



City of Hamilton PUBLIC WORKS COMMITTEE ADDENDUM

Meeting #: 22-006
Date: April 22, 2022
Time: 1:30 p.m.
Location: Due to the COVID-19 and the Closure of City Hall (RM)

All electronic meetings can be viewed at:

City of Hamilton's Website:
<https://www.hamilton.ca/council-committee/council-committee-meetings/meetings-and-agendas>

City's Youtube Channel:
<https://www.youtube.com/user/InsideCityofHamilton>

Carrie McIntosh, Legislative Coordinator (905) 546-2424 ext. 2729

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6. DELEGATION REQUESTS	
*6.1. Delegation Requests respecting Item 10.1 - Accessible Transportation Services Eligibility Audit Management Response (PW21055(a)) (City Wide) (for today's meeting)	
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9. PUBLIC HEARINGS / DELEGATIONS

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Dundas (PW22025) (Ward 13)

*a. Registered Speakers:

*a. Shirley O'Meara

10. DISCUSSION ITEMS

*10.1. Accessible Transportation Services Eligibility Audit Management
Response (PW21055(a)) (City Wide)

Refer to Item 8.1

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6.1(b)

Request to Speak to Committee of Council

Monday, April 18, 2022 - 10:44 a.m.

==Committee Requested==

Committee: Public Works Committee

Will you be delegating via a pre-recorded video? No

==Requestor Information==

Name of Individual: Tim Nolan

Name of Organization:

Contact Number: [REDACTED]

Email Address: [REDACTED]

Mailing Address:

[REDACTED]

[REDACTED]

[REDACTED]

Reason(s) for delegation request: To address ATS Staff Report PW 21055-A

Will you be requesting funds from the City? No

Will you be submitting a formal presentation? Yes

6.1(c)

Request to Speak to Committee of Council

Tuesday, April 19, 2022 - 1:14 p.m.

==Committee Requested==

Committee: Public Works Committee

Will you be delegating via a pre-recorded video? No

==Requestor Information==

Name of Individual: Aznive Mallett

Name of Organization:

Contact Number: [REDACTED]

Email Address: [REDACTED]

Mailing Address:

[REDACTED]

Reason(s) for delegation request: transportation for persons with disabilities

Will you be requesting funds from the City? No

Will you be submitting a formal presentation? Yes

6.2

Request to Speak to Committee of Council

Wednesday, April 20, 2022 - 10:03 a.m.

==Committee Requested==

Committee: Advisory Committee for Persons with Disabilities

Will you be delegating via a pre-recorded video? No

==Requestor Information==

Name of Individual: Carl Loewith

Name of Organization:

Contact Number: [REDACTED]

Email Address: [REDACTED]

Mailing Address:
[REDACTED]
[REDACTED]
[REDACTED]

Reason(s) for delegation request: As a lifelong resident, business owner, farmer, cyclist and pedestrian at the location in question, request to speak in support of installation of a roundabout at the intersection of Hwy 52 (Trinity) and Powerline Road West.

Will you be requesting funds from the City? No

Will you be submitting a formal presentation? No

6.3

Request to Speak to Committee of Council

Wednesday, April 13, 2022 - 8:57am

==Committee Requested==

Committee: Advisory Committee for Persons with Disabilities

Will you be delegating via a pre-recorded video? No

==Requestor Information==

Name of Individual: Dana Ferguson

Name of Organization:

Contact Number: [REDACTED]

Email Address: [REDACTED]

Mailing Address:
[REDACTED]

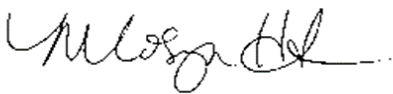
Reason(s) for delegation request: Looking to get traffic lights and pedestrian crossings safer for persons with disabilities. As it stands, most crossings in Hamilton are not accessible.

Will you be requesting funds from the City? No

Will you be submitting a formal presentation? No



CITY OF HAMILTON
PUBLIC WORKS DEPARTMENT
 Transit Division

TO:	Chair and Members Public Works Committee
COMMITTEE DATE:	April 22, 2022
SUBJECT/REPORT NO:	Accessible Transportation Services Eligibility Audit Management Response (PW21055(a)) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Michelle Martin (905) 546-2424 Ext. 2765
SUBMITTED BY:	Maureen Cosyn-Heath Director, Transit Public Works Department
SIGNATURE:	

RECOMMENDATION

- (a) That the Director of Transit be given delegated authority to create and administer a Policy for applications to Accessible Transportation Services (ATS) services, including making subsequent revisions to the Policy and associated forms and ancillary documents in their reasonable discretion as may be required, so that ATS can conduct a records management exercise for the safety of its clients, expected to conclude by June of 2023.
- (b) That no eligibility reassessments be undertaken during the above process as set out in (a).
- (c) That the Director of Transit be given delegated authority to update and revise the existing 2005 Accessible Transportation Services Policy entitled Trip No Shows, Late Cancellations and Excessive Cancellations (Appendix "A" attached to Report PW05051 – Policy 2005-01) on an ongoing basis in their reasonable discretion.

EXECUTIVE SUMMARY

At its October 7, 2021 meeting, the Audit, Finance and Administration Committee received Report PW21055 Consultant Report to Accessible Transportation Services, which presented a path to implement key recommendations for process improvement

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from Office of the City Auditor in Report AUD20009. The consultant engaged for that work, Dillon Consulting, subsequently calculated the impact and cost savings that would result from combining all their outlined recommendations, adjusted to reflect the potential impact of the COVID-19 pandemic; estimated savings was \$5.8 million by 2031 with full implementation according to the timeline provided.

The consultant's report was comprehensive, with many recommendations. Given the complexity associated with addressing the recommendations and the ATS commitment to a reasonable pace of change with adequate opportunity for Advisory Committee for Persons with Disabilities (ACPD) and stakeholder communication, ATS will proceed with a phased-in approach. As per GIC Report 21-024 Recommendation 8 ,regarding ACPD Report 21-012 (Item 10.1), this Recommendation Report PW21055(a) is being posted approximately 2 weeks earlier than the usual date of posting by Clerks to allow time for the Advisory Committee for Persons with Disabilities to review and provide comment ahead of Committee review.

To commence addressing the recommendations, ATS has established the following goals for the balance of 2022, which can be accommodated within the existing budget:

- Collect updated applications to ensure updated and relevant health data, consents, and contact information for those who:
 - have not used ATS since January 1, 2019;
 - are residents of long-term care, or who require support on board or at destinations;
 - are otherwise active clients not captured in the above categories; and
- Effectively implement and administer an updated Accessible Transportation Services Trip No Shows, Late Cancellations and Excessive Cancellations Policy, to improve scheduling efficiency and maximize available trips for all users.

Alternatives for Consideration – See page 9

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: Using the adjusted forecast model in Appendix “A” attached to Report PW21055(a), Dillon Consulting projects net annual savings of up to \$5.8 million by 2031. The net savings projected by Dillon Consulting in a given year will be affected by the ATS timeline to implement any recommendations, by the ongoing effects of COVID-19 on ridership, and by which recommended steps Council approves.

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Specific to Recommendation (b) on Page 1 of this report, Dillon Consulting is projecting a gross reduction of \$355,200 to the annual DARTS budget by 2031 through more efficient scheduling and use of group trips and recommends using a points system to track and enforce late cancel and no show violations to help achieve this.

In the second phase, and in Q3 of 2022, ATS will present an update to this report regarding the recommendations from AUD 20009 and Dillon Consulting that will impact the 2023 budget. These include:

- increase the trip conditions that are applied when making determinations of conditional eligibility;
- upgrade existing scheduling software and software training to enable effective application of trip conditions when determining eligibility for individual trips according to client functional ability;
- allow for in-person, on-site evaluation of functional ability to use transit;
- reassess all existing clients at regular intervals;
- pilot integration of specialized and conventional transit on two HSR corridors; and
- implement an in-house, expanded travel training program to support improvements to conventional transit accessibility.

The exact impact on the 2023 budget has not yet been assessed and will be determined by which recommendations are implemented. The above recommendations will require additional FTE and other resources.

Staffing: There is no immediate impact to staffing levels for the balance of 2022. In Q3 of 2022, ATS will present an update to this report regarding the recommendations from AUD 20009 and Dillon Consulting recommendations that will require an increase in 2023 staffing levels if implemented.

Legal: ATS has worked closely with Legal Services and Clerks to ensure all language employed on the updated application form regarding personal information and consent is current and complies with relevant legislation and City of Hamilton (City) policy.

HISTORICAL BACKGROUND

In 2005, ATS presented Report PW05051 – Accessible Transportation Services Policy Trip No Shows, Late Cancellations and Excessive Cancellations. It included Policy No. 2005-01 (Appendix “A” attached to Report PW05051), which outlined a system to administer no shows and late cancellations. This is currently the posted policy on the Accessible Transportation Services web page.

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It is important to manage Trip No Shows, Late Cancellations and Excessive Cancellations so that ATS can effectively maximize the greatest number of possible trips available to customers of the service. The policy is not designed to be detrimental to those who have an urgent matter arise that prevents travel at the scheduled time but is in place for habitual infractions.

In 2019, at its meeting on November 18, 2019, the Public Works Committee requested the Office of the City Auditor (OCA) to complete an eligibility audit of ATS clients (Item 10.6). In 2020, the Office of the City Auditor presented Audit outcomes to the Public Works Committee at its meeting on December 4, 2020 (Report AUD20009), which outlined a total of 14 recommendations for ATS Management response.

In 2021, ATS The Transit Division engaged with Dillon Consulting to address audit key recommendations from Report AUD20009. The outcomes of the Dillon Consulting report were presented to the Audit, Finance and Administration Committee on October 7, 2021 (Appendix "A" attached to Report PW21055) and Dillon subsequently provided their COVID-adjusted combined savings calculation to ATS (Appendix "A" attached to Report PW21055(a)). The Dillon report and Report AUD 20009 inform the above recommendations and will inform additional recommendations in Q3.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

The Accessibility for Ontarians with Disabilities Act (AODA) Integrated Accessibility Standards Regulation provides the categories of eligibility for specialized transit to which ATS adheres in order to be compliant with the legislation. They are listed and defined as follows:

1. A person with a disability that prevents them from using conventional transportation services shall be categorized as having unconditional eligibility.
2. A person with a temporary disability that prevents them from using conventional transportation services shall be categorized as having temporary eligibility.
3. A person with a disability where environmental or physical barriers limit their ability to consistently use conventional transportation services shall be categorized as having conditional eligibility. O. Reg. 191/11, s. 63 (2).

The AODA also states: "A specialized transportation service provider may deny requests for specialized transportation services to persons who are categorized as having temporary eligibility or conditional eligibility if the conventional transportation service is accessible to the person and the person has the ability to use it. O. Reg. 191/11, s. 63 (3)." In order to accomplish this determination of functional ability to use conventional transit, ATS provides a portion of its application forms to be completed by a health care professional. ATS may contact the health care professional completing the application form for additional information or clarification.

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In addition, the AODA states: “A specialized transportation service provider shall have policies respecting the collection, use and disclosure of personal information collected for purposes of determining eligibility under this section. O. Reg. 191/11, s. 64 (8).”

ATS also has obligations under the Freedom of Information and Protection of Privacy Act, the Personal Health Information Protection Act, and the Municipal Freedom of Information and Protection of Privacy Act to ensure applicants are duly notified of why and for what purpose their information is being collected, and to whom and for what purpose their information may be provided. The ATS application form has been updated to ensure this is duly communicated to all new applicants and to anyone who is reapplying for service.

With respect to the enforcement of late cancels and no shows, it should be noted that the 2005 Accessible Transportation Services Policy Trip No Shows, Late Cancellations and Excessive Cancellations outlined in Report PW05051 was, in part, a response to a 2004 settlement approved by Council with the Ontario Human Rights Commission (OHRC) and Complainants under the Ontario Human Rights Code to provide a policy to ensure excessive no shows and cancellations are addressed fairly and equitably.

RELEVANT CONSULTATION

Dillon Consulting worked closely with ATS to examine current processes, costs, benefits and best practices, to support ATS to respond to some of the recommendations in Report AUD20009, as noted above (Appendix “A” attached to Report PW21055, and Appendix “A” attached to Report PW21055(a)).

Dillon Consulting presented their workplan to the ACPD Transportation Working Group and received questions, comments and feedback at their meeting on June 22, 2021 to inform their final report (Advisory Committee for Persons with Disabilities Meeting #21-008, Item 6.4 (a)). The Transportation Working Group expressed concern about people losing access to services they need; ATS committed to the goal of responding to Report AUD20009 recommendations to ensure system sustainability while making sure applicants have access to appropriate transit, and to closely aligning conditions of specialized transit eligibility with conventional transit route, stop and destination accessibility.

Members of the Transit Leadership Team provided comment and input to Dillon Consulting. They were given the opportunity to review the draft report and have provided comments to ATS.

ATS informed community stakeholders present at the ACPD Transportation Roundtable on October 14, 2021 that the Dillon Consulting Report is now completed and publicly posted. ATS also provided a summary of the work done and provided ATS contact information. ATS has similarly informed members of the public who have viewed the

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2021 Virtual Annual Accessibility Information Event on the City of Hamilton YouTube channel, posted December 1, 2021.

Legal Services and Clerks have been consulted in the updates to the ATS application form, including the creation of a shorter form for use by Long-Term Care facilities.

It should be noted that the Office of the City Auditor has not completed any work to validate the potential for cost savings identified by Dillon Consulting.

ANALYSIS AND RATIONALE FOR RECOMMENDATION

Reapplication Process as of March 31, 2022, there are 20,666 registered users. Of these, 9,589 are active users who have taken at least one trip since January 1, 2019. To date, a mass reapplication process has not been undertaken.

The staff recommendations on Page 1 of Report PW21055(a) will address, in part, some of the recommendations outlined in AUD20009 (Revised Appendix “B” attached to Report AUD20009):

- Recommendation 3: We recommend that standard operating procedures and assessment guidelines be created for all assessment processes. These procedures may include instructions and evaluation strategies to assist staff in making consistent and supported eligibility decisions.
- Recommendation 5: We recommend that management incorporate more in-person contact into the eligibility assessment process within the next year.
 - Related to this, the detailed report notes: Research performed by the OCA suggests that in-person contact, either through an interview, telephone conversation or functional assessment, results in more accurate eligibility outcomes than reviewing a paper application alone (Page 18, Appendix “A” attached to Report AUD20009).
- Recommendation 8: We recommend that management explore the feasibility, potential savings, costs and benefits of the following service options: expanded Taxi Scrip Program, integrated service model, expanded travel training, shuttles and community buses.
- Recommendation 14: We recommend that management address the administrative issues identified by:
 - Ensuring staff only accept completed current versions of the application form

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- Creating a separate, shortened application for long term care and nursing home applicants that obtains more information from their health care provider

The revised application form will increase safety and confidence of the client records by standardizing a reapplication process for all registrants, help ATS to update current addresses, emergency contact information, and identify changes in support needs or those who otherwise may no longer require service. This will position ATS staff to both appropriately collect information from health care professionals and conduct more client phone interviews, supporting recommendations AUD20009 Recommendations 3 and 5, while adhering to relevant privacy and consent legislation.

Most critically, the revised application forms will have additional language to determine when support persons may be required for an applicant on board a vehicle or upon arrival at destinations, to assist health care professionals to provide accurate information regarding travel support needs, for items such as do not leave unattended (DNLU) and personal care attendant (PCA). The report generated by the Office of the City Auditor highlighted the need to update these particular client fields for safety reasons and by incorporating this in the new application process, we improve that standard.

A shortened application form has been developed for clients who reside in long-term care. (Recommendation 14). By standardizing a recurring reapplication process for our most vulnerable clients who live in Long-Term Care or who have documented mandatory travel support needs, ATS records will be updated to reflect emergency contacts, but also their current authorized representatives, and their current consent to share information between ATS and the health care professional completing the application, the assessment agency authorized by ATS to make sure they are safe when travelling, and the contractor to the City for specialized transit, DARTS (or any successor) and its subcontractors, to ensure the Applicant receives appropriate service.

While the reapplication process is not triggering a reassessment of eligibility, the process may result in the following outcomes:

- ATS finds a client ineligible for service due to a decline in functioning that results in them being found unsafe for travel on specialized transit;
- ATS finds a client eligible for a higher level of service due to a change in their disability or medical condition;
- ATS requires a support person to accompany a client when travelling on specialized transit, in order to travel safely;
- ATS requires an attendant to meet a client at destinations when travelling on specialized transit, in order to be safe on arrival; and

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- ATS suspends eligibility for clients who do not provide an updated application in a timely manner, or for clients who cannot be contacted.

Reapplication of a client whose eligibility status is Temporary may result in a reassessment of eligibility, as is the current process. Legacy Taxi Scrip only clients will not be required to participate in the records update reapplication process.

Trip No Shows/Late Cancellation and Excessive Cancellations Policy

Municipal benchmarking of ten transit agencies conducted by Dillon Consulting found that most had conducted some level of reapplication for existing clients in the last few years (page 21, Appendix “A” attached to Report PW21055). Only 27% of current ATS registrants have submitted an updated application form. The oldest ATS application forms are only two pages in length, with much less detail about functional level or support needs; some active ATS clients have been on service since the 1980s.

Municipal benchmarking conducted by Dillon Consulting also shows an average rate of late cancellations and no shows of 4.78% for the ten transit agencies interviewed, compared to the 2019 Hamilton rate of 16.54% (page 95, Appendix “A” attached to Report PW21055). Bringing our rate closer to the average will of course improve scheduling efficiency to not only increase the number of passengers travelling per hour, but also the potential for group trips (AUD20009 Recommendation 8).

ATS has drafted the points system below to apply directly to late cancel and no show codes in the software that is used to schedule trips for more efficient tracking and to bring ATS more in line with comparator municipalities. The points system parallels the former, frequency-based system, but removes excessive cancellations as a violation; a reduction in cancellations overall does not directly translate into operational improvement, and in many cases, a cancellation is preferable to a late cancellation, a cancellation at door, or a no show.

Triggers for No Show/ Late Cancel Policy Violations in one Calendar-Month Period	
ATS Policy 2005-01	Proposed Update
Six (6) late cancellations	Late cancellation – 1 point up to a maximum of 7 points combined total
Three (3) no shows	No show or cancellation at door – 2 points up to a maximum of 7 points combined total
Seven (7) combined late cancellations and no shows	7 points combined total late cancellations, no shows and cancellations at door
Excessive cancellations of 25% (with minimum of 10 occurrences) of subscription and/ or casual booking trips cancelled	Removed

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ALTERNATIVES FOR CONSIDERATION

1. With respect to the application updates, there are no alternatives for consideration, for the safety and privacy of ATS clients.
2. Council could direct ATS to rewrite the Accessible Transportation Services Policy Trip No Shows, Late Cancellations and Excessive Cancellations to update it according to the current duties of ATS and DARTS staff members and to remove the excessive cancellations rule, while leaving the frequency-based system of tracking violations in place. This would be more cumbersome for ATS to track but would not result in different outcomes.

Financial: There are no financial implications associated with this alternative.

Staffing: There are no staffing implications associated with this alternative.

Legal: There are no legal implications associated with this alternative.

ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN

A transit system that aligns with the City's vision "To be the best place to raise a child and age successfully" will support the needs of its citizens to access specialized or accessible conventional transit with as much flexibility as possible, respecting their unique functional abilities.

Healthy and Safe Communities

Hamilton is a City where all have access to the services and support we need to be healthy and active.

Culture and Diversity

Hamilton provides services that help create a community that provides equitable access to safe and supportive environments for all.

Our People and Performance

Hamiltonians have a high level of trust that their government is delivering municipal services in the most efficient and effective way possible.

APPENDICES AND SCHEDULES ATTACHED

Appendix "A" to Report PW21055(a) - Memo ATS Consolidated Ridership and Cost Forecasts

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Memo

To: Michelle Martin, ATS
Marco Mostacci, ATS

From: Dennis Kar, Dillon Consulting Limited

Date: October 14, 2021

Subject: ATS – Consolidated Ridership and Cost Forecasts

Our File: 21-1969

1.0 Introduction

Dillon Consulting Limited in association with Trestle Consulting was retained by the City of Hamilton to develop a business case and implementation plan of the City of Hamilton’s Auditor’s recommendations on the City of Hamilton Transit Division Accessible Transportation Services (A.T.S.). The audit focused on identifying ways to increase process efficiencies and explore cost saving opportunities, with a focus on eligibility determination process and service delivery.

It was concluded that three areas would provide the largest potential for cost savings:

1. Update the application process and conduct reassessments of existing passengers
2. Expand the travel training program and move towards integrated trips
3. Identify opportunities to increase the number of group trips.

Ridership, service hour, vehicle and operating cost forecasts noted in the report used 2019 as a base year, and were completed independently for each of the recommendations. This would allow the City to assess the cost and benefits of each of the recommendations on their own. It should be noted that the impacts of COVID-19 were not included in the original assessment.

The purpose of this memo is to illustrate the cumulative budget impacts of implementing each of the three recommended solutions noted in the final report. Short-term changes to ridership and operating costs from the COVID-19 pandemic were also considered in this report to gain a better understanding of how the pandemic would impact use of ATS services over the long-term.

2.0 Assumptions

The following outlines the assumptions used in the forecast that differ from those identified throughout the September 2021 City of Hamilton Review of ATS Eligibility Determination Process and Services report (September 2021 Report).

2.1 Base Case and Impacts from COVID-19

The Base Case (business as usual) scenario assumes none of the recommendations in the September 2021 Report have been implemented and forecasts ridership, service hours, peak vehicles and operating cost to the 2031 horizon year. The updated Base Case forecast in this memo takes into consideration both the short-term changes to ridership (2020 and 2021 year-to-date) due to the COVID-19 pandemic, along with the long-term impact. The long-term impact assumes that the number of registrants per capita and trips per registrant will not get back to pre-pandemic levels. This means that the Base Case 2031 forecast is likely to be less than the 2019 ridership that was experienced before the pandemic. This is illustrated in **Table 3** and based on the following assumptions:

1. 2020 and 2021 data is added to the forecast to show the impact of COVID-19 on ridership and operating costs.
2. 2021 data was provided up to August / September 2021. Actual monthly ridership data and service hours was provided until September 2021. Monthly September 2021 ridership and service hours was used to forecast ridership and service hours between October and December 2021.
3. 2021 actual operating cost data was provided between January and August 2021. Budgeted variable operating cost data between September and December 2021 was reduced by 45 to 50% to reflect a similar reduction in budgeted ridership data during these same months.
4. It was assumed that ridership would never fully recover from the COVID-19 pandemic, as many people have found other means to travel, rely more on virtual communication and/or appointments, and/or use of online shopping and services. It was assumed that the COVID-19 pandemic would be over in 2023, but this would continue to result in few trips made, based on the following assumptions:
 - a. Registrants per capita at 90% of 2019 levels;
 - b. Trips per registrant at 80% of 2019 levels for ATS trips; and
 - c. Trips per registrant at 90% of 2019 levels for Taxi Scrip trips.
5. Growth in ATS registrants is based on both the growth in population and the impacts of an aging population, and is based on the forecast completed for the 2019 City of Hamilton Development Charges Study: Transit Background Paper. Data on Taxi Scrip Only registrants for 2020 and 2021

was added to this analysis, and the number of registrants was reduced by 10% per year starting in 2022.

6. Ridership growth on specialized transit service contracted to DARTS is calculated by applying the 2019 number of trips per registrant (92.5), and adjusting it to 74.0 trips per registrant between 2023 and 2031. Trip per registrant between 2020 and 2022 are lower due to the ongoing COVID-19 pandemic (43.27 to 67.18).
7. Ridership growth on Taxi Scrip is calculated by adjusting the 2019 number of trips per registrant (27.9) for registrants that use Taxi Scrip (2,980) to reflect the impact of COVID-19, and carrying it through the 2031 horizon year. An adjustment was made to reduce the number of Taxi Scrip trips per registrant that uses Taxi Scrip to 25.1 starting in 2023. This was lower between 2020 and 2022 to reflect the ongoing COVID-19 pandemic.
8. The ratio of trips delivered by dedicated DARTS in-house service, dedicated subcontracted service, non-dedicated taxi service in 2019 was adjusted between 2020 and 2022 to reflect ongoing conditions. This then brought back to 2019 levels in 2023 and continued through to 2031. This is noted in the table below:

Table 1: Distribution of Trips by Service Type

Service Delivery	2019	2020	2021	2022	2023 - 2031
Dedicated DARTS In-House	38.7%	58.7%	65.3%	49.0%	39%
Dedicated DARTS Subcontracted	58.7%	40.6%	33.1%	49.0%	59%
Non-Dedicated DARTS subcontracted	2.6%	0.7%	1.6%	2.0%	2.6%

9. The 2019 ratio of dedicated (contractor DARTS and subcontracted) annual trips (822,458¹) per peak vehicle (148) was used to calculate the growth in peak vehicle requirements with ridership growth between 2023 and 2031. This ratio is 5,557 trips per peak vehicle. This was adjusted between 2020 and 2022, to reflect fewer boardings per vehicle due to the COVID-19 pandemic.
10. The following operating costs rates were used for each of the horizon years. The year 2019 was used as a base and was carried forward between 2023 and 2031. Actual costs were used for 2020 and 2021, with forecasts on costs completed for the remaining four months of 2021 as noted above. For 2022, the costs were assumed to be the difference between 2019 and 2021 costs. It should be noted that while the compensation for dedicated DARTS subcontracted services changed from a cost per trip model to an hourly model during the COVID-19 pandemic, the rates shown in the table below reflect the original cost per trip model for comparative

¹ This represents on dedicated trips. The total, including non-dedicated subcontracted trips in 2019 is 844,007

purposes. These rates were applied to each horizon based on the growth in service hours and passengers.

Table 2: Cost per Hour / Trip by Service Type

Service Delivery	2019	2020	2021	2022	2023 - 2031
Dedicated DARTS In-House (cost per hour)	\$72.02	\$90.98	\$72.84	\$72.43	\$72.02
Dedicated DARTS Subcontracted (cost per trip)	\$22.40	\$26.78	\$44.73	\$33.56	\$22.40
Non-Dedicated DARTS subcontracted (cost per trip)	\$18.16	\$23.50	\$26.51	\$22.33	\$18.16

11. All costs remain at 2019 levels with no adjustments for inflation or other rising costs for comparative purposes.
12. Any vehicle costs required as a result of growth were assumed to be included in the 2019 operating costs, therefore, no capital costs were assumed.

2.2 Recommendations

The following assumptions were used in the in the consolidated forecast that incorporates each of the recommendations in the report.

1. All assumptions noted in the final report are unchanged unless otherwise noted here
2. The order of implementation was assumed to be the following:
 - a. 2022 – Initiate change management process
 - b. 2022 – Revise application process as recommended and hire Transit Abilities Coordinator
 - c. 2022 – Implement revised travel training program and initiate integrated service delivery model on two corridors. Hire Accessible Transit Coordinator.
 - d. 2022 – Implement recommendations to reduce late cancellations and no-shows and increase group bookings. Hire Clerk Staff position to assist with this.
 - e. 2023 – Begin to reassess existing clients over a four year period under the new application process
3. For the assessment of Group Trips, a slight change in assumptions was made from the original report. Hamilton delivers 2.18 eligible passenger trips per revenue hour of dedicated service (2019 statistics). This is lower than the peer average of the peer systems interviewed for this project (2.82 eligible passenger trips per revenue hour of dedicated service). The original report assumed that the recommendations above would increase the trips per hour by 5% by 2026 and

10% by 2031, which would increase the average trip per hour to 2.30 and 2.41 respectively. In this analysis, the productivity increases with the introduction of integrated trips. This means there are more people making shorter trips and less making longer trips, which increases the trips per hour for each vehicle. Therefore, a new target of 10% growth by 2026 (2.41 trips per hour) and 15% growth by 2031 (2.52 trips per hour) from 2019 productivity (2.18 trips per hour) was established. This still falls below the peer group average of 2.82 and is considered a conservative estimate.

4. For each of the recommendations, trips were distributed by service type based on the assumptions noted in **Table 1** above.
5. The cost per hour and trip of each the recommendations noted in the report were based on the assumptions noted in **Table 2** above.
6. Potential savings from the revised application process is assumed to be higher in 2022 and 2023 than in the September 2021 Report due to the high number of inactive registrants as a result of the COVID-19 pandemic. As many of these inactive registrants return to transit, it was assumed that they would be reassessed using the new application process due to a long period of inactivity. Of these inactive registrants are not reassessed, the savings would be lower.
7. Passenger revenue was based on the 2019 average fare of \$1.68 for each ATS passenger for the years 2022 to 2031. The passenger revenue from 2020 and 2021 was based on data provided.
8. Other revenue, including charters, grants, etc. between 2022 and 2031 was based on the ratio of "Other Revenue" to "Passenger Fare Revenue" in 2019 (5%), which was applied to each subsequent year.

3.0 Revised Cost Savings

Table 3 below presents the potential ridership change, service hours, vehicle requirements and cost savings, revenue and net cost savings of each of the consolidated recommended noted above.

Ridership and costs presented below are best estimates based on a series of assumptions noted above and in the September 2021 Report and should be used for planning purposes. There are a number of factors that would cause forecasts to change, including the timing and extent of recovery from the COVID-19 global pandemic. The figures in this report should be reviewed by staff annually and updated with more current information.



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Table 3: Potential Cost Savings for Consolidated Recommendations from the Auditor Report

Ridership and Costs	2019	2020	2021	2022	2023	2026	2031
Specialized Transit Trips*							
Base Case (Do Nothing)	940,083	371,093	327,831	519,700	730,500	769,800	854,600
Reduction - New Application Process and Reassessment	0	0	0	-56,900	-114,000	-200,700	-220,000
Reduction - Travel Training	0	0	0	-4,100	-5,500	-5,100	-8,500
Increase – Integrated Short Trips versus Long Trips \	0	0	0	+200	+400	+1,100	+3,500
Reduction - Group Trips	0	0	0	0	0	0	0
Adjusted Ridership	940,083	371,093	327,831	458,900	611,400	565,100	629,600
Difference from Base Case	0	0	0	-60,800	-119,100	-204,700	-225,000
Service Hours							
Base Case (Do Nothing)	377,168	166,860	162,779	224,500	290,500	308,400	344,000
Reduction - New Application Process and Reassessment	0	0	0	-23,700	-45,850	-79,041	-89,157
Reduction - Travel Training / Integrated Trips	0	0	0	-2,200	-2,548	-10,194	-25,484
Reduction - Group Trips	0	0	0	-7,700	-1,601	-14,565	-11,959
Adjusted Service Hours	377,168	166,860	162,779	190,900	240,500	204,600	217,400
Difference from Base Case	0	0	0	-33,600	-50,000	-103,800	-126,600

Ridership and Costs	2019	2020	2021	2022	2023	2026	2031
Peak Vehicles							
Base Case (Do Nothing)	148	120	92	104	114	121	135
Reduction - New Application Process and Reassessment	0	0	0	-11	-18	-31	-35
Reduction - Travel Training / Integrated Trips	0	0	0	-1	-1	-4	-10
Reduction - Group Trips	0	0	0	-4	-1	-6	-5
Adjusted Peak Vehicles	148	120	92	88	94	80	85
Difference from Base Case	0	0	0	-16	-20	-41	-50
Operating Costs							
Base Case (Do Nothing)	\$25,420,913	\$15,957,500	\$15,568,800	\$22,202,000	\$20,145,400	\$21,210,200	\$23,370,400
Reduction - New Application Process and Reassessment	\$0	\$0	\$0	-\$2,108,700	-\$2,832,400	-\$4,906,900	-\$5,490,400
Reduction - Travel Training / Integrated Trips	\$0	\$0	\$0	-\$181,900	-\$145,200	-\$358,500	-\$830,600
Reduction - Group Trips	\$0	\$0	\$0	-\$412,800	-\$44,800	-\$432,100	-\$355,200
Staffing - Salary							
Transit Abilities Coordinator	--	--	--	\$100,000	\$100,000	\$100,000	\$100,000
Accessible Transit Coordinator	--	--	--	\$90,000	\$90,000	\$90,000	\$90,000
Clerk Staff Position	--	--	--	\$75,400	\$75,400	\$75,400	\$75,400

Ridership and Costs	2019	2020	2021	2022	2023	2026	2031
Third-Party Contractor (Assessments/ Appeals)	--	--	--	\$120,000	\$120,000	\$120,000	\$120,000
Set-up and Communications							
One-time Set-up Costs (office) / Ongoing Communications and Marketing)	--	--	--	\$20,000	\$15,000	\$15,000	\$15,000
One-time Change Management Costs	--	--	--	\$60,000	\$0	\$0	\$0
Software Upgrades Implementation	--	--	--	\$125,100	\$0	\$0	\$0
Software License Fees	--	--	--	\$11,400	\$11,400	\$11,400	\$11,400
Transportation							
Accessible Supervisor Vehicle Upgrade (\$25,000 per unit)	--	--	--	\$25,000	\$50,000	\$25,000	\$25,000
Transportation for a Portion of In-person Interviews	--	--	--	\$22,000	\$22,000	\$22,000	\$22,000
Total	--	--	--				
Adjusted Operating Cost**	\$25,420,913	\$15,957,500	\$15,568,800	\$20,147,500	\$17,606,800	\$15,971,500	\$17,153,000
Difference from Base Case	\$0	\$0	\$0	-\$2,054,500	-\$2,538,600	-\$5,238,700	-\$6,217,400

Ridership and Costs	2019	2020	2021	2022	2023	2026	2031
Revenue							
Base Case (Do Nothing)	\$1,486,752	\$525,661	\$644,375	\$808,300	\$1,149,600	\$1,217,000	\$1,356,200
<i>Base Case Passenger Revenue</i>	<i>\$1,417,343</i>	<i>\$509,710</i>	<i>\$398,913</i>	<i>\$770,600</i>	<i>\$1,095,900</i>	<i>\$1,160,200</i>	<i>\$1,292,900</i>
<i>Base Case Charters, Grants, etc.</i>	<i>\$69,409</i>	<i>\$15,951</i>	<i>\$245,462</i>	<i>\$37,700</i>	<i>\$53,700</i>	<i>\$56,800</i>	<i>\$63,300</i>
Adjusted Revenue	\$1,486,752	\$534,710	\$418,413	\$717,100	\$956,900	\$892,800	\$991,700
Adjusted Passenger Revenue	\$1,417,343	\$509,710	\$398,913	\$683,600	\$912,200	\$851,100	\$945,400
Adjusted Charters, Grants, etc.	\$69,400	\$25,000	\$19,500	\$33,500	\$44,700	\$41,700	\$46,300
Difference from Base Case	\$0	\$9,049	-\$225,962	-\$91,200	-\$192,700	-\$324,200	-\$364,500
Net Operating Cost							
Base Case (Do Nothing)	\$23,934,161	\$15,431,839	\$14,924,425	\$21,393,700	\$18,995,800	\$19,993,200	\$22,014,200
Adjusted Net Operating Cost	\$23,934,161	\$15,422,790	\$15,150,387	\$19,430,400	\$16,649,900	\$15,078,700	\$16,161,300
Difference From Base Case	\$0	-\$9,049	\$225,962	-\$1,963,300	-\$2,345,900	-\$4,914,500	-\$5,852,900

**Note: Includes Taxi Scrip trips*

*** Does not include reduction from passenger revenues*



ACCESSIBLE TRANSPORTATION SERVICES ELIGIBILITY AUDIT MANAGEMENT RESPONSE

Public Works Committee
April 22, 2022



2019

- Office of City Auditor (OCA)

2020

- OCA Report (AUD 20009)

2021

- Transit Division/ATS
- (PW21055)

PHASE 1 ACTION ITEMS

- (a) That the Director of Transit be given delegated authority to create and administer a Policy for applications to Accessible Transportation Services (ATS) services, including making subsequent revisions to the Policy and associated forms and ancillary documents in their reasonable discretion as may be required, so that ATS can conduct a records management exercise for the safety of its clients, expected to conclude by June of 2023.
- (b) That no eligibility reassessments be undertaken during the above process as set out in (a).
- (c) That the Director of Transit be given delegated authority to update and revise the existing 2005 Accessible Transportation Services Policy entitled Trip No Shows, Late Cancellations and Excessive Cancellations on an ongoing basis in their reasonable discretion.

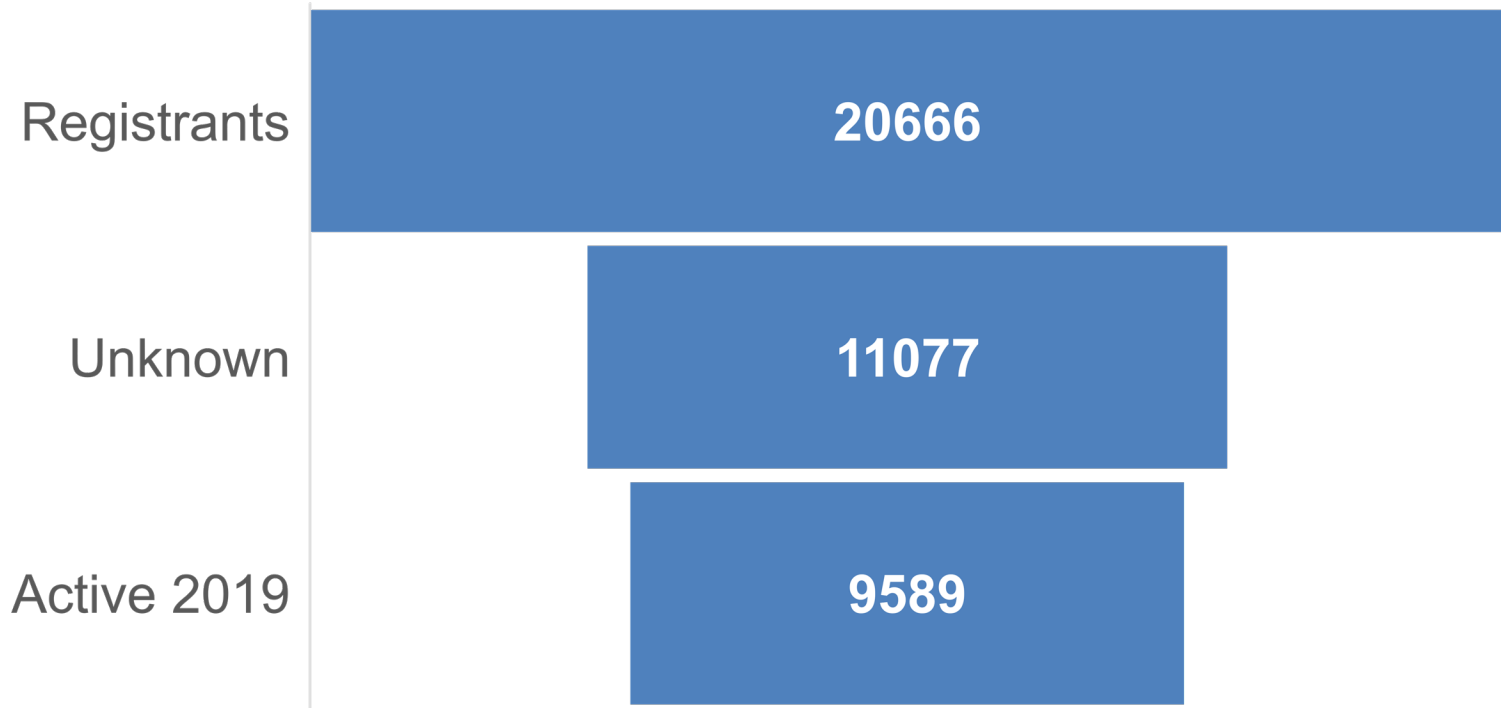
ATS provides transportation to customers who have a wide array of travel needs, some of whom travel with support persons, service animals and/or mobility devices.

Applications for ATS service drive the dataset used to schedule transportation best suited to meet client needs.

The accuracy of these records is an important safety tool for ATS, DARTS and the customers.

CURRENT STATE OF CUSTOMER PROFILES

ATS Customer Profiles



TRIP NO SHOWS, LATE CANCELLATIONS AND EXCESSIVE CANCELLATIONS POLICY (2005)

Established in 2005, the Trip No Shows, Late Cancellations and Excessive Cancellations Policy should be revised for administrative consistency and to remove excessive cancellations from the criteria.

Maximizing trip availability within existing resources is a principle that not only contributes to the effectiveness and efficiency of the system by creating an environment to optimize schedules, but also benefits all the customers who rely on the service by ensuring the maximum number of possible trips are available in the pool at time of booking.

PHASE 1 ADMINISTRATIVE ACTIONS IN 2022

Within the 2022 budget, ATS will:

- commence a reapplication process with all 20,000 current registrants to update records, consent and necessary travel information;
- improve the customer experience and service efficiency by updating a points-based system to enforce a Late Cancellations and Trip No Shows policy, for projected savings of up to \$355,200 annually by 2031.

PHASE 2 ADMINISTRATIVE ACTIONS: NEXT STEPS

In Q3 of 2022, ATS will:

Present an update to this report regarding the recommendations from AUD 20009 and Dillon Consulting to:

- contemplate periodic reassessment of customers
- increase the trip conditions applied when determining conditional eligibility, including through upgrading existing scheduling software
- allow for in-person, on-site evaluation of functional ability to use transit
- implement an in-house, expanded travel training program to support improvements to conventional transit accessibility
- pilot integration of specialized and conventional transit on two HSR corridors

CITY OF HAMILTON

NOTICE OF MOTION

Public Works Committee: April 22, 2022

MOVED BY COUNCILLOR T. JACKSON.....

Flood Assessment of Foxtrot Drive and Foxmeadow Drive Neighbourhood (Ward 9)

WHEREAS, homes in the Foxtrot and Foxmeadow neighbourhood have experienced a number of flooding events over the last five years;

WHEREAS, the major rain event of August 26, 2021, created another flooding event in the Foxtrot and Foxmeadow neighbourhood;

WHEREAS, the rain also caused over land flooding;

WHEREAS, the rain event created a situation where groundwater was seen to be bubbling up through the ground essentially discharging to the surface;

WHEREAS, the rain event also caused groundwater discharging into basements and yards; and

WHEREAS, groundwater was seen penetrating through the structures used to house backflow valves in basements resulting in flooded basements.

THEREFORE, BE IT RESOLVED:

- (a) That staff be directed to conduct a flood assessment of Foxtrot Drive and Foxmeadow Drive, in response to flood damages to homes in that area, through a consultant engineering assignment to include:
 - (i) Assessment of the potential causes of flooding in the neighbourhood including groundwater impacts;
 - (ii) Examination of the hydraulic capacity of the existing storm infrastructure;
 - (iii) Recommendations for the development of a future workplan with tasks to strategically address flooding concerns in the neighbourhood; and

Notice of Motion Respecting Flood Assessment of Foxtrot Drive and Foxmeadow Drive Neighbourhood (Ward 9)

Page 2 of 2

- (b) That the flood assessment of Foxtrot Drive and Foxmeadow Drive neighbourhood be funded through the Ward 9 minor maintenance budget (Project ID 4031911609) for a limit up to \$100,000 in order to initiate work in 2022.
- (c) That the Mayor and City Clerk be authorized and directed to approve and execute all required agreements and ancillary documents, with such terms and conditions in a form satisfactory to the City Solicitor.

CITY OF HAMILTON

NOTICE OF M O T I O N

Public Works Committee: April 22, 2022

MOVED BY COUNCILLOR T. JACKSON.....

Installation of Speed Cushions as a Traffic Calming Measure at Various Locations (Ward 6)

WHEREAS, residents are requesting the installation of speed cushions on various roadways in Ward 6 to address roadway safety concerns as a result of speeding and cut-through traffic; and

WHEREAS, petitions were submitted by residents requesting the installation of speed cushions as a traffic calming measure.

THEREFORE, BE IT RESOLVED:

- (a) That Transportation and Operations Maintenance staff be authorized and directed to install up to six speed cushions as a traffic calming measure on the following roadways as part of the 2022 Traffic Calming Program’s spring application, as follows;
 - (i) Two speed cushions on Upper Kenilworth Avenue on the section south of Limeridge Road East that terminates at Milkyway Drive and functions as a local roadway:
 - a. between Limeridge Road East to Trenholme Crescent, and
 - b. between Trenholme Crescent to Milkyway Drive
 - (ii) Four speed cushions on East 44th Street:
 - a. between Mohawk Road East to 11th Avenue,
 - b. between 11th Avenue to 10th Avenue,
 - c. between 9th Avenue to Lupin Avenue, and
 - d. between Lupin Avenue to 7th Avenue
- (b) That all costs associated with the installation of traffic calming measures on Upper Kenilworth Avenue and East 44th Street be funded from Project ID 4031911606, to be completed under contract # C15-12-22 at an upset limit, including contingency, not to exceed \$42,000; and

Motion Respecting Installation of Speed Cushions as a Traffic Calming Measure at Various Locations (Ward 6)

Page 2 of 2

- (c) That the Mayor and City Clerk be authorized and directed to execute any required agreement(s) and ancillary documents, with such terms and conditions in a form satisfactory to the City Solicitor.