

Niagara Transit Governance

Phase 1 Consultation Results and Recommended Next Steps
Linking Niagara Transit Committee

March 31, 2021

**MOVING
TRANSIT
FORWARD**

CONNECTING MORE PEOPLE TO MORE POSSIBILITIES

Niagara  Region

Overview



Phase 1 Roadshow Themes



Governance
Steering Committee

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Phase 1 Roadshow Themes

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Phase 1 Roadshow Themes

Phase 1 Roadshow completed Jan. – early Mar.

- LNTC directed roadshow to be complete by Feb 28
- Engagement focused on consultation and receiving feedback
- Covering LAM staff reports proved very valuable
- Clear themes and areas for improvement emerged



**Financial
Strategy**



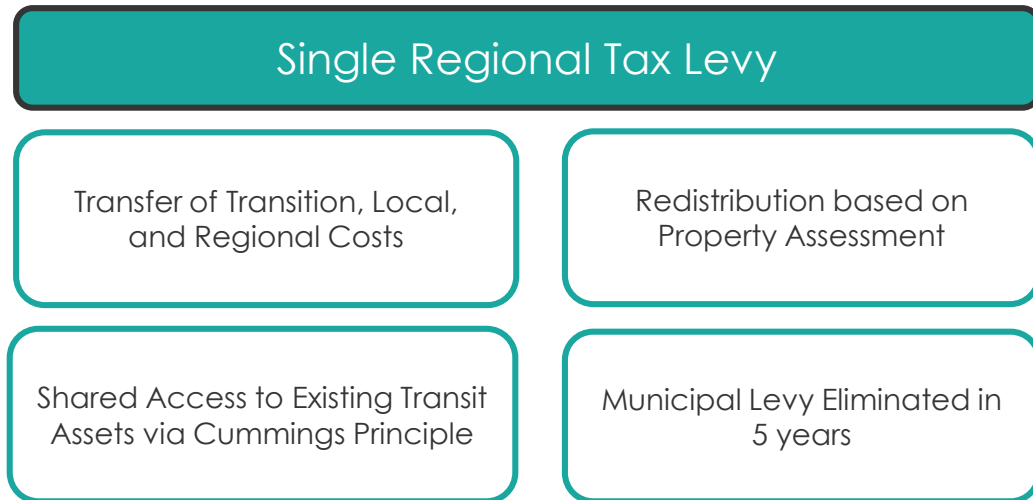
**Service
Planning**



**Board
Composition**

Themes – Financial Strategy

Proposed Model



Feedback

- Need to propose alternatives to a levy based on property value assessment
- Municipalities need demonstrated value for added investment
- Funding should be tied to services residents can expect to receive
- Additional detail required on service expansion costs
- Consider future impacts of move to a single regional fare
- A desire for ability to “top up” or add extra or enhanced services

Themes – Board Composition

Proposed Model



5 Political Members

- 1 – Niagara Falls
- 1 – St. Catharines
- 1 – Welland
- 2 – Other Niagara LAMs

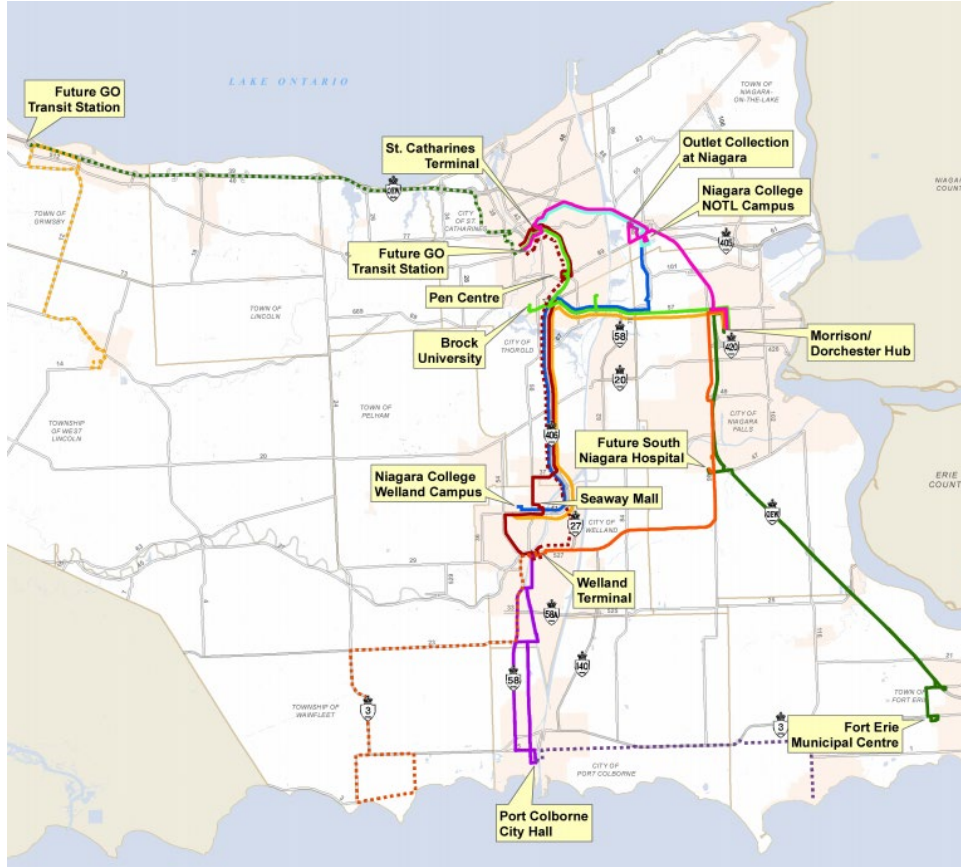


4 Public Members

Feedback

- Request for the formation of a ‘Municipal Transit Transition Group’
- Consideration should be given to representation by geographical area such as ‘Niagara West’ or ‘Niagara South’
- Requests for full-time or permanent representation
- Representation should be proportional to ridership, population, or assets being transferred
- Municipalities are being asked to contribute financially without consistent representation

Themes – Service Planning



Feedback

- Request for a detailed service plan including existing scope of service, future service, service growth, and link to ridership growth.
- Current municipal transit expansion plans and priorities should be reflected
- Baseline minimum service level commitment should be indefinite, rather than for 5 years.
- A year other than 2021 should be selected as the baseline given COVID impacts.
- That service levels in individual municipalities be maintained

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Themes – Additional Feedback

Capital Asset Transfer

- Application of Cummings Principle
- Municipal Transfer Agreements
- Facilities currently shared with other municipal operations

Complementary Strategic Initiatives

- Economic Development Strategies
- Anticipated environmental/social benefits
- Transportation Master Plans

Niagara Region Transit On-Demand

- Future of the Pilot Program
- Role of On-Demand model in Consolidation

Human Resources and Labour Relations

- Consideration and costs of union negotiations should be incorporated

*Welland feedback still pending – anticipated April 2021



Governance Steering Committee

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Governance Steering Committee

Identified Need

- Phase 1 roadshow completed – review input received and chart the process forward
- A number of strategic decisions are required to guide the work to triple-majority
- Additional resources required to support deliverables
- Broaden/enhance collaboration and engagement to ensure success



Proposed Approach

- Creation of an expanded Governance Steering Committee (GSC) to provide executive leadership in each municipality
- The GSC would expand the existing CAO Working Group to include all CAOs + additional members and viewpoints
- Core mandate would be addressing and resolving major themes for success in achieving triple-majority
- A series of CAO-led workshops would review feedback received and propose solutions that have broad support across Niagara

Governance Steering Committee



Terms of Reference Governance Steering Committee

Mandate

Working under the direction of the LNTC, the Governance Steering Committee (GSC) will have overall executive-level responsibility for advancing the workplan to and subsequently securing the triple-majority vote required for transit consolidation in Niagara.

Deliverables

- Recommend a revised financial model best suited to meeting the Guiding Principles and incorporating Phase 1 consultation feedback
- Develop a broad service plan vision to guide future expansion
- Develop a revised model for the composition of the Commission's Board based on a formula or rationale and incorporating Phase 1 feedback
- Develop and guide execution of stakeholder, political and public engagement strategies

Membership

Chair: LAM CAO

- All Niagara CAOs
- NR Treasurer
- Director GO Implementation

Consultation

- Mayors
- LTNC Chair



Workshop Series

Workshop 1 Financial Strategy

- Develop and evaluate a series of alternative financial models
- Recommend a revised financial model best suited to meeting the Guiding Principles and is reflective of Phase 1 consultation feedback

Optional Attendees: Area Treasurers

Workshop 2 Board Composition

- Develop a revised model for the composition of the Commission's Board based on leading practice, formula or rationale that addresses Phase 1 consultation feedback

Additional Attendees: Governance SME



Workshop Series

Workshop 3

Operations and Service Planning

- Develop a broad service plan vision for the new transit commission, incorporating:
 - Existing LAM transit expansion plans
 - Emerging service delivery models such as on-demand transit
 - Framework for standardization of service levels
 - Harmonization of accessible and conventional services
 - Integration with existing + future GO service
 - Aspirational growth opportunities (i.e. from Dillon Report / NTGS)

Optional Attendees: LAM Transit Managers

Workshop 4

Communications and Engagement

- Develop a broad external stakeholder and public engagement strategy that identifies who, when and how engagement occurs
- Develop and guide executive and political level Media Relations Strategy
- Determine timing for Triple Majority

Optional Attendees: Communications SMEs

Discussion

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