



# Niagara Transit Governance Study

Linking Niagara Transit  
Committee (LNTC) Meeting



October 23, 2019

Niagara  Region



# Niagara Transit Governance Study

---

→ LNTC Meeting

## → Contents

1. About Optimus SBR and LTRT
2. Project Mission & Success
3. Project Team
4. Project Outcomes
5. Project Approach
6. Timelines
7. Questions

# About Optimus SBR

Optimus SBR is an independently owned management consulting firm that works with organizations across North America.



Strategy and  
Operations



Change  
Management



Learning &  
Enablement



Customer  
Experience



Project  
Management



Consultation/  
Facilitation



Governance  
& Leadership



Risk  
Management



Process  
Improvement



Robotics Process  
Automation



Research  
& Analytics

## Practice Areas

Government & Health Care • Energy & Transportation • Travel & Private Sector  
Financial Services

## About LTRT

Left Turn Right Turn (LTRT) is a consulting firm providing services to public transit agencies across North America.



- Strategic Planning
- Policy Analysis and Development
- Transit Planning and Service Design
- Organizational Reviews
- Operations and Business Process Reviews
- Technology Modernization
- Stakeholder and Public Engagement; Change Management
- Procurement and Implementation Support

# Project Context



Transit services in Niagara currently operate under local and regional jurisdictions.

A need for inter-municipal transit was identified as a critical factor in the growth and development of Niagara Region (cross-boundary mobility, transit to GO services, reducing congestion, facilitating economic development, etc.)

Municipalities and the Region endorsed the creation of a consolidated transit system (as recommended by Dillon Consulting in 2017) to develop a regionally integrated conventional, and specialized, transit system

Niagara Region wishes to evaluate different transit service delivery models to identify which options best suits the future operational and planning needs

The purpose of this project is to understand projected service demand, current assets, and best practices to recommend an ideal transit governance model for the Region

# Project Mission & Success

## → Project Mission

To evaluate and recommend a future Transit Model for Niagara Region, including an associated governance structure and transition plan that encompasses all municipal transit service operations in the region.

## → Project Success

- Detailed review of Niagara's current municipal transit systems and local service delivery operations
- A high-level 10-Year projection of future transit demand to meet future ridership demands for both inter-municipal and local service delivery
- Recommend a future Transit Model option comprised of a detailed governance structure and transition plan
- Buy-in, understanding, and excitement surrounding the region's future Transit Model from employees and key stakeholders

# Project Team

Team Member	Key Responsibilities
<b>Arminda Dumpierrez</b> <i>Executive Oversight</i>	<ul style="list-style-type: none"> <li>○ Facilitation of Stakeholder Engagement Activities</li> <li>○ Deliverable Development and Quality Assurance</li> <li>○ Client Issue Escalation and Relationship Management</li> <li>○ Ongoing Advice</li> </ul>
<b>Yuval Grinspun</b> <i>Project Manager</i>	<ul style="list-style-type: none"> <li>○ Day-to-Day Project Management and Point of Contact</li> <li>○ Ongoing Reporting and Communications</li> <li>○ Deliverable Development</li> <li>○ Facilitation of Stakeholder Engagement Activities</li> </ul>
<b>Eric Gillespie</b> <i>Transit Lead</i>	<ul style="list-style-type: none"> <li>○ Technical Leadership on Deliverable and Recommendations</li> <li>○ Facilitation of Stakeholder Engagement Activities</li> </ul>
<b>Elizabeth Hill</b> <i>Human Resources &amp; Legal Expert Advisor</i>	<ul style="list-style-type: none"> <li>○ Advice to the Project Team</li> <li>○ Deliverable Development</li> </ul>
<b>Andrew Anderson</b> <i>Transit Integration Advisor</i>	<ul style="list-style-type: none"> <li>○ Advice to the Project Team</li> <li>○ Deliverable Development</li> </ul>
<b>Brendan Mcilhone</b> <i>Project Coordinator &amp; Consultant</i>	<ul style="list-style-type: none"> <li>○ Ongoing Reporting and Communications</li> <li>○ Deliverable Development</li> </ul>
<b>Mariam Ali, Matt Lattavo, Trajce Nikolov &amp; Janany Ragunathan</b> <i>Consultants</i>	<ul style="list-style-type: none"> <li>○ Deliverable Development</li> <li>○ Best Practices Scan</li> <li>○ Service Model Forecasting</li> <li>○ Facilitation of Stakeholder Engagement Activities</li> </ul>

## Project Outcomes

The final deliverable encompasses a recommended governance model, arrived at after extensive stakeholder engagement, an understanding of the current state of transit for the Niagara region, leading practices across North America and the consideration of the most relevant options.

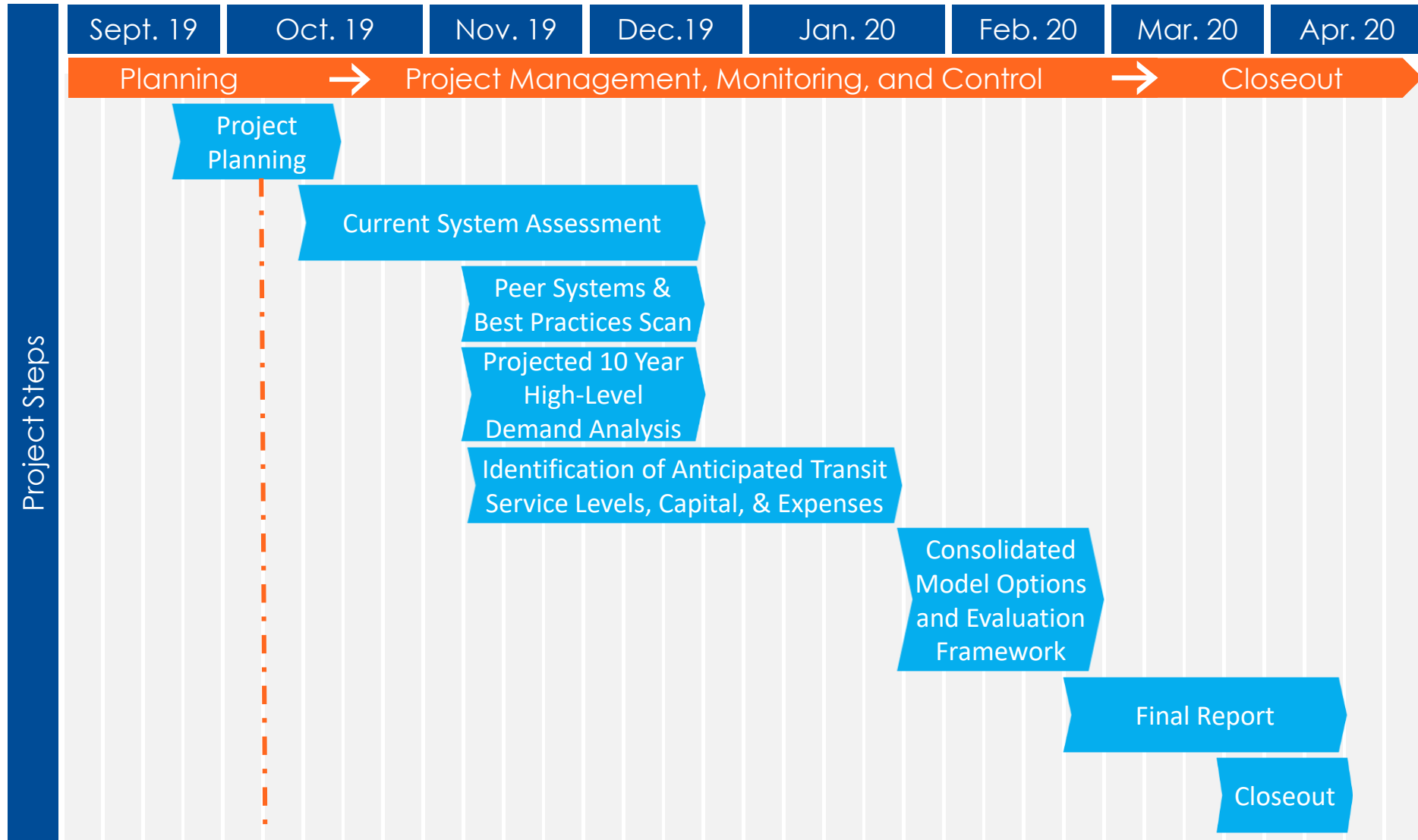
- Stakeholder engagement with key stakeholders across the Niagara Transit Systems and area municipalities
- Current State Assessment of ridership demands, including a leading practices Scan assessing peer systems
- Future State Transit Service Plan incorporating various modeling scenarios for Niagara
- Evaluation Framework to consider the various options

The Study will encompass a report in the form of a business case, for the preferred transit service delivery model. It will include:

- governance structure
- organizational structure
- transit service delivery functions, ten (10) year capital needs
- ten (10) year operating needs
- funding sources
- strategic plan for asset management
- transition plan, and
- legal opinion.



# Proposed Timeline



WE ARE HERE

