



THE REGIONAL MUNICIPALITY OF NIAGARA  
LINKING NIAGARA TRANSIT COMMITTEE  
FINAL AGENDA

LNTC 02-2019

Wednesday, April 24, 2019

2:00 p.m.

Council Chamber

Niagara Region Headquarters, Campbell West

1815 Sir Isaac Brock Way, Thorold, ON

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	Pages
1. <u>CALL TO ORDER</u>	
2. <u>DISCLOSURES OF PECUNIARY INTEREST</u>	
3. <u>PRESENTATIONS</u>	
3.1 <u>Transit Technology and Fare Integration</u>	1 - 12
Tim Luey, Manager, Transit Operations, St. Catharines Transit Commission	
4. <u>DELEGATIONS</u>	
None.	
5. <u>ITEMS FOR CONSIDERATION</u>	
None.	
6. <u>CONSENT ITEMS FOR INFORMATION</u>	
6.1 <u>LNTC-C 05-2019</u>	13 - 16
A memorandum from K. Ranjan, Transportation Lead, GO Implementation Office, dated April 24, 2019, respecting Specialized Transit Study Update	

A memorandum from M. Robinson, Director, GO Implementation Office,  
dated April 24, 2019, respecting Governance Options Workplan

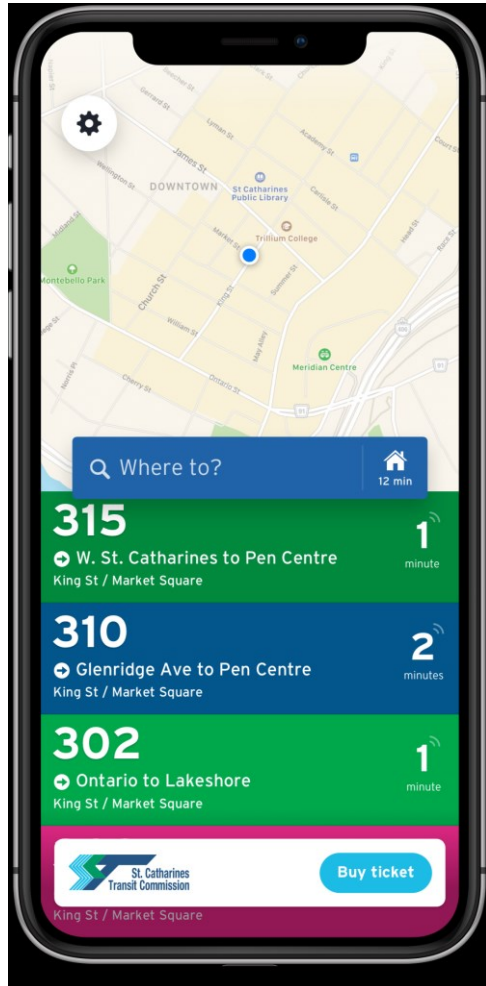
7. OTHER BUSINESS

8. NEXT MEETING

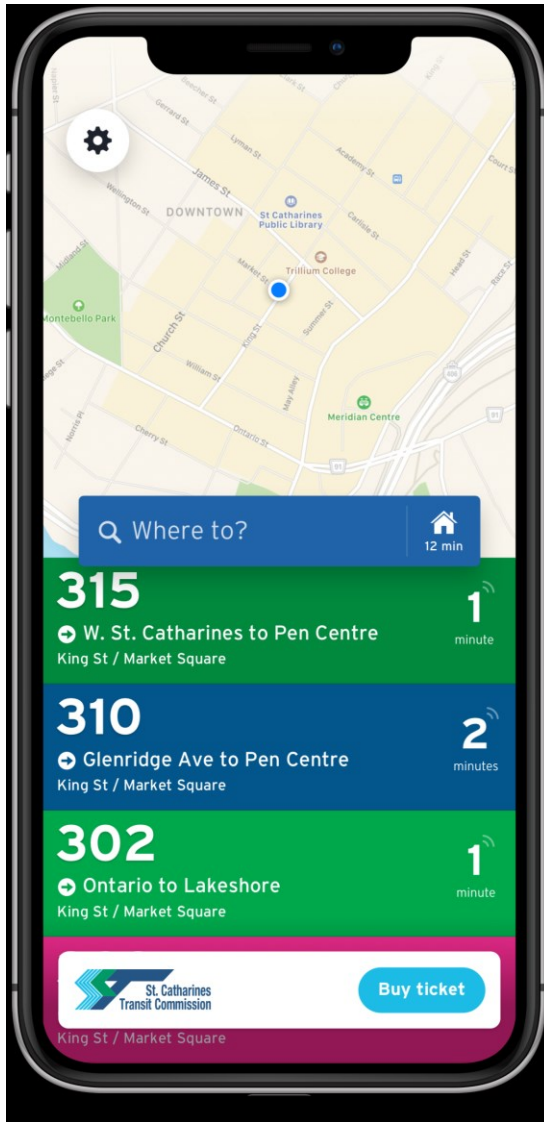
The next meeting will be held on Wednesday, May 29, 2019 in Campbell East  
room CE 102.

9. ADJOURNMENT

If you require any accommodations for a disability in order to attend or participate in meetings or  
events, please contact the Accessibility Advisory Coordinator at 905-980-6000 (office), 289-929-8376  
(cellphone) or [accessibility@niagararegion.ca](mailto:accessibility@niagararegion.ca) (email).



# Our Journey to Mobile Ticketing



## Mobile Ticketing:

- How did we get here?
- Why did we implement mobile ticketing?
- Where are we now?
- Where are we going?



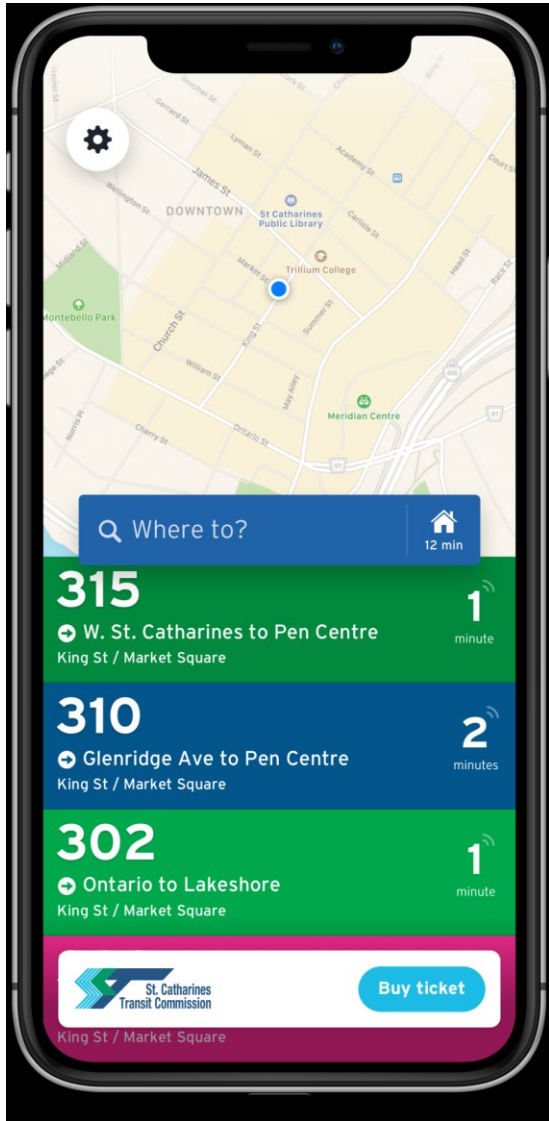
# How did we get here?

October 2014 –  
AVL Launch

August 2015 –  
Transit App

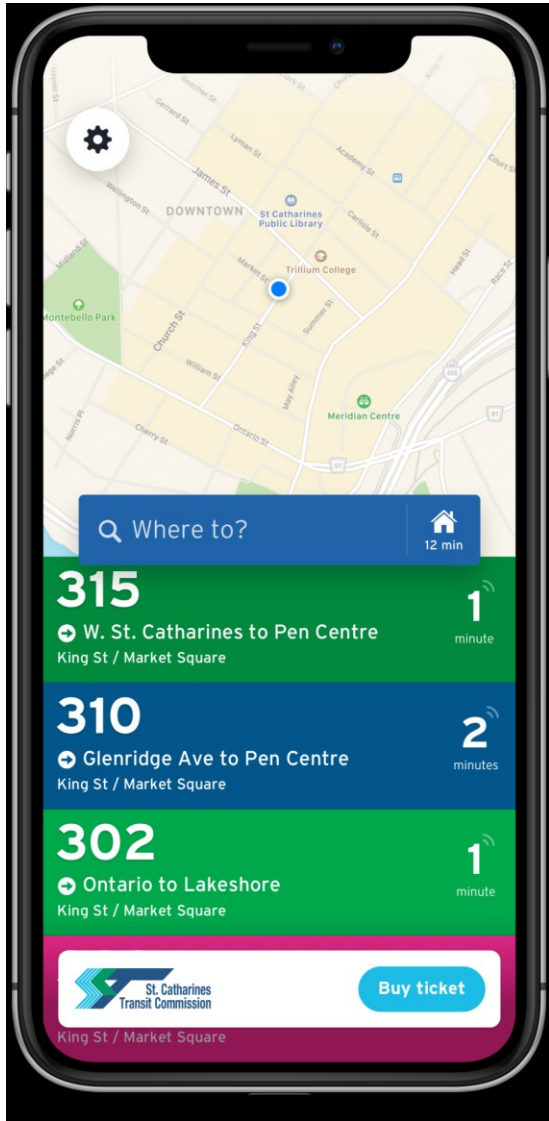
January 2019 – Mobile  
Ticketing Pilot

April 2019 – Launch of  
Mobile Ticketing



# Why Mobile Ticketing:

1. Current fareboxes nearing their end of life
2. Regional integration option
3. Improve customer experience
4. Leapfrog Smart Card technology
5. Low risk implementation
6. Allows for fare flexibility

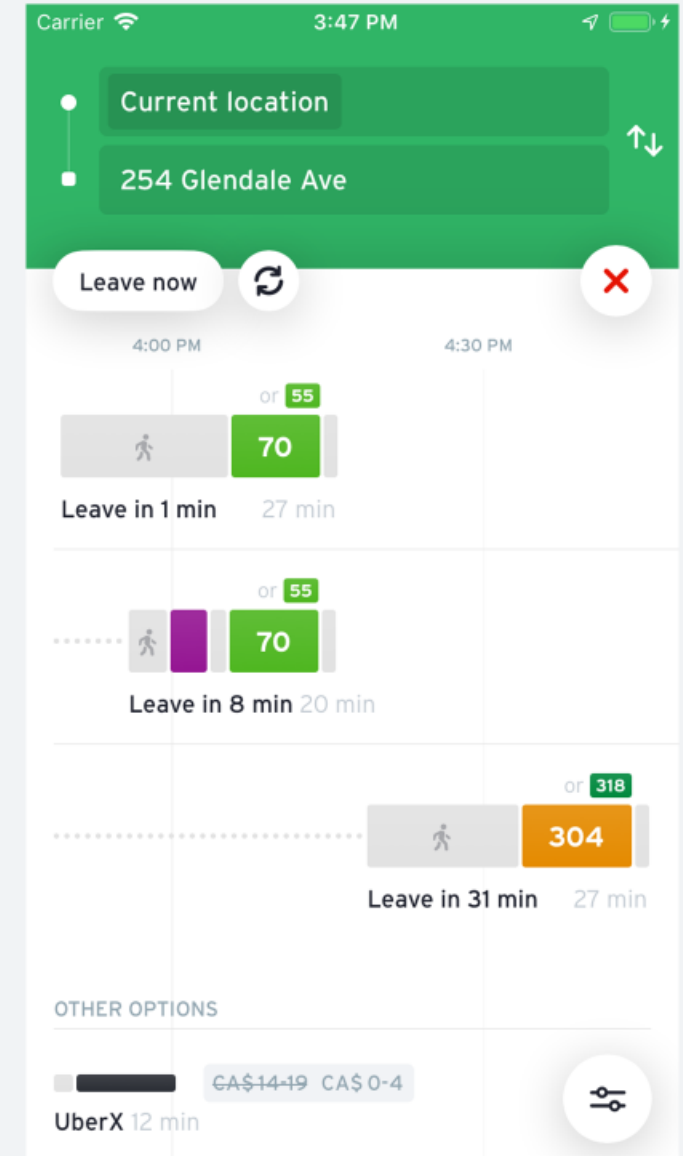


## Where are we now?

- We launched a major mobility app based transit pass payment system
- Our app now allows St. Catharines Transit customers to:
  - Plan a trip
  - Track a bus and get real-time arrival times
  - Pay for the their trip
  - Board the bus

# Plan a Trip

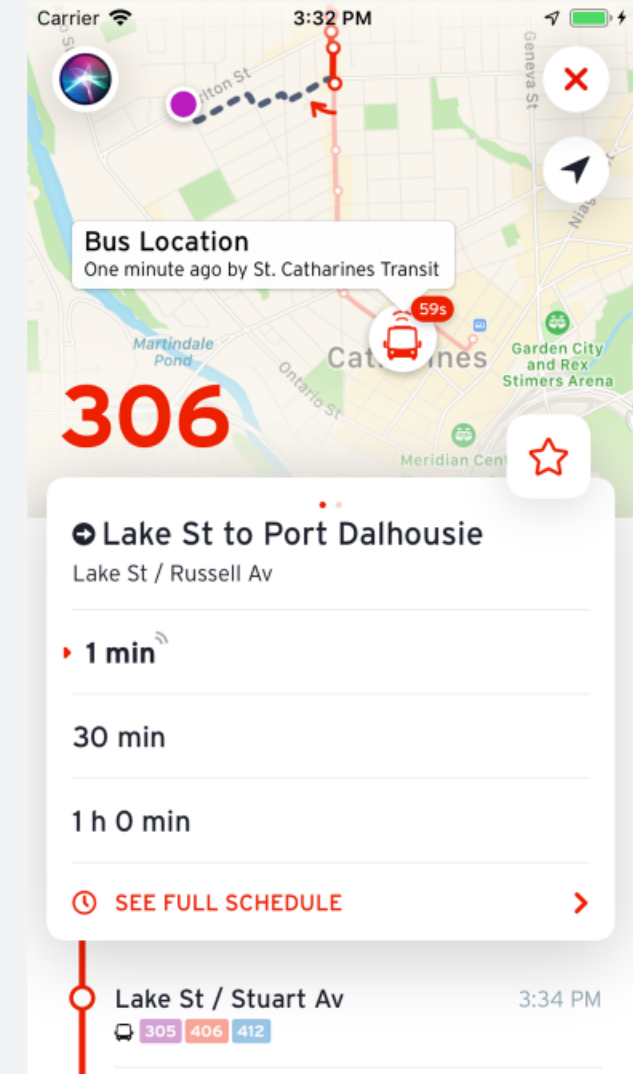
1. Enter the destination in the search bar.
2. Select result and choose Get Directions.
3. Tap Leave Now to set a departure or arrival time.
4. Tap each trip result for more details.



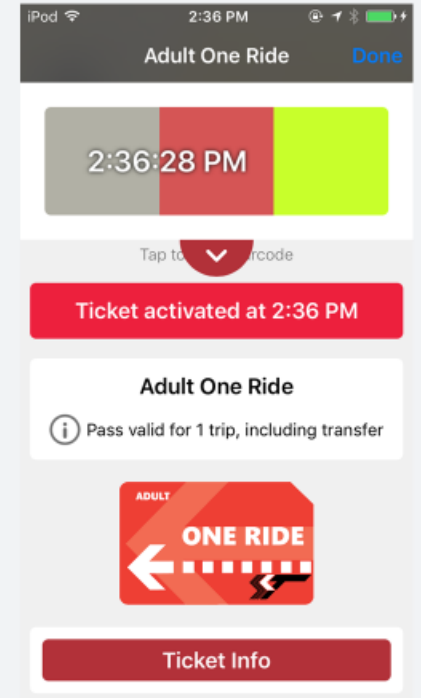
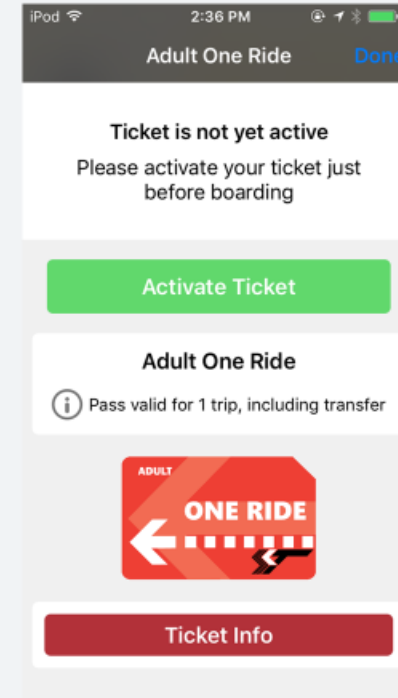
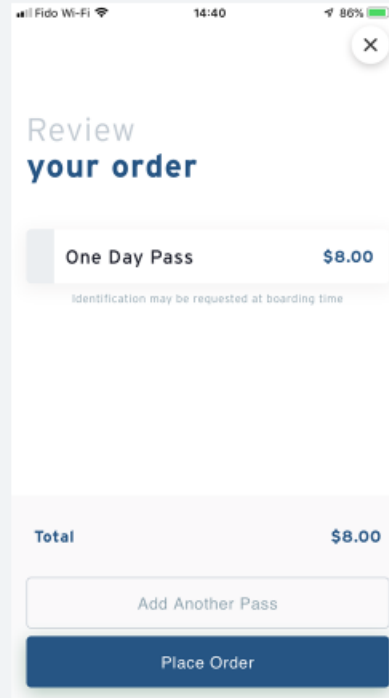
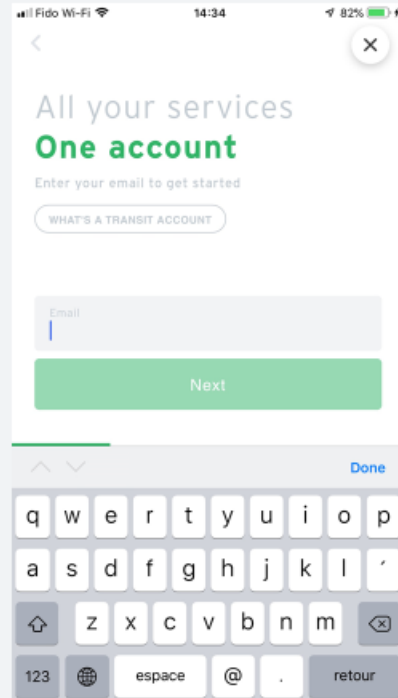
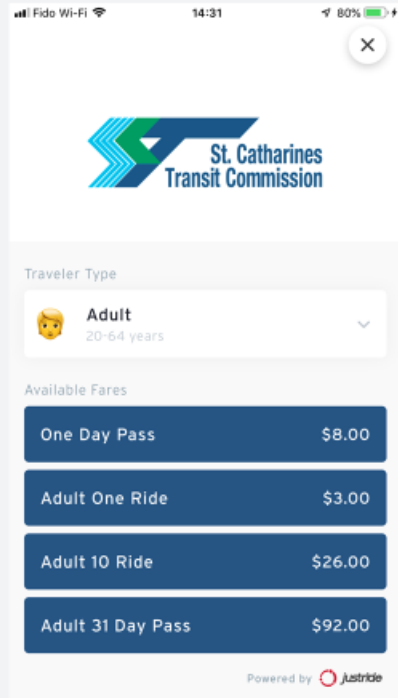
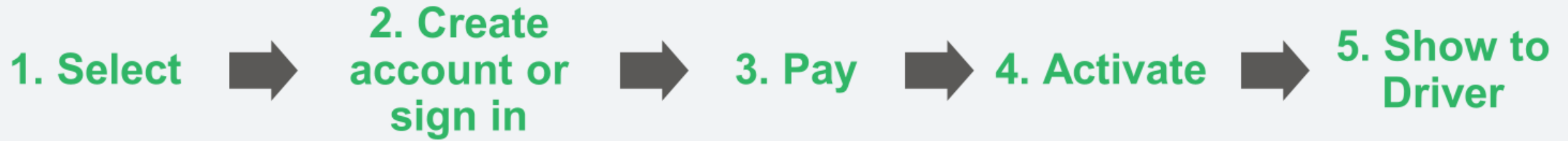


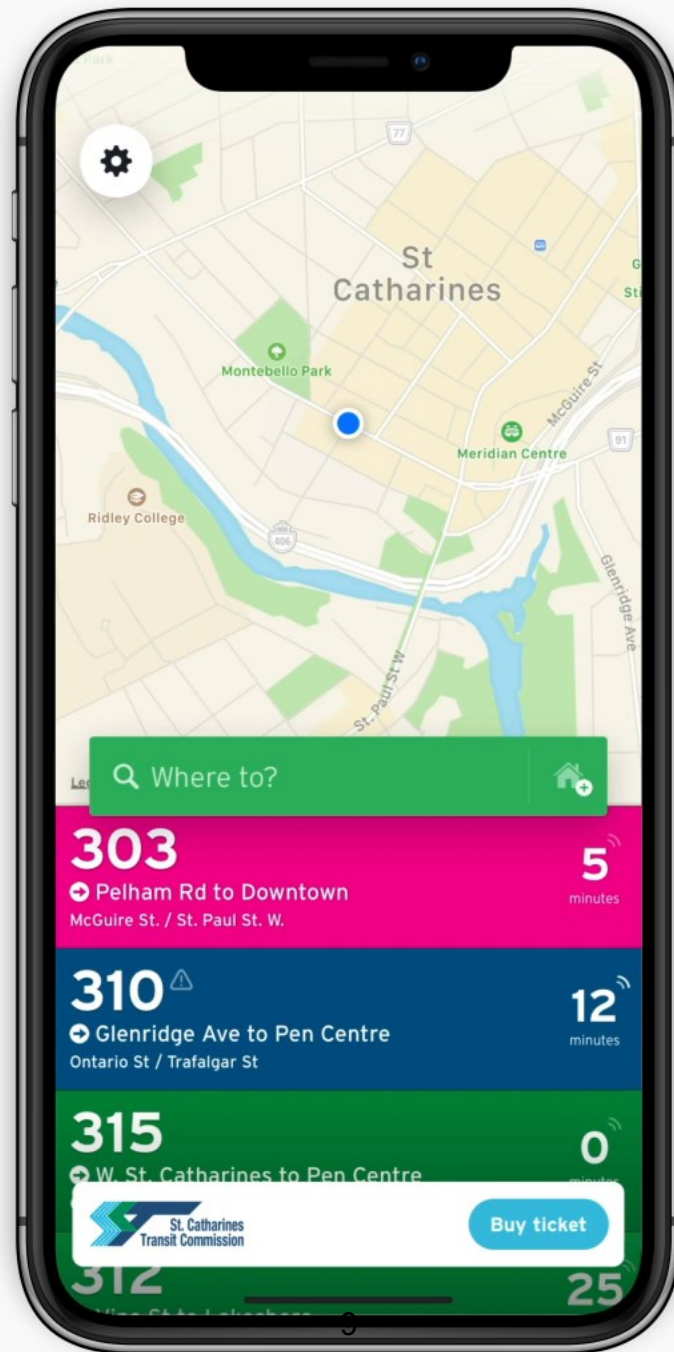
# Track a Bus & Get Arrival Times

- Tap any route on the main screen to see arrival times and track the bus on the map.
- Tap See Full Schedule to see the entire day's schedule.
- Scroll down to see the full stop list.

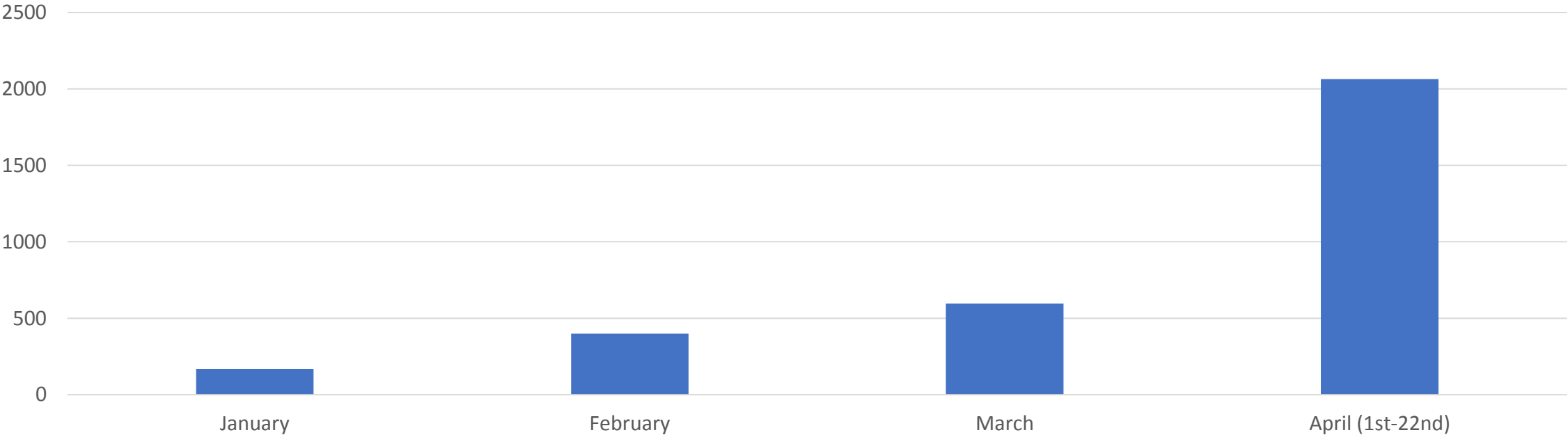


# Ticket Purchase & Use Overview

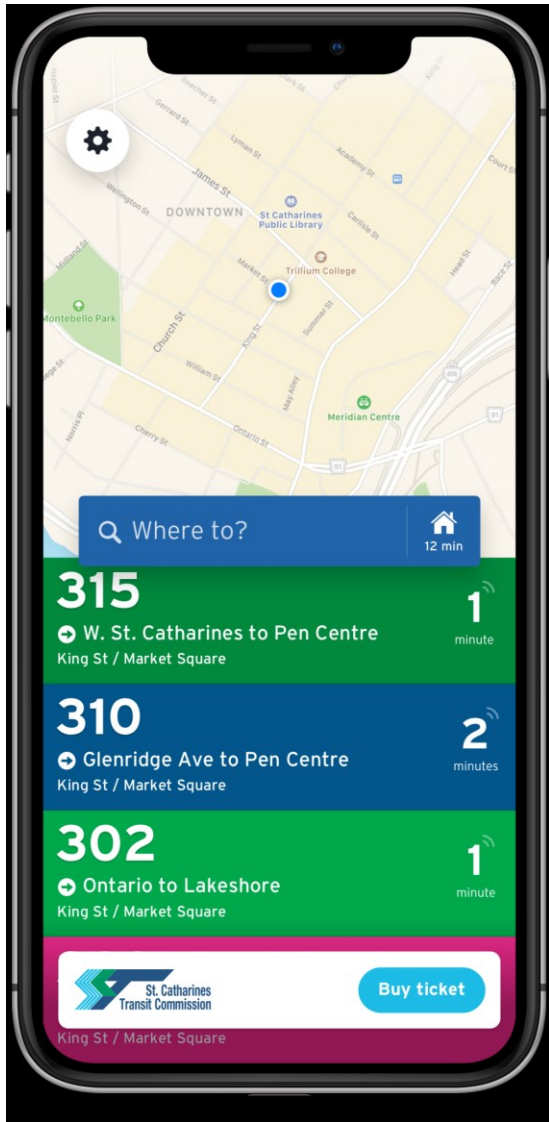




2019 Monthly Ridership

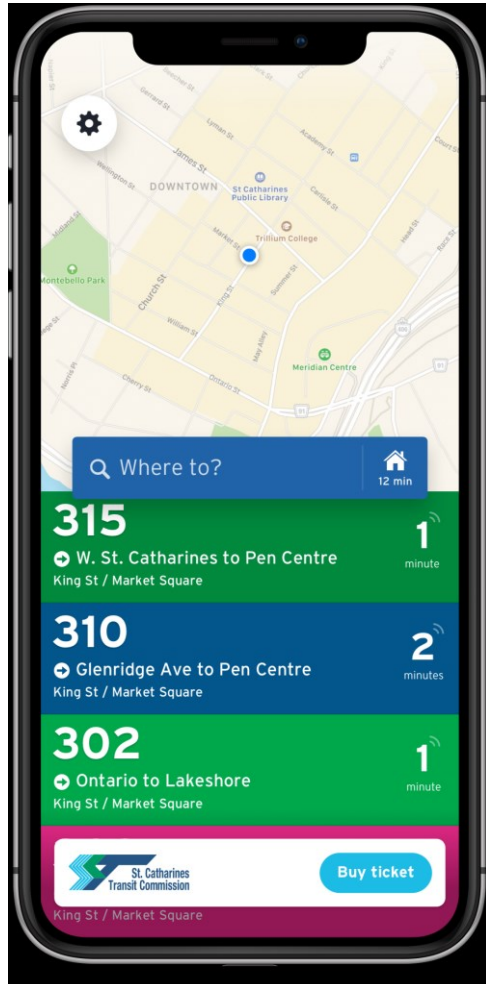


# Mobile Ticket Usage



# Where do we go from here?

1. Monitor results and support our operators who must visually inspect
2. Determine if we should invest in validation hardware
3. Determine how we can expand this to include our partners in Niagara



# Questions?

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## **MEMORANDUM**

**LNTC-C 5-2019**

**Subject: Specialized Transit Study Update**

**Date: April 24, 2019**

**To: Linking Niagara Transit Committee**

**From: Kumar Ranjan, Transportation Lead, GO Implementation Office**

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This memorandum is to update Committee on the Specialized Transit Study identified in the 2019 LNTC workplan. This key study is now underway with IBI Group selected as the successful consultant following the RFP process.

This study is intended to give an overview of, and short to medium-term recommendations for, the following key objectives:

### **For Specialized Transit Service in Niagara**

#### **Develop**

- Baseline information for current service levels across all specialized services (Local & Regional)
- Forecasts for ridership demand – Niagara-wide
- Model service standards
- Future service delivery scenarios
- Financial forecasts

#### **Identify**

- Short to medium term specialized transit service enhancements for quick implementation, and;

#### **Inform**

- The conventional transit governance Business Case that is under development for longer term service improvements.

A comprehensive review of Niagara Specialized Transit (NST) current operations is an important part of the baseline information gathering and will inform service enhancements. This is in keeping with previous Council direction to undertake an operational and customer service review.

Stakeholder/public consultation is also integral to this study. Appendix 1 shows the study flow with timelines. This study is anticipated to be completed by the end of 2019

to align with the conventional transit governance study under the direction of the CAO Transit Governance Committee

**Stakeholder engagement**

As part of stakeholder and public engagement, two rounds of public information centers (PICs) are planned along with focus group engagements.

The first round of PICs are planned at two locations below. The outreach poster is attached as Appendix 2.

**Tuesday, April 23, 2019 | 5 – 7 p.m.**  
Civic Square in the Community Room  
60 East Main St., Welland

**Wednesday, April 24, 2019 | 5 – 7 p.m.**  
St. Catharines Public Library  
54 Church St., St. Catharines

It should also be noted that staff mailed notifications of the PICs to any NST client to have used NST service since January 2019.

The second round of PICs will occur later in the study, likely once the future scenarios and potential enhancements are developed.

Focus group meetings are planned with key community stakeholders which work with aging populations and residents requiring additional levels of accommodation. Separate meetings are planned with the Region's Accessibility Advisory Committee Working Group, and Niagara Health Services.

Updates will be provided to this Committee as this study progresses.

Respectfully submitted and signed by,

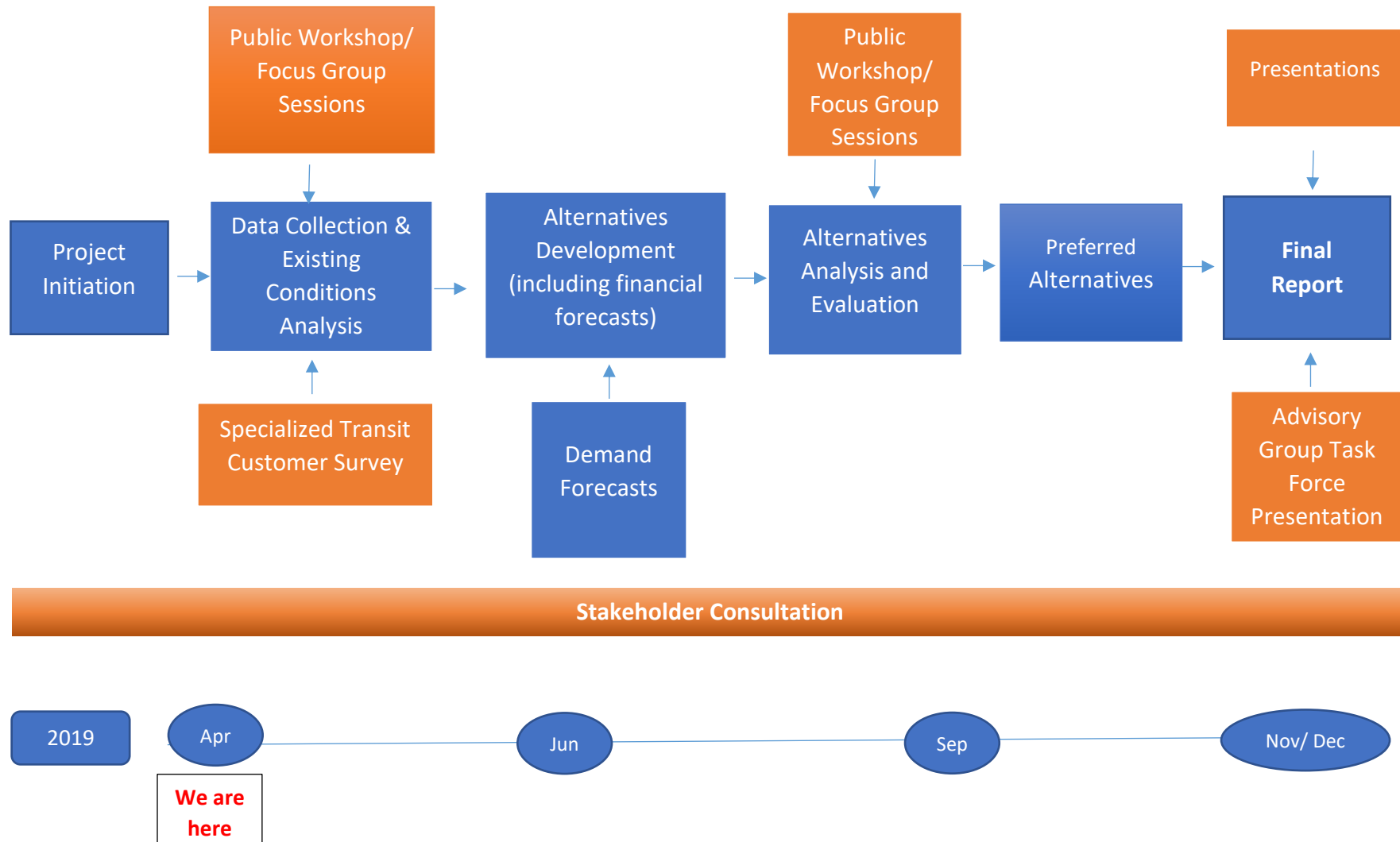
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Kumar Ranjan, P.Eng.  
Transportation Lead, GO Implementation Office

Appendix 1: Workplan

Appendix 2: Public Information Centre poster









# MOVING TRANSIT FORWARD

## WE WANT TO HEAR FROM YOU PUBLIC MEETING ON THE FUTURE OF SPECIALIZED TRANSIT IN NIAGARA

We'd like to invite you to attend one of the following sessions to share your thoughts on specialized transit in Niagara:

**Tuesday, April 23, 2019 | 5 - 7 p.m.**  
**Civic Square in the Community Room**  
**60 East Main St., Welland**

**Wednesday, April 24, 2019 | 5 - 7 p.m.**  
**St. Catharines Public Library**  
**54 Church St., St. Catharines**

Each session will include a 20-minute presentation followed by a discussion/question and answer period. Region staff will be available to answer your questions and hear your feedback.



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Niagara  Region



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## **MEMORANDUM**

**LNTC- C 6-2019**

**Subject: Governance Options Workplan**

**Date: April 24, 2019**

**To: Linking Niagara Transit Committee**

**From: Matt Robinson, Director, GO Implementation Office**

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### **BACKGROUND**

At its meeting of September 12, 2018, the Linking Niagara Transit Committee (LNTC) endorsed a workplan for both operational and governance requirements to advance direction to the Inter-Municipal Transit Working Group (IMTWG) to proceed.

Based in part on the recommendations of the *Niagara Transit Service Delivery and Governance Strategy, 2017* by Dillon Consulting (known as the Dillon Report), the workplan clearly laid out the requirements, sequence and timing of operational and governance components required to arrive at a decision point on a future transit governance model.

The IMTWG has been working very effectively over 2018 to harmonize and integrate numerous customer facing and back-end operational elements that have improved the seamlessness of Niagara's seven transit providers. Significant progress has been made on advancing operational integration through the IMTWG.

At its meeting of March 6, the LNTC directed the IMTWG to come back with options for accelerating the governance work associated with the workplan. It was identified that integration efforts were proceeding well; however governance work and required studies needed to be accelerated ahead of the timeline with aim to be fully complete in 2019.

Through the GO Implementation Office, the Region has set aside the requisite resources (previously identified as required work in the Dillon Report) to undertake the necessary components of the governance workplan in the 2019 budget.

### **STRATEGIC CONSIDERATIONS**

To provide leadership and direction to the transit governance objective, a small group of area CAOs have agreed to establish a working group dedicated solely to providing guidance and oversight of this critical governance work.

Utilizing these identified resources in an effort to enable the acceleration and coordination required to complete this governance work in 2019, an RFP will be issued

that encompasses all of the remaining elements of the governance work to be undertaken. This will ensure alignment of the recommendations, efficiency and coordination among engagement with partner operators, and a single point of contact for the CAO Governance Committee, IMTWG and GO Implementation Office. The objective is to achieve a unified system, as opposed to operational savings as a primary driver. The original guiding principles that underpinned the work of the IMTWG and LNTC of being customer driven, employing unconventional solutions, integration, economically responsible and fair, will remain the foundation upon which the governance work is undertaken.

The RFP will be developed by GO Implementation Office via a draft terms of reference, with the CAO Governance Committee reviewing and providing input to determine the scope of work.

The focus of the RFP would be on delivering the following components:

- Current state financial and asset valuation analysis
- Human resources study/review
- Legal Review of legislative requirements
- Financial impact analysis (related to the governance options)

Other staff-led, consultant assignments related to the governance work include:

- Branding and communication strategy approach
- Common fare integration strategy (with financial analysis)

It is worth noting that the IMTWG has begun the work to harmonize a common fare strategy, including fare media products, fare pricing and policies, and envisions a report to respective Councils to authorize this harmonization by the end of 2019 with a timeline to implement this in tandem with the technology requirements for full integration (i.e. farebox readers, mobile ticketing, etc.). The branding and communication strategy would be undertaken by Niagara Region's Strategic Communications and Public Affairs team in coordination with the LNTC.

The RFP will define the scope of work and the governance options being advanced. In the Dillon Report, three governance options were examined: status quo, consolidation, and a single Regional system. Any governance work will need to clearly define which of these options (or all) are being examined by the consultants. There would also need to be consideration of whether or not to include all seven Niagara transit systems in the analysis and recommendations, or simply the largest four (St. Catharines, Niagara Falls, Welland, Niagara Region).

The consulting assignment will examine the baseline scenario (current operations), the consolidated model (employing an external transit agency/board/commission (ABC)), and the Regional Transit model. It will also undertake a jurisdictional scan of case

studies on governance options, undertake capital and asset valuation, contractual obligations, recommend organizational structures, and examine legal implications with the respective models.

Risks and opportunities in different models will be explored through the consultant with one of the key risks being capital alignment in the absence of a unified governance model.

The final report would include recommendations for a preferred model and timing for implementation.

### TIMING

Given the scope of work to undertake this outcome, it is envisioned that all of 2019 will be required between RFP preparation, consultant selection, project initiation and completion of the study. Additionally, with the Specialized Transit Study underway and wrapping up in the fall, alignment of specialized transit recommendations with those of conventional would be highly preferable. The RFP would need to be written as quickly as possible in order to get the work in market.

A deadline for December 2019 may be ambitious, but the market will dictate if this is possible. Assuming work wraps up in 2019, a recommendation from the CAO Governance Committee to the LNTC in January 2020, with local and Regional Council review and decisions in spring 2020. This would include any requisite council presentations and/or votes required to enable recommended governance options to be approved.

### CONCLUSION

Based on LNTC direction for accelerated timelines and a need for governance model decisions in 2019 / early 2020, an RFP will be developed to encompass the aforementioned components. The GO Implementation Office would fund the assignment, and act as Project Manager to the consultants. The CAO Governance Committee would oversee and direct the GO Implementation Office accordingly based on the above direction as a sponsor.

The scope of work will be focused on the four main components listed above (HR, legal, asset valuation and financial impact to options). Additionally, a baseline analysis of the current model would be undertaken against which a unified model would be compared. The scope would focus on one unified operational system that would encompass all seven systems (core systems + feeders); then examine the governance models of external ABC, internal ABC of the Region, and or a Regional department.

Respectfully submitted and signed by,

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Matt Robinson  
Director  
GO Implementation Office