit customers with the information required to make the decision to move to the conventional system. This has been communicated to the Transit Committee and Council on two separate occasions.	
3	With Transit's fleet comprising of 100 percent low floor buses by mid 2011, Transit Services should take the opportunity to work with the Accessibility Committee to revisit the eligibility requirements for Handi Transit, and to evaluate the possibility of offering seasonal passes.			In reviewing all comments provided by the auditor it is clear that the main goal of reviewing eligibility criteria is to remove people from the handi transit system.	
4	Management should collect the pickup and drop off data for all Handi Transit rides from the Handi transit service provider. This data can			Included in Staff's plan is to work with the service provider to continue to remove barriers and to	

## Appendix 2

### Management Response: 2010 Audit of Greater Sudbury Transit Services - Handi Transit

Rec No	Recommendation	Agree (X)	Disagree (X)	Management Comments: (Comments are required only for recommendations where there is disagreement.)	Action Plan/ Time Frame
5	aid management in future route planning and bus stop placement decisions on the conventional transit system.			integrate the two systems where possible.  We will work on coordinated dispatch as well as providing portions of rides on the conventional and Handi Transit systems.	
6	As it is current Transit policy that drivers can make a special request stops, this information should be communicated through Transit's website, and other information sources.			Transit's stop request system has been in place for more than 20 years. The communication of this service has gone out in several different formats.	
6	There are currently no City standards for designing accessible bus stops and/or bus shelters. It is a good practice for standards to be developed that would improve the accessibility of the transit system for all riders. Management should give accessibility maintenance and design priority to conventional system bus stops that are in close proximity to important destinations for Handi Transit users.			We will follow Ontario standards as developed.	