



Program: Oakville Transit
Program Based Budget
2016 – 2018

Program: Oakville Transit

Vision Statement:

To provide a viable and sustainable transportation option through innovative, responsive and customer focused service delivery.

Mission Statement:

To provide a safe, reliable, convenient and efficient public transit service.

Program Description

The Oakville Transit program is responsible for designing and delivering a family of transit services for the Town of Oakville. The program is delivered via four core service areas within the department: Administration; Operations; Fleet and Maintenance; and Planning and Accessible Services.

Oakville Transit is able to report on several major accomplishments through 2015 including improvements in accessibility, the application of technology, infrastructure growth, fleet renewal and service review. Oakville Transit initiated its project to install a Transit Intelligent Transportation System (ITS) which is expected to be operational by the end of 2015. Oakville Transit purchased five new fully accessible low floor ramp equipped conventional buses to replace aging buses as well as three smaller capacity 30 foot conventional buses and two new specialized transit buses as first steps towards the right-sizing of our fleet. Work continues on Transit's multi-year plan to make all routes accessible through upgrade or installation of accessible infrastructure whenever possible. Transit also completed a full review of all of its services, schedules, routes and departmental structure. The resulting Five Year Service Plan was unanimously approved by Council in July and its phased implementation started with the introduction of Home to Hub service in newly developed areas north of Dundas. Service improvements to the new hospital will be implemented in December and major route and service level changes will occur in September 2016.

The focus of Oakville Transit's strategic objectives will be continuous improvement of our programs and services; to have programs and services that are environmentally sustainable; to have programs and services that are accessible; and to have programs and services that are fiscally sustainable.

Program Services

The Oakville Transit program provides activities through the following services:

- Transit Administration
- Transit Operations
- Transit Fleet and Maintenance
- Transit Planning and Accessible Services

Staffing Overview

Program: Oakville Transit	2014 Approved FTE	2015 Approved FTE	2016 Capital Impact	2016 Service Level Change	2016 Reallocation of Staff	2016 Total FTE	Net Change 2016 vs 2015
Services/Activities:							
Transit Administration	5.4	4.0			1.0	5.0	1.0
Transit Operations	153.7	155.7		16.0		171.7	16.0
Transit Fleet & Maintenance	29.1	30.1		2.0		32.1	2.0
Transit Planning & Accessible Services	18.0	18.4		3.0	(1.0)	20.4	2.0
Total Oakville Transit	206.2	208.2	0.0	21.0	0.0	229.2	21.0

Overall, Oakville Transit's staff complement will increase by 21 by year end, for a total of 229.2 FTE's. In 2015, Transit completed a comprehensive review of its services and developed a 5 Year Service Plan which was subsequently unanimously approved by Council. In order to deliver the desired service enhancements identified in Year One of this Plan, 21 new positions were to be included in the 2016 budget. Nine (9) of these positions are required immediately including 2 Bus Drivers, 5 Control Centre Service Supervisors, a Driver Trainer, and a Licensed Mechanic. The remaining 12 positions (11 new Bus Drivers and a Transit Stores Supervisor) will start in September.

Program Services Budget Overview

Services/Activities:	2015 Restated		2016 Requested		Net Change 2016 vs 2015	Net Change 2016 vs 2015 (%)
	Gross Budget	Net Budget	Gross Budget	Net Budget		
Transit Administration	492,200	371,300	647,000	526,100	154,800	41.7%
Transit Operations	12,401,300	3,892,700	13,773,100	4,215,000	322,300	8.3%
Transit Fleet & Maintenance	13,419,900	13,373,300	14,113,600	14,067,000	693,700	5.2%
Transit Planning & Accessible Services	2,175,800	2,175,800	2,575,900	2,575,900	400,100	18.4%
Total	28,489,200	19,813,100	31,109,600	21,384,000	1,570,900	7.9%

The increase in Oakville Transit is \$1,570,900 or 7.9%. This is primarily a result of the service level increases in Year One of the Council approved Transit Five Year Plan. Subsequent to Council's approval of the plan, all previously forecasted operating costs resulting from the 2015 10 year capital forecast were removed from the Oakville Transit base budget and replaced with the costs and FTEs related to the Five Year Plan. The result was a forecasted savings of approximately \$1.7 million over the life of the plan. It is anticipated that the Five Year Plan will result in an approximate 60% increase in transit ridership by 2020 while achieving a cost recovery rate of more than 35%; up from a probable 28% in 2015. The end result being a Transit system that is more affordable and more sustainable. Customer facing highlights of the plan include increased frequency of service on most routes, elimination of poor performing routes, improved connections, leveraging of technology, improved accessibility and an innovative, flexible and responsive service delivery model for newly developed and low demand areas of the town.

All business units have increases associated with inflationary and contractual obligations which contribute to the increase in the Transit operating budget. The increase in Administration is a result of reallocation of a Supervisor position from the Planning and Accessible Services area to reflect resource needs. Purchased Services accounts have decreased by \$14,700 due to budget reallocations to other service areas.

In Transit Operations, Personnel Services & Benefits have increased by \$1,305,700 primarily due to first year staffing requirements of the Five Year Service Plan. Materials & Supplies have decreased by \$18,100 while Purchased Services have increased by \$31,200, both as a result of budget reallocations. Presto fare settlement fees have increased \$53,000 as a result of higher usage of the service. Activity Revenue has increased by \$835,000 due to a budgeted increase in ridership and a general fare increase, while Other Revenue has increased by \$214,300 primarily due to an increase in the transfer from the Ontario Gas Tax reserve fund.

The increase in Fleet and Maintenance is driven primarily by an increase in Personnel Services & Benefits of \$193,500 resulting from 2016 staffing requirements for the Five Year Service Plan. Minor Capital & Transfer to Reserves have increased by \$471,100 due to capital impacts for transfers to the Transit Vehicle and Equipment reserve for future replacement of new conventional and specialized buses as well as a transfer to the Building Maintenance reserve fund for the Transit Facility which has been phased in over five years.

In Planning and Accessible Services, Personnel Services & Benefits have increased by \$88,800 primarily due to 2016 staffing requirements for the Five Year Service Plan. This increase is partially offset by the reallocation of a Supervisor position to the Administration area to reflect resource needs. Purchased Services have increased by \$308,800 primarily due to increases in advertising to support the implementation of the Five Year Service Plan and higher demand for taxi services used to assist in the delivery of specialized transit services.

Key Performance Indicators

1. Percentage of gross operating budget

2011	2012	2013	2014	2015
11.8%	12.0%	11.8%	12.1%	11.9%
Why Important: Monitors the cost of the program as a proportion of the total cost for the town.				
How Calculated: Gross program operating costs (excluding transfers to reserves and internal charges) / Gross town operating costs (excluding transfers to reserves and internal charges)				

2. Percentage of total FTEs

2011	2012	2013	2014	2015
13.8%	13.5%	13.3%	13.4%	13.4%
Why Important: Assesses the capacity of the program by examining the proportion of staff expertise against the total Town FTE's.				
How Calculated: Total program FTEs including part-time / Total town FTEs including part-time				

3. Ridership

2011	2012	2013	2014	2015
2,874,798	2,914,603	2,961,712	3,014,613	2,962,000
Why Important: Represents the level of use of the services and allows comparison to revenue recovered and costs				
How Calculated: Total number of passenger boardings less those which are transfers from another bus				

4. Annual number of public transport trips per capita

2011	2012	2013	2014	2015
15.8	15.8	16.0	16.1	15.8
Why Important: To understand the degree to which transit ridership is either increasing or decreasing relative to the town's population				
How Calculated: Net ridership divided by the total town population				

5. Transit on-time performance

2011	2012	2013	2014	2015
Not Available	Not Available	Not Available	Not Available	Not Available
Why Important: This measures the reliability of transit services and will be available next year once the ITS system is fully implemented.				
How Calculated: This KPI relies on ITS to measure deviations from schedule. "On-time" is defined as a bus being no more than 1 minute ahead of schedule and no more than 3 minutes behind schedule.				

6. Subsidy (tax levy per ride)

2011	2012	2013	2014	2015
4.44	4.69	4.60	4.82	5.66
Why Important: Measures the degree to which cost of providing service is being shared between transit customers and taxpayers				
How Calculated: The total net direct operating costs of conventional service divided by the number of conventional service rides				

7. Preventable accidents safety rating

2011	2012	2013	2014	2015
0.66	0.39	0.43	0.46	0.67
Why Important: Measures the effectiveness of driver training and of driver performance				
How Calculated: The number of preventable collisions per 100,000 kms driven				

8. Cost recovery ratio

2011	2012	2013	2014	2015
28.7%	28.0%	28.2%	27.9%	28.4%
Why Important: Measures the portion of operating costs recovered from external sources (fares, advertising, etc.)				
How Calculated: Total External Revenue / Gross Expenditures; based on actuals for 2011-2014 and budget for 2015 (excludes Gas Tax funding)				

Key Objectives (Initiatives) for 2016 – 2018

- Improved use of technology in the delivery and management of service through introduction of an Intelligent Transit System (ITS) is a focus for 2016 and beyond. This is closely tied to continuous improvement but also addresses fiscal sustainability as the management reporting capability would allow for more efficient use of resources as well as more efficient scheduling of service.
- Implementation of the recommendations arising from the 2015 Transit Services Review will be completed in September 2016.
- Continue to increase service levels for delivery of specialized transit services; striking a more efficient balance between internal care-A-van operations and contracted taxi services. This will address increasing demands for service due to demographic and AODA changes while also meeting the demands of Home to Hub service in new developments north of Dundas.
- Assessment of funding options and service delivery models to reduce reliance on local property tax revenue to support operations, and to ensure local transit service is in a position to be expanded and attract new customers in accordance with the goals and objectives contained with the town's strategic plan, the Oakville and Halton transportation master plans, the five year transit operations plan, the Metrolinx "Big Move" regional transportation plan, the Environmental Strategic Plan, and the North Oakville secondary plan.
- Utilize the new commingled Home to Hub demand response model for delivery of transit services in the new communities north of Dundas.

2016 Program Budget Drivers

	2015 Restated Budget	2016 Base Budget	2016 Capital Budget Impact	2016 Service Adjustments	2016 Requested Budget	\$ Change From 2015	% Change From 2015
Expenses:							
Personnel Services & Benefits	16,598,500	18,355,800	0	0	18,355,800	1,757,300	10.6%
Materials & Supplies	4,806,600	4,772,300	0	0	4,772,300	(34,300)	(0.7%)
Capital Out Of Operations	30,000	30,000	0	0	30,000	0	0.0%
Purchased Services	2,504,000	2,876,300	0	0	2,876,300	372,300	14.9%
Payments & Grants	651,800	705,800	0	0	705,800	54,000	8.3%
Internal Expenses & Transfers	3,898,300	3,898,300	471,100	0	4,369,400	471,100	12.1%
Total Expenses	28,489,200	30,638,500	471,100	0	31,109,600	2,620,400	9.2%
Revenues:							
External Revenues	8,049,900	8,884,900	0	0	8,884,900	835,000	10.4%
Internal Recovery & Fund Trsfs	626,200	840,700	0	0	840,700	214,500	34.3%
Total Revenues	8,676,100	9,725,600	0	0	9,725,600	1,049,500	12.1%
Tax Levy	19,813,100	20,912,900	471,100	0	21,384,000	1,570,900	7.9%

In 2016, the Oakville Transit program has increased by \$1,570,900 or 7.9% primarily due to the first year of the phased implementation of the Five Year Service Plan approved by Council. The main drivers for the increase are the following:

- Personnel Services & Benefits have increased by \$1,757,300 primarily due to 2016 staffing requirements for the Five Year Service Plan as well as inflationary adjustments and contractual obligations for wages and benefits.
- Materials & Supplies have decreased by \$34,300 primarily due to a reduction in the budgeted cost per litre for fuel which is partially offset by increases required for motor vehicle parts.
- Purchased Services have increased by \$372,300 primarily due to increases in advertising to support the implementation of the Five Year Service Plan. Also included are requirements for building and vehicle maintenance, and a higher demand for taxi services used to assist in the delivery of specialized transit services.
- Payments & Grants have increased by \$54,000 primarily due to increases for the Presto fare settlement fee as a result of higher usage of the service.
- Internal Expenses & Transfers have increased by \$471,100 due to capital impacts for transfers to the Transit Vehicle and Equipment reserve for future replacement of new buses and care-A-vans as well as a transfer to the Building Maintenance reserve fund for the Transit Facility which has been phased in over five years.
- External Revenues have increased by \$835,000 due to a budgeted increase in ridership as a result of the phased implementation of the Five Year Service Plan and an increase to the adult single ride fares and monthly pass.
- Internal Recovery & Fund Transfers have increased by \$214,500 primarily due to an increase in the transfer from the Ontario Gas Tax reserve fund to partially fund the implementation of the Five Year Service Plan.

2017 - 2018 Operating Budget Forecast

	2016 Requested Budget	2017 Forecast Requested Budget	2016-2017 Change (%)	2018 Forecast Requested Budget	2017-2018 Change (%)
Gross Expenditures					
Oakville Transit					
Transit Administration	647,000	661,100	2.2%	685,400	3.7%
Transit Operations	13,773,100	15,066,400	9.4%	16,410,400	8.9%
Transit Fleet & Maintenance	14,113,600	15,521,900	10.0%	17,011,700	9.6%
Transit Planning & Accessible Services	2,575,900	3,045,800	18.2%	3,265,700	7.2%
Total Gross Expenditures	31,109,600	34,295,200	10.2%	37,373,200	9.0%
Tax Levy					
Oakville Transit					
Transit Administration	526,100	540,200	2.7%	564,500	4.5%
Transit Operations	4,215,000	4,052,800	(3.8%)	4,384,300	8.2%
Transit Fleet & Maintenance	14,067,000	15,475,300	10.0%	16,965,100	9.6%
Transit Planning & Accessible Services	2,575,900	3,045,800	18.2%	3,265,700	7.2%
Total Tax Levy	21,384,000	23,114,100	8.1%	25,179,600	8.9%
Gross Expenditures By Type					
Personnel Services & Benefits	18,355,800	20,244,900	10.3%	21,832,600	7.8%
Materials & Supplies	4,772,300	5,273,100	10.5%	5,879,100	11.5%
Purchased Services	2,876,300	3,244,300	12.8%	3,744,300	15.4%
Internal Charges	10,600	10,600	0.0%	10,600	0.0%
Other Expenditures	705,800	749,800	6.2%	809,200	7.9%
Minor Capital & Transfer To Reserves	4,388,800	4,772,500	8.7%	5,097,400	6.8%
Total Expenditures	31,109,600	34,295,200	10.2%	37,373,200	9.0%
Revenues By Type					
Activity Revenue	8,884,900	10,669,500	20.1%	11,682,000	9.5%
Internal Recoveries	81,200	81,200	0.0%	81,200	0.0%
Grants	0	0	0.0%	0	0.0%
Other Revenue	759,500	430,400	(43.3%)	430,400	0.0%
Total Revenues	9,725,600	11,181,100	15.0%	12,193,600	9.1%
Tax Levy	21,384,000	23,114,100	8.1%	25,179,600	8.9%

2017 - 2018 Budget Forecast Highlights

- 2017 and 2018 includes additional costs required to achieve the service improvements identified in the Transit Service Review. Revenues have been increased to reflect anticipated ridership increases set out in the 5 Year Plan with the cost recovery ratio anticipated to increase to 31% in 2017 and 2018.

2016 - 2018 Recommended Capital Budget

The 2016 capital budget for Oakville Transit will provide for continued growth and right-sizing of the Transit fleet as service expands into new developments in North Oakville. Of the 14 conventional expansion buses purchased over the three years, 12 will be smaller capacity 30 foot buses. The Transit fleet will also be maintained in a state of good repair, with funds provided for vehicle refurbishments and replacement buses. The vehicle replacement schedule is based on the useful lives and conditions from the town's central asset registry. The capital program will provide for accessibility improvements, new shelters, and the implementation of onboard cameras and automated passenger counters. Projects have also been identified for new and enhanced systems that will increase efficiency and effectiveness including a fuel and liquids management system that will be used for both transit and operations fleet, continued development of the Transit Intelligent Transportation System, increased radio system coverage, and an interactive voice response (IVR) and web interface for the para-transit scheduling software.

Oakville Transit	Classification	Capital Budget & Forecast			Operating Impact		
		2016	2017	2018	2016	2017	2018
54211601 Transit - 10 year forecast & 5 Year Plan	Growth	150,000					
54211602 Bus Stop Accessibility Improvements	Strategic Priorities	101,000	101,000	40,000			
54211603 Transit Facility Capital Repairs and Replacement	Infrastructure Renewal	25,000	36,800	25,000			
54211701 Transit Facility Equipment Replacement	Infrastructure Renewal		70,700	178,800			
54201601 Replacement Shelters	Infrastructure Renewal	199,000	193,000				
54201602 New Shelters	Growth	45,000	45,000	45,000			
36101608 Fuel and Liquids Management System	Infrastructure Renewal	745,000				100,000	
54411602 Care-A-Van Vehicle Replacement	Infrastructure Renewal	472,000		432,000			
54411603 Maintenance Vehicle and Equipment Replacement	Infrastructure Renewal	57,000		57,000			
54411604 Expansion Buses - New 30 ft Conventional	Growth	1,789,000	2,186,000	1,312,000	255,600	312,300	187,400
54411605 Care-A-Van Vehicle Expansion	Growth	510,000	500,000	250,000	72,900	71,400	35,700
54411606 Replacement Buses	Infrastructure Renewal	3,798,000	3,045,000	3,045,000			
54411607 Major Vehicle Refurbishment	Infrastructure Renewal	1,357,000	2,261,000	905,000			
54411702 Supervisory Vehicle Replacement	Infrastructure Renewal		70,000				
54411801 Expansion Buses - 40 Ft	Growth			1,101,000			91,800
54421104 Transit Information and Communications S	Strategic Priorities	560,000	50,000				
54421601 Automated Passenger Counters	Strategic Priorities	45,000		45,000			
54421603 Onboard Cameras	Community Enhancements	575,000					
54421604 IVR & Web Interface for Specialized Transit Scheduling	Strategic Priorities	150,000					
54421605 Radio System Support - Extended Service to Burlington	Strategic Priorities	250,000					
54421701 Security Cameras	Infrastructure Renewal		25,000	25,000			
Total Oakville Transit		10,828,000	8,583,500	7,460,800	328,500	483,700	314,900

Operating Impacts in 2016 - 2018 as a result of these projects include additional software and equipment maintenance for the fuel and liquids management system, and incremental increases to transfers to the Transit equipment replacement reserve in order to set aside funds on an annual basis for the eventual replacement of these new vehicles at the end of their useful life.

Service: Transit Administration

Mission

To provide strategic direction, leadership, management and administration to Oakville Transit.

Major Responsibilities

- Providing leadership in the administration and management of all transit staff, services and functions.

Strategic Priorities (Initiatives)

- Improved use of technology in the delivery and management of service through introduction of an Intelligent Transit System (ITS) is the focus for 2016 and beyond. This is closely tied to continuous improvement but also addresses fiscal sustainability as the management report capability would allow for more efficient use of resources as well as more efficient scheduling of service.

2016 – 2018 Operating Budget Summary

	2015 Restated Budget	2016 Base Budget	2016 Capital Budget Impact	2016 Service Adjustments	2016 Requested Budget	\$ Change from 2015	% Change from 2015	2017 Forecast Budget	2018 Forecast Budget
Expenses:									
Personnel Services & Benefits	419,000	588,300	0	0	588,300	169,300	40.4%	602,400	618,100
Materials & Supplies	8,400	8,600	0	0	8,600	200	2.4%	8,600	8,600
Purchased Services	64,800	50,100	0	0	50,100	(14,700)	(22.7%)	50,100	58,700
Internal Charges	0	0	0	0	0	0	0.0%	0	0
Other Expenditures	0	0	0	0	0	0	0.0%	0	0
Minor Capital & Transfer To Reserves	0	0	0	0	0	0	0.0%	0	0
Total Expenses	492,200	647,000	0	0	647,000	154,800	31.5%	661,100	685,400
Revenues:									
Activity Revenue	0	0	0	0	0	0	0.0%	0	0
Internal Recoveries	24,600	24,600	0	0	24,600	0	0.0%	24,600	24,600
Grants	0	0	0	0	0	0	0.0%	0	0
Other Revenue	96,300	96,300	0	0	96,300	0	0.0%	96,300	96,300
Total Revenues	120,900	120,900	0	0	120,900	0	0.0%	120,900	120,900
Tax Levy	371,300	526,100	0	0	526,100	154,800	41.7%	540,200	564,500
Tax Levy By Activity									
Transit Administration	371,300	526,100	0	0	526,100	154,800	41.7%	540,200	564,500
Tax Levy	371,300	526,100	0	0	526,100	154,800	41.7%	540,200	564,500

2016 Key Budget Drivers

- Personnel Services & Benefits have increased by \$169,300 primarily due to the reallocation of a Supervisor position from the Planning and Accessible Services area to reflect resource needs. In addition, inflationary adjustments and contractual obligations for wages and benefits have been incorporated.
- Purchased Services have decreased by \$14,700 primarily due to budget reallocations to other service areas to reflect resource needs.

2017 - 2018 Budget Forecast Highlights

- 2017 and 2018 budgets reflect inflationary increases only.

Service: Transit Operations

Mission

To provide users of our transit system with safe, courteous and on-time service in order to retain and grow our customer base while contributing to improved quality of life in Oakville.

Major Responsibilities

- Delivery of scheduled fixed route conventional transit services relative to service schedules developed by Planning as well as Late Night Zone service, Home to Hub service, Seniors Specials, School Specials and special event service.

Strategic Priorities (Initiatives)

- Utilize the new Driver Trainer position to deliver updated Driver Certification Program, including use of bus simulator technology, to assist with continuous improvement of defensive driving and customer service skills.
- Integrate the new Intelligent Transportation System with the existing Control Centre for improved management of service.
- Develop and implement driver performance measures utilizing ITS data.
- Deliver service improvements for the first year of the new Five Year Plan including introduction of service onto the grounds of the new hospital.

2016 – 2018 Operating Budget Summary

	2015 Restated Budget	2016 Base Budget	2016 Capital Budget Impact	2016 Service Adjustments	2016 Requested Budget	\$ Change from 2015	% Change from 2015	2017 Forecast Budget	2018 Forecast Budget
Expenses:									
Personnel Services & Benefits	11,905,500	13,211,200	0	0	13,211,200	1,305,700	11.0%	14,396,500	15,609,000
Materials & Supplies	46,200	28,100	0	0	28,100	(18,100)	(39.2%)	36,100	46,400
Purchased Services	404,900	436,100	0	0	436,100	31,200	7.7%	492,100	553,900
Internal Charges	0	0	0	0	0	0	0.0%	0	0
Other Expenditures	44,700	97,700	0	0	97,700	53,000	118.6%	141,700	201,100
Minor Capital & Transfer To Reserves	0	0	0	0	0	0	0.0%	0	0
Total Expenses	12,401,300	13,773,100	0	0	13,773,100	1,371,800	11.1%	15,066,400	16,410,400
Revenues:									
Activity Revenue	8,036,700	8,871,700	0	0	8,871,700	835,000	10.4%	10,656,300	11,668,800
Internal Recoveries	23,000	23,200	0	0	23,200	200	0.9%	23,200	23,200
Grants	0	0	0	0	0	0	0.0%	0	0
Other Revenue	448,900	663,200	0	0	663,200	214,300	47.7%	334,100	334,100
Total Revenues	8,508,600	9,558,100	0	0	9,558,100	1,049,500	12.3%	11,013,600	12,026,100
Tax Levy	3,892,700	4,215,000	0	0	4,215,000	322,300	8.3%	4,052,800	4,384,300
Tax Levy By Activity									
Transit Operations	3,892,700	4,215,000	0	0	4,215,000	322,300	8.3%	4,052,800	4,384,300
Tax Levy	3,892,700	4,215,000	0	0	4,215,000	322,300	8.3%	4,052,800	4,384,300

2016 Key Budget Drivers

- Personnel Services & Benefits have increased by \$1,305,700 primarily due to 2016 staffing requirements for the Five Year Service Plan as well as inflationary adjustments and contractual obligations for wages and benefits.
- Materials & Supplies have decreased by \$18,100 primarily due to budget reallocations to Purchased Services to reflect resource needs.
- Purchased Services have increased by \$31,200 primarily due to budget reallocations from Materials & Supplies to reflect resource needs as well as inflationary increases for contracted services.
- Other Expenditures have increased by \$53,000 due to increases for the Presto fare settlement fee as a result of higher usage of the service.
- Activity Revenue has increased by \$835,000 due to a budgeted increase in ridership as a result of the phased implementation of the Five Year Service Plan and a general fare increase.
- Other Revenue has increased by \$214,300 primarily due to an increase in the transfer from the Ontario Gas Tax reserve fund to partially fund the implementation of the Five Year Service Plan.

2017- 2018 Budget Forecast Highlights

- 2017 and 2018 budgets reflect additional staffing and other resource requirements for the implementation of the Five Year Service Plan as well as revenue adjustments to reflect ridership and fare increases.

Service: Transit Fleet and Maintenance

Mission

To purchase, repair and perform preventative maintenance on vehicles and equipment to ensure these assets remain in a state of good repair in order to meet operational needs.

Major Responsibilities

- Maintenance of transit vehicle assets through provision of scheduled and unscheduled servicing of all transit revenue vehicles.
- Acquisition of revenue and non-revenue vehicle assets including the development of specifications for all new vehicle purchases; preproduction meetings; and pre-delivery inspections.

Strategic Priorities (Initiatives)

- Acquisition of expansion and replacement conventional and specialized transit buses.
- Management of bus mid-life refurbishment program.
- Management of vehicle parts and supply inventory.
- Continue efforts to right-size the transit fleet to develop a more flexible and responsive family of services. This will involve purchase of an appropriate mix of traditional 40 foot conventional buses, smaller capacity fully accessible 30 foot buses, and specialized transit buses.
- Continue to investigate alternative propulsion systems with a focus on fully electric buses.

2016 – 2018 Operating Budget Summary

	2015 Restated Budget	2016 Base Budget	2016 Capital Budget Impact	2016 Service Adjustments	2016 Requested Budget	\$ Change from 2015	% Change from 2015	2017 Forecast Budget	2018 Forecast Budget
Expenses:									
Personnel Services & Benefits	2,741,600	2,935,100	0	0	2,935,100	193,500	7.1%	3,294,900	3,596,700
Materials & Supplies	4,751,000	4,732,100	0	0	4,732,100	(18,900)	(0.4%)	5,224,900	5,818,600
Purchased Services	1,402,500	1,449,500	0	0	1,449,500	47,000	3.4%	1,621,500	1,890,900
Internal Charges	0	0	0	0	0	0	0.0%	0	0
Other Expenditures	607,100	608,100	0	0	608,100	1,000	0.2%	608,100	608,100
Minor Capital & Transfer To Reserves	3,917,700	3,917,700	471,100	0	4,388,800	471,100	12.0%	4,772,500	5,097,400
Total Expenses	13,419,900	13,642,500	471,100	0	14,113,600	693,700	5.2%	15,521,900	17,011,700
Revenues:									
Activity Revenue	13,200	13,200	0	0	13,200	0	0.0%	13,200	13,200
Internal Recoveries	33,400	33,400	0	0	33,400	0	0.0%	33,400	33,400
Grants	0	0	0	0	0	0	0.0%	0	0
Other Revenue	0	0	0	0	0	0	0.0%	0	0
Total Revenues	46,600	46,600	0	0	46,600	0	0.0%	46,600	46,600
Tax Levy	13,373,300	13,595,900	471,100	0	14,067,000	693,700	5.2%	15,475,300	16,965,100
Tax Levy By Activity									
Transit Fleet & Maintenance	13,373,300	13,595,900	471,100	0	14,067,000	693,700	5.2%	15,475,300	16,965,100
Tax Levy	13,373,300	13,595,900	471,100	0	14,067,000	693,700	5.2%	15,475,300	16,965,100

2016 Key Budget Drivers

- Personnel Services & Benefits have increased by \$193,500 primarily due to 2016 staffing requirements for the Five Year Service Plan as well as inflationary adjustments and contractual obligations for wages and benefits.
- Materials & Supplies have decreased by \$18,900 primarily due to a reduction in the budgeted cost per litre for fuel which is partially offset by increases required for motor vehicle parts.
- Purchased Services have increased by \$47,000 primarily due to requirements for building and vehicle maintenance which is partially offset by a reduction in insurance premiums.
- Minor Capital & Transfer to Reserves have increased by \$471,100 due to capital impacts for transfers to the Transit Vehicle and Equipment reserve for future replacement of new buses and care-A-vans as well as a transfer to the Building Maintenance reserve fund for the Transit Facility which has been phased in over five years.

2017 - 2018 Budget Forecast Highlights

- 2017 and 2018 budgets reflect additional staffing and other resource requirements for the implementation of the Five Year Service Plan.

Service: Transit Planning and Accessible Services

Mission

To plan, schedule and communicate efficient, convenient and accessible conventional fixed route and para-transit services, and to provide accessible passenger amenities in order to retain and grow our customer base and to improve the quality of life in Oakville.

Major Responsibilities

- Planning of all transit services (fixed route accessible conventional; care-A-van service; and special services).
- Coordination of Office Services support functions; administration and clerical support; revenue room control and supervision.
- Includes responsibility for the accessibility component of conventional fixed route service as well as specialized transit operations.
- Also responsible for review of specialized transit applications; determination of eligibility; and travel training

Strategic Priorities (Initiatives)

- Development of procedures and practices consistent with the new Accessibility for Ontarians with Disabilities Act (AODA) regulations will be the focus for the next three years. This is directly related to the strategic priority of delivering programs and services that are accessible.
- Incorporate new commingled Home to Hub service utilizing existing specialized transit resources
- We will also be focusing on improvement in the quality of service being delivered by our contracted taxi services. This is consistent with the strategic priority to continuously improve programs and services.
- Both of these strategic priorities will also be addressed with improvements to transit infrastructure; more landing pads, walkways, shelters and accessible amenities.
- Introduce new specialized transit scheduling software incorporating IVR and web based ride booking.
- Provide same day and late day specialized transit booking capability.

2016 – 2018 Operating Budget Summary

	2015 Restated Budget	2016 Base Budget	2016 Capital Budget Impact	2016 Service Adjustments	2016 Requested Budget	\$ Change from 2015	% Change from 2015	2017 Forecast Budget	2018 Forecast Budget
Expenses:									
Personnel Services & Benefits	1,532,400	1,621,200	0	0	1,621,200	88,800	5.8%	1,951,100	2,008,800
Materials & Supplies	1,000	3,500	0	0	3,500	2,500	250.0%	3,500	5,500
Purchased Services	631,800	940,600	0	0	940,600	308,800	48.9%	1,080,600	1,240,800
Internal Charges	10,600	10,600	0	0	10,600	0	0.0%	10,600	10,600
Other Expenditures	0	0	0	0	0	0	0.0%	0	0
Minor Capital & Transfer To Reserves	0	0	0	0	0	0	0.0%	0	0
Total Expenses	2,175,800	2,575,900	0	0	2,575,900	400,100	18.4%	3,045,800	3,265,700
Revenues:									
Activity Revenue	0	0	0	0	0	0	0.0%	0	0
Internal Recoveries	0	0	0	0	0	0	0.0%	0	0
Grants	0	0	0	0	0	0	0.0%	0	0
Other Revenue	0	0	0	0	0	0	0.0%	0	0
Total Revenues	0	0	0	0	0	0	0.0%	0	0
Tax Levy	2,175,800	2,575,900	0	0	2,575,900	400,100	18.4%	3,045,800	3,265,700
Tax Levy By Activity									
Transit Planning & Accessible Services	2,175,800	2,575,900	0	0	2,575,900	400,100	18.4%	3,045,800	3,265,700
Tax Levy	2,175,800	2,575,900	0	0	2,575,900	400,100	18.4%	3,045,800	3,265,700

2016 Key Budget Drivers

- Personnel Services & Benefits have increased by \$88,800 primarily due to 2016 staffing requirements for the Five Year Service Plan as well as inflationary adjustments and contractual obligations for wages and benefits which is partially offset by the reallocation of a Supervisor position to the Administration area to reflect resource needs.
- Purchased Services have increased by \$308,800 primarily due to increases in advertising to support the implementation of the Five Year Service Plan and higher demand for taxi services used to assist in the delivery of specialized transit services.

2017 - 2018 Budget Forecast Highlights

- 2017 and 2018 budgets reflect additional staffing and other resource requirements for the implementation of the Five Year Service Plan as well as anticipated increases in demand for taxi services used to assist in the delivery of specialized transit services.

