**Agenda – Executive Policy Committee – January 21, 2020**

**Report – Standing Policy Committee on Infrastructure Renewal and Public Works – January 7, 2020**

**Item No. 1 Resources Required for Implementation of the Manitoba Ombudsman's Recommendations for Winnipeg Transit Plus**

STANDING COMMITTEE RECOMMENDATION:

On January 7, 2020, the Standing Policy Committee on Infrastructure Renewal and Public Works concurred in the recommendation of the Winnipeg Public Service, as amended, and submitted the following to Council:

1. That budget resources required to address the Ombudsman's recommendations numbered 4, 5, 6, 8, 11 and 19 as described in this report in the amounts of:

| 2020 | 2021 | 2022 | 2023 |
|---|---|---|---|
| $938,149 | $875,130 | $836,868 | $853,158 |

be referred to the 2020 Budget Review process including:

A. The addition of seven (7) permanent and one (1) temporary FTE's:

i. Three (3) C clerks to triage and respond to incoming emails, provide direct responses to all no-show incidents, provide a response back to all complaints received, and provide the additional support required to dispatch and provide coverage for all operational hours.

ii. One (1) A clerk to manually process all no-show charges and record incidents.

iii. Two (2) inspectors to investigate all complaints and detail the outcomes, deal with critical emergent issues during all hours of service and provide coverage for all operational hours.

iv. One (1) senior inspector to deal with escalated calls or incidents and track and assign all work to Inspectors.

v. A temporary (12-18 months) system analyst to assist in the deployment of remaining system functionality, new system configuration, additional required training, and review of data integrity after go-live.

B. The addition of a flat-rate contract for accessible vehicles to increase service capacity to mitigate the level of "unables" during winter months.

**Report – Standing Policy Committee on Infrastructure Renewal and Public Works – January 7, 2020**

STANDING COMMITTEE RECOMMENDATION (continued):

2. That the Handi-Transit Policy (TR-002) be renamed the Winnipeg Transit Plus (formerly Handi-Transit) Policy, and that the following amendments be approved:

    A. That the configuration of the appeal panel be revised to add and include an external voting member that is not involved in the eligibility decision-making process.

    B. That "winter only" service start no later than December 15 and end on March 31 for registrants with "winter only" categorical eligibility, and that the Manager of Client Services be provided the authority to begin or extend winter service, if required, based on weather conditions and snow accumulations.

3. That the elimination of the existing 500-metre area limit in the Winnipeg Transit Plus policy, be referred to the 2020 Budget Review process.

4. That the Public Service bring forward a report to the Standing Policy Committee on Infrastructure Renewal and Public Works in 180 days with a review of the Winnipeg Transit Plus priority system.

5. That the Proper Officers of the City be authorized to do all things necessary to implement the intent of the foregoing.

**Report – Standing Policy Committee on Infrastructure Renewal and Public Works – January 7, 2020**

DECISION MAKING HISTORY:

STANDING COMMITTEE RECOMMENDATION:

On January 7, 2020, the Standing Policy Committee on Infrastructure Renewal and Public Works concurred in the recommendation of the Winnipeg Public Service, with the following amendment:

- Delete Recommendation 3 in its entirety, and replace with the following:

    3. That the elimination of the existing 500-metre area limit in the Winnipeg Transit Plus policy, be referred to the 2020 Budget Review process.

and submitted the matter to the Executive Policy Committee and Council.

Patrick Stewart, Independent Living Resource Centre, submitted a communication dated January 7, 2020 with respect to the matter.

# ADMINISTRATIVE REPORT

**Title:** Resources Required for Implementation of the Manitoba Ombudsman's Recommendations for Winnipeg Transit Plus

**Critical Path:** Standing Policy Committee on Infrastructure Renewal and Public Works – Executive Policy Committee – Council

## AUTHORIZATION

| Author | Department Head | CFO | CAO |
|---|---|---|---|
| J. Fernandes | G. Ewankiw | P. Olafson, Interim CFO | M. Ruta, Interim CAO |

## EXECUTIVE SUMMARY

The Manitoba Ombudsman's report was a result of an investigation conducted arising from a complaint filed by the Independent Living Resource Centre (ILRC).

The Manitoba Ombudsman's report made 19 recommendations for Winnipeg Transit Plus service improvements with associated timelines for implementation (for a full list of the Manitoba Ombudsman's recommendations and the progress to date, please refer to the attached Appendix A). The investigation focused primarily on three areas; (1) eligibility and appeals, (2) customer service and quality assurance, and (3) transparency and communication. These areas of focus will be specifically addressed by the recommendations outlined in this report.

Eligibility and appeals;

- The revised Transit Plus Policy (formerly Handi-Transit Policy), referenced Recommendation 2, and includes changes that addresses recommendation 4 in the Ombudsman's report to hire an external member for the appeal panel so that there is no perception of bias on eligibility decisions. It also partially addresses recommendation 8 in the Ombudsman's report and will provide increased access to the service, help to decrease unables, and allocate resources to those with the highest need by redefining the winter only categorical eligibility.
- Recommendation 4 addresses recommendation 18 in the Ombudsman's report to remove the 500 metre restriction from a bus route policy. This policy is creating a systemic barrier to eligibility for service and if approved, the recommendation will propose a replacement policy and identify the resources required.
- Recommendation 5, addresses a portion of recommendation 8 from the Ombudsman's report to create a more reasonably equivalent service to a fixed route. If approved, the recommendation will allow for a review of an existing policy (the priority system) that limits access to service. The review will provide an opportunity to create a policy that does not unnecessarily restrict access to the service and meets the needs of the majority of current and future Winnipeg Transit Plus users while upholding the values of universal access and human rights.

Customer service and quality assurance and transparency and communication;

- Recommendation 1 and 1(b) which include a request for new hires and a flat rate contract will assist the service in improving its ability to keep the public informed, improve customer service, create transparency, and provide a more reasonably equivalent service to the fixed-route transit service. The requested hires will assist in providing responses to concerns expressed by registrants on complaints and no-show charges. The new hires will provide resources to record, triage, investigate, and respond to service issues raised by the public and registrants.
- If approved, the addition of a new flat-rate contract will add capacity to the service and provide greater access during periods of high demand.
- If approved, recommendation 1 and 1(b) will also address recommendations 5, 6, 8, 11and 19 of the Ombudsman's report.

**RECOMMENDATIONS**

1. That budget resources required to address the Ombudsman's recommendations numbered 4, 5, 6, 8, 11 and 19 as described in this report in the amounts of:

| 2020 | 2021 | 2022 | 2023 |
|---|---|---|---|
| $938,149 | $875,130 | $836,868 | $853,158 |

be referred to the 2020 budget process including:

A. The addition of seven (7) permanent and one (1) temporary FTE's
   i. Three (3) C clerks to triage and respond to incoming emails, provide direct responses to all no-show incidents, provide a response back to all complaints received, and provide the additional support required to dispatch and provide coverage for all operational hours.
   ii. One (1) A clerk to manually process all no-show charges and record incidents.
   iii. Two (2) inspectors to investigate all complaints and detail the outcomes, deal with critical emergent issues during all hours of service and provide coverage for all operational hours.
   iv. One (1) senior inspector to deal with escalated calls or incidents and track and assign all work to Inspectors.
   v. A temporary (12-18 months) system analyst to assist in the deployment of remaining system functionality, new system configuration, additional required training, and review of data integrity after go-live.

B. The addition of a flat-rate contract for accessible vehicles to increase service capacity to mitigate the level of "unables" during winter months.

2. That the Handi-Transit Policy (TR-002) be renamed the Winnipeg Transit Plus (formerly Handi-Transit) Policy, and that the following amendments be approved:

A. That the configuration of the appeal panel be revised to add and include an external voting member that is not involved in the eligibility decision-making process.

B. That “winter only” service start no later than December 15 and end on March 31 for registrants with “winter only” categorical eligibility, and that the Manager of Client Services be provided the authority to begin or extend winter service, if required, based on weather conditions and snow accumulations.

3. That the Public Service bring forward a report to the Standing Policy Committee on Infrastructure Renewal and Public Works in 90 days with a recommended policy on Winnipeg Transit Plus’s service area to replace the existing policy which specifies a 500-metre area limit.

4. That the Public Service bring forward a report to the Standing Policy Committee on Infrastructure Renewal and Public Works in 180 days with a review of the Winnipeg Transit Plus priority system.

5. That the proper officers of the City be authorized to do all things necessary to implement the intent of the foregoing.

## REASON FOR THE REPORT

As recommendations two (2) and three (3) are changes to existing Council policies; changes or amendments require Council approval.

## IMPLICATIONS OF THE RECOMMENDATIONS

The recommendations will require funding for additional resources that were not part of the Department’s operating budget.

## HISTORY/DISCUSSION

The Manitoba Ombudsman’s report was a result of an investigation conducted arising from a complaint filed by the Independent Living Resource Centre (ILRC). The complaint was filed in October 2015 and the report was publicly issued by the Manitoba Ombudsman in January of 2019.

The Manitoba Ombudsman’s report made 19 recommendations for Winnipeg Transit Plus service enhancements with associated timelines for implementation (for a full list of the Ombudsman’s recommendations and the progress to date, please refer to the attached Appendix A). The investigation focused primarily on three areas; (1) eligibility and appeals, (2) customer service and quality assurance, (3) transparency and communication. The majority of recommendations in the report are directly related to improving the transparency and communication of the Winnipeg Transit Plus service.

To date, five of the Manitoba Ombudsman’s recommendations have been fully implemented:

- No. 10 - language of no-show notification letters have been changed according to recommendations in the report;
- No. 13 - updated information, definitions/language in sexual harassment policy has been enhanced in all driver manuals in alignment with the City’s sexual harassment policy;

- No. 14 - pre-trip inspection checklist now includes verification of GPS/AVL equipment;
- No. 15 - Winnipeg Transit Plus drivers now wear high visibility vests; and
- No. 16 - language related to cell phone use and fines has been strengthened to correspond to requirements under the Highway Traffic Act.

A further six (6) recommendations have been partially completed:

- No. 2 – information about the inactive account policy has been included in written materials and posted on the website and will be incorporated in the user guide which is projected to be available in the winter of 2019;
- No. 3 – information about reassessments has been included in the application user guide brochure and posted on the Winnipeg Transit Plus website and will be incorporated in the user guide which is projected to be available in the winter of 2019;
- No. 7 – the complaint process has been added to all training materials for drivers and employees, posted on the website and will be incorporated in the user guide which is projected to be available in the winter of 2019;
- No. 8 - a systems analyst was included in the 2019 budget and hired; the analyst continues to review the functionality of the scheduling system and changes have been made to the scheduling parameters to improve and create more efficient schedules; and additional temporary clerical position (C clerk) is required to assist with system configuration and review of data integrity after go-live;
- No. 9 – no-show criteria and the appeal process is outlined in the no-show notification letters and is posted on the Winnipeg Transit Plus website and will be included in the user guide which is projected to be available in winter of 2019.
- No.17 – information about fares and fare payment is outlined on the Winnipeg Transit Plus website and will be included in the user guide which is projected to be available in winter of 2019

**Recommendation No. 1**

Recommendation No. 1 is for a review of the eligibility criteria. This issue will be reviewed as part of the Winnipeg Transit Master Plan and be pursued based on the recommendations arising from the overall transit review.

**Recommendation No. 4**

Recommendation No. 4 is for the hiring of an external member for the appeal panel which will require Council approval. The Manitoba Ombudsman's report recommended that, although a review of appeal decisions did not show any evidence of bias or undue influence on the part of the manager of client services, the manager's involvement in appeal decisions regarding eligibility could reasonably create a perception of bias. As a remedy, they recommended that an alternative member be assigned to the appeal panel. They further recommended that the individual be someone from the disability community.

Winnipeg Transit Plus responded that it is critical to have someone on the appeal panel that understands the policies and processes of the service and the manager is best suited to provide that internal knowledge to the panel. However, it is not necessary for the manager to be a decision-maker on the appeal panel. As such, it was proposed that the Manager of Client Services remain in a consultative capacity to the appeal hearing body, but not vote on the outcome of the appeal.

Appeal Panel Member

The individual has been identified and has agreed to participate as a member of the appeal panel once approval has been provided. The Winnipeg Transit Plus Policy Advisory Committee

has reviewed and approved the individual selected. City-Legal Services will have to create a contract for consultant services for the individual and funding will have to be allocated for payment of services. The appeal panel meets on the second and fourth Wednesday of every month. The estimated cost of adding an external member is approximately $5,000 annually.

**Recommendation No. 5**

Recommendation No. 5 is for the creation of an email address for registrants.

Email Address

The email address has been created and is currently being tested so that it can be routed through our telephony system which will allow all emails to be assigned an incident number and retrieved (this is the same process and system being tested for use by 311). This recommendation requires resourcing (FTE's) prior to implementation.

Licenses

There is an initial cost to license all of the workstations in the contact center to receive and respond to emails through the Genesys (telephony system) that is used in the contact center. The cost is approximately $1,500 per license. A total of fifteen licenses will be required at this time for an approximate total cost of $22,500. There is an additional annual cost for the license maintenance fees of $647.

Additional Clerk C

Currently, any complaint/inquiry/commendation is received via calls to the contact center, letters, Councillor inquiries, 311, and emails to the supervisory staff. All incidents reported to the contact center are triaged and reviewed; in 2018, there were 7,018 records of registrant contact, this excludes contact through letters, Councillor inquiries, 311 calls and emails. It is anticipated that the introduction of an email address will add to the total number of calls/contacts received on a yearly basis. An additional resource (C clerk) is required to triage, maintain a record, and provide a response to the projected incoming emails including quality assurance of all responses.

**Recommendation No. 6**

Recommendation No. 6 is for the establishment of procedures to respond back to all complaints received from registrants. A procedure has been developed but requires resourcing (FTE) prior to implementation.

Additional Clerk C

Winnipeg Transit Plus currently has one C clerk that triages and initiates investigation into complaints. Registrants or the public are contacted when the incident being reported is of a critical nature or has wider implications such as safety. In 2018, Winnipeg Transit Plus had 7,018 records of contact through the contact centre with registrants and the general public. Given this current volume, it is impossible for the existing clerk to respond to all complaints received. The addition of a C clerk position would be used to ensure that all complaints would be tracked, reviewed, and provided with a response after an investigation has been completed.

Additional Inspectors

While the current C clerk initiates the investigations into complaints, only critical incidents are investigated in detail by the inspector. In addition to investigating complaints, the existing inspector is responsible for; responding to incidents, inspecting key city locations, providing general supervision and guidance to Winnipeg Transit Plus drivers, conducting inspections of vehicles, reviewing passenger home locations, reviewing passenger mobility equipment,

ensuring drivers and registrants are adhering to safe and efficient service procedures and following all established policies and procedures, resolving disputes between drivers and passengers, recommending disciplinary action for Winnipeg Transit Plus operators, and responding to emergent situations, including complaints and incidents on the street.

There is currently only one permanent inspector on staff available to effectively deal with registrant and driver concerns, additional inspector resources are required. The existing inspector continues to follow up with drivers to review tablet functionality in their specified vehicles but an additional inspector is required to ensure all complaints are fully investigated. The addition of another inspector would be required to investigate all complaints received and assist with the ongoing need for oversight and coaching of existing drivers.

Due to existing service hours (6:00 am to 24:30 daily), a second additional inspector is also required to cover all hours of operation. With a total of three inspectors, shifts could be staggered to have an inspector on shift during all hours of operation to complete ongoing investigations and deal with any critical or emergent on-street issues and ensure that a timely response could be provided to all complaints received.

Senior Inspector

A new senior inspector position would also be required to deal with escalated calls, and track and assign and supervise investigations and monitor responses and outcomes.

**Recommendation No. 8**

Recommendation No. 8 is for the continued evaluation of the scheduling system functionality to determine its impact on the level of unscheduled or “unabled” trips to ensure that the service is reasonably equivalent to a fixed route service. This is an ongoing process as we continue to review existing parameters to create a more efficient schedule.

Temporary System Analyst

Winnipeg Transit Plus hired a Systems Analyst (SA) which was included in the 2019 budget to oversee the performance of the software and to provide ongoing training, coaching, and assistance in problem-solving potential issues. The SA continues to work with the system vendor, employees, contractors and drivers to improve the efficiencies of the system and provide additional support to registrants as required. The SA has created process documents, reference guides and informational materials that are being used by the customer service representatives, contractors and drivers. An additional system analyst is required on a temporary basis (12-18 months) to assist in the deployment of remaining system functionality, with new system configuration, new required training, and review of data integrity after go-live.

Unables

In order to enhance service to be “reasonably equivalent” to fixed route, Winnipeg Transit Plus must increase vehicle resources to meet winter requirements and reduce the number of “unables”(trips that are requested but cannot be accommodated because of limited vehicle resources). Winnipeg Transit Plus had 7,907 unabled trips in 2018. While it appears that the 2019 winter (January – April 2019) was an anomaly related to service levels there were days of over 250 unables. While there is a natural increase for service in winter months due to weather and street conditions, the service also has an increase of approximately 250 registrants who have eligibility for winter-only service (October 15 – April 15).

It is common to receive 1,800-2,000 trips requests per day in the winter months. With the current resources that are allocated for service provision, the system can routinely schedule

slightly over 1,500 trips per day, which includes one-way trips, and any requests beyond this result in unables. Since 2015, the service has seen a steady yearly increase of an average of 1.5% per year. Current projections for the 2019-2020 winter season, when considering active registrant and existing resources, is that there is the potential to have multiple days with over 200 unables in the winter months.

Flat-Rate Contract

A flat rate contract for both ambulant and accessible vehicles would allow the service to accommodate the additional requests and reduce the number of unables. Unlike an hourly contract, a flat rate contract would allow Winnipeg Transit Plus to increase or decrease resources as required and pay for only those resources that are used. On high demand days, unables could be scheduled onto the flat rate contract. The addition of a flat rate contract for ambulant and accessible vehicles would also align with a recent request from SPC- IRPW to identify efforts and measures to improve customer service at Winnipeg Transit Plus. The estimated cost to add a flat rate contract to the service for the winter months is approximately $330,000 annually.

Winter Only Status

There are approximately 250 registrants that have eligibility for service during the winter months; historically the winter season for Winnipeg Transit Plus has been defined as October 15, to April 15. The “winter only” registrants are ambulant individuals who have been assessed as potentially having difficulty maneuvering over ice and snow and hence have “winter only” eligibility. However, over the last several years, according to Environment Canada, Winnipeg has not had a significant snowfall that has stayed on the ground longer than three consecutive days in October in the last 10 years; there has not been any significant snow accumulation until approximately mid-December. Therefore, it is reasonable to change the eligibility period to better coincide with the weather and snow accumulation. It is recommended that the time frame be adjusted to start “winter only” no later than December 15 and to end on March 31 and provide the Manager of Client Services the flexibility to adjust the beginning and end dates based on weather conditions and snow accumulation. This would assist in decreasing the “unables” and ensure that the resources are provided to those with the highest need.

Priority System

While the Ombudsman’s report noted that defining a “reasonable equivalent” service to the fixed route is difficult, they raised the fact that the current priority system used to schedule trips on Winnipeg Transit Plus has no comparable policy on the fixed route. Further they state that no other Canadian jurisdiction that was reviewed as part of their investigation uses a priority system, but rather use a first come first serve approach.

Based on limited community feedback, there are differing opinions on maintaining the current priority system policy.

The views in the community must be explored through public consultations or engagement in order to determine best practices. The public service will use the information from the public to complete a full analysis of the issues and bring forward a report with a comprehensive recommendation. It will be important that the recommendations arising from the public consultations meet the needs of the majority of current and future Winnipeg Transit Plus users and uphold the values of universal access and human rights.

Additional Clerk C

An additional clerk C is also required to provide dispatch functions which include changes to schedules to mitigate the number of "unables" during all service hours. Currently, there are periods of time where dispatch is staffed with acting employees or not at all which reduces efficient customer service and the service's dispatch ability to deal with new trip requests from unables, fill late cancels, adjust the schedule to accommodate ongoing trip changes, and deal with emergent issues on the street such as a vehicle break down.

**Recommendation No. 11**

Recommendation No. 11 advocates that a pre-defined period of time be provided to registrants prior to deducting a no-show charge from their account and provide a direct response to all registrants who have been assessed a no-show charge. No-show charges are assessed when a vehicle is scheduled, reserved, and sent for a trip but the ride is refused, or the registrant is not present at the pick-up location. There is no charge for the first no-show, the second no-show is the equivalent of one adult fare, the third is the equivalent of two adult fares, the fourth is the equivalent of three adult fares, and the fifth and subsequent no-shows, within a six month period, are assessed a $15.00 charge. No-show charges are assessed on a six-month rolling period.

Additional Clerk C

While we have changed the language in the no-show letters to reflect the Manitoba Ombudsman's recommendations, the software currently does not have the functionality to allow for a full fourteen-day delay before the withdrawal of a charge from an account occurs. There is a two-to-three-day delay before the funds are deducted from the account. Additional resources will be required in order to provide a direct response to all registrants who are assessed a no-show charge.

In 2018, Winnipeg Transit Plus had 8,508 passengers no-show and performed 7,332 trips that were recorded as a no-show. Based on the yearly volume, it would be impossible to provide a direct response, beyond what we currently do, to all registrants who are assessed a no-show charge without additional resources. There is one C clerk (customer relations) that initiates the primary investigation into complaints including disputed no-shows and triages higher level complaints to the appropriate area. In order to implement the above recommendation, one additional C clerk would be required to follow-up on the no-shows assessed and to coordinate the response to the emails that are anticipated based on recommendation No. 5.

Additional Clerk A

An additional clerk A would be required to assist with manually processing all the no-show responses and the recording of these incidents.

**Recommendation No. 12**

Recommendation No. 12 is a review of the no-show policy. This issue will be reviewed as part of the Winnipeg Transit Master Plan and be pursued based on the recommendations arising from the overall transit review.

**Recommendation No. 18**

Recommendation No. 18 is for the removal of the 500-metre policy. A request for a review of the 500-metre policy and funding for the additional service required went to budget review and funding was not provided for 2019. A change to this policy would require Council approval and funding. The September 2018 report to the Standing Policy Committee on Infrastructure Renewal and Public Works estimated the cost of expanding the service to city limits was $396,500.

The estimated cost was based on the assumption that new registrants would use the service with the same frequency as current registrants, and that the service would see an increase of 10,490 trips annually. At that time, it was estimated that the increase in cost would be approximately $410,000 per year for adding a three-car contract and an additional 2.0 FTEs to accommodate the added screening, scheduling and call center volume. The cost is offset by potential revenue of approximately $13,500 which brought the estimated cost of increasing the service area to $396,500.

500 Metres

The Ombudsman in its report acknowledged that this issue would have budget implications and would require council approval. As such it is the recommendation of the public service that an updated report be presented to the Standing Policy Committee on Infrastructure Renewal and Public Works outlining all costs and implications including possible negative and positive consequences of the removal of the 500-metre policy. The report would put forth a recommended policy on Winnipeg Transit Plus's service area to replace the existing policy which specifies a 500-metre area limit and identify the resourcing required.

**Recommendation No. 19**

Recommendation No. 19 is for the creation of a comprehensive user guide that is anticipated to be ready for distribution by the winter of 2019. The creation of the user guide will address many of the issues identified by the Manitoba Ombudsman's report which will include clarification on policies, processes and general functioning of the service.

User Guide

The user guide will be used to update the website and all written material which will allow completion of recommendation numbers 2, 3, 7, 9 and 17 that reference the requirement for all policies and practices be outlined in all of the service's written materials.

There will be an ongoing cost to update and keep the user guide current. The quoted cost of publishing a user guide is approximately $2,000 for five hundred copies. We receive and process approximately 3,500 new applications per year. Assuming that each person was provided with a copy, the service would incur a cost of $14,000 per year. This is a conservative estimate and does not account for registrants that are currently on the service who would request a copy of the user guide.

Conclusion

Beyond the recommendations outlined in the Manitoba Ombudsman's report, it is important to note that the Manitoba Ombudsman's report concluded that "*the process for determining eligibility was reasonable as were letters sent to applicants*". Although they recommended the addition of an external member to the appeal panel, they did not find and any evidence of biased appeal decisions. They also found that customer service, training, quality assurance measures, driver training, driver identification, use of securements, and other operational policies were reasonable.

Finally, the Manitoba Ombudsman's office identified that the "*paratransit service cannot be considered a specialty service, but is part of the service delivery continuum that municipalities must, in their duty to accommodate, deliver to their citizens*". They further state that the demand for service will increase as the population ages as will the expectations of the paratransit service system and will require adequate resources to meet the demand.

**FINANCIAL IMPACT**

## Financial Impact Statement

**Date:** October 30, 2019

**Project Name:**

**First Year of Program** **2019**

**Resources Required for Implementation of the Manitoba Ombudsman's Recommendations for Winnipeg Transit Plus**

| | 2019 | 2020 | 2021 | 2022 | 2023 |
|---|---|---|---|---|---|
| **Capital** | | | | | |
| Capital Expenditures Required | $ - | $ - | $ - | $ - | $ - |
| Less: Existing Budgeted Costs | - | - | - | - | - |
| Additional Capital Budget Required | $ - | $ - | $ - | $ - | $ - |
| | | | | | |
| **Funding Sources:** | | | | | |
| Debt - Internal | $ - | $ - | $ - | $ - | $ - |
| Debt - External | - | - | - | - | - |
| Grants (Enter Description Here) | - | - | - | - | - |
| Reserves, Equity, Surplus | - | - | - | - | - |
| Other - Enter Description Here | - | - | - | - | - |
| Total Funding | $ - | $ - | $ - | $ - | $ - |
| | | | | | |
| Total Additional Capital Budget Required | $ - | | | | |
| | | | | | |
| Total Additional Debt Required | $ - | | | | |
| | | | | | |
| **Current Expenditures/Revenues** | | | | | |
| Direct Costs | $ - | $ 938,149 | $ 875,130 | $ 836,868 | $ 853,158 |
| Less: Incremental Revenue/Recovery | - | - | - | - | - |
| Net Cost/(Benefit) | $ - | $ 938,149 | $ 875,130 | $ 836,868 | $ 853,158 |
| Less: Existing Budget Amounts | - | - | - | - | - |
| Net Budget Adjustment Required | $ - | $ 938,149 | $ 875,130 | $ 836,868 | $ 853,158 |

**Additional Comments:** The direct costs reflect the financial impact of implementing the Ombudsman recommendations 4, 5, 6, 8, 11 and 19 including the addition of 7 permanent FTEs and 1 temporary FTE. If approved, a net budget adjustment to Transit's operating budget would be required and as such the report recommends that budget impact be referred to the 2020 budget process for consideration.

original signed by

Laurie Fisher, CPA, CA
Manager of Finance & Administration

## CONSULTATION

This Report has been prepared in consultation with:
n/a

## OUR WINNIPEG POLICY ALIGNMENT

The recommendations align with the OurWinnipeg strategic goals for sustainable transportation. Section 01-1b promotes the creation of a safe efficient and equitable transportation system that encourages active, accessible and healthy lifestyle options.

## WINNIPEG CLIMATE ACTION PLAN ALIGNMENT

This report is in accordance with the Winnipeg Climate Action Plan (WCAP) as per Directions 3.1 *Increase Use and Efficiency of Public Transit Systems* (p.46).

Relevant actions include: Deliver continuous improvement in transit service with a focus on customer service, reliability, and route connectivity, and public education (found on page 46 of the WCAP).

## SUBMITTED BY

Department: Winnipeg Transit
Division: Client Services
Prepared by: Josie Fernandes, Manager of Client Services
Date: October 30, 2019

Attachments:
Appendix A - Progress on Recommendations from the January 2019 Manitoba Ombudsman's Report

Appendix B - Winnipeg Transit Plus Update

Appendix C - Winnipeg Transit Plus Policy