



## Quarterly Report to Accessible Transit Services Review Sub-committee

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## 1 Update on Service Experience

Darts delivered 684,848 trips in 2017, which was 35,000 trips more than delivered in 2016 but approx 25,000 short of the 2017 budget of 710,000 trips. There was a slight decrease in overall demand in the summer coupled with delivery issues related to fleet changes from buses to vans and the capacity of the subcontractors to their meet trip quotas.

DARTS employee based fleet is currently set at 95 Vehicles: 49 wheelchair-capable vehicles and 46 non-ambulatory vans. The DARTS subcontractors field a further 44 vans and 8 wheelchair-capable MV vehicles. This brings the fleet to 147 vehicles overall at the current time (January, 2018).

DARTS currently carries 2400-2800 passenger trips a day. There is an ongoing issue with approximately 500 late cancellations/day which is a waste of service. We will continue to work with the HSR to try to reduce the number of late cancellations still further.

DARTS has contracted with a second service provider. The second subcontractor, HTown has the same terms as the existing agreement with VETS. HTown support for VETS will ensure that fewer schedules are turned back to DARTS on the day of service. Schedules turned back to DARTS by subcontractors result in overloaded schedules for DARTS drivers which translate into increased onboard times and late rides.

DARTS buses are much easier to load and unload than are MV and Promaster vehicles. This has created a productivity problem as the dwell time at pickup and dropped off locations has increased. We are working to develop uniform procedures for all drivers to ensure minimum dwell time at pickup and drop off locations.

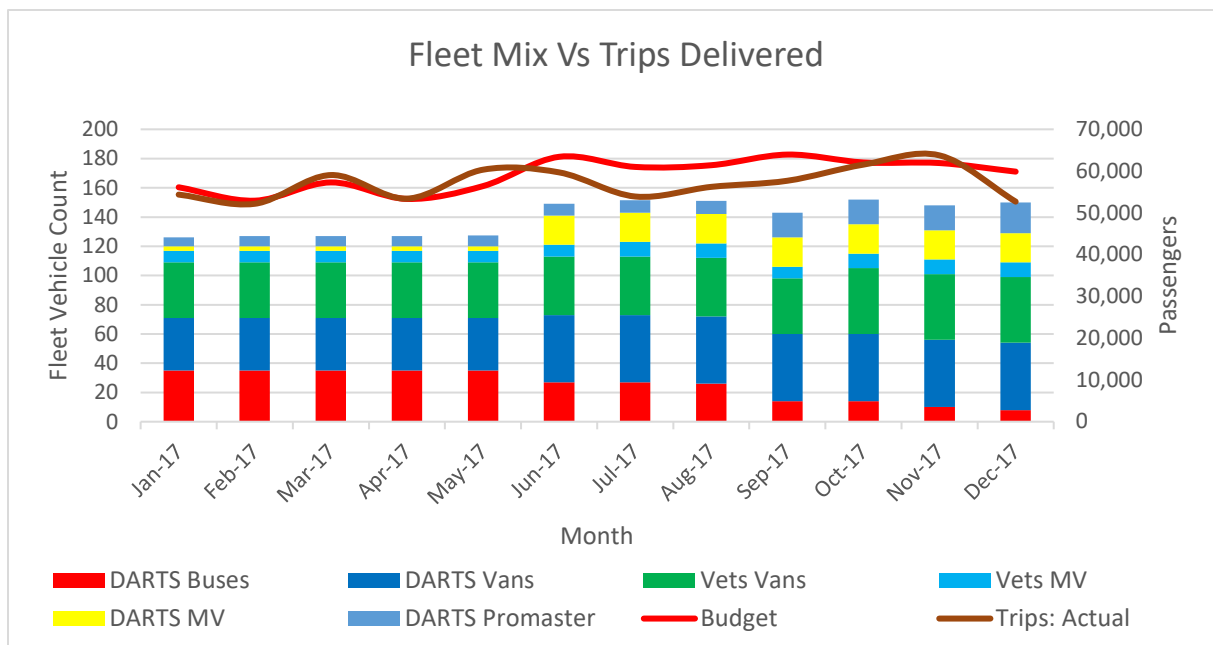


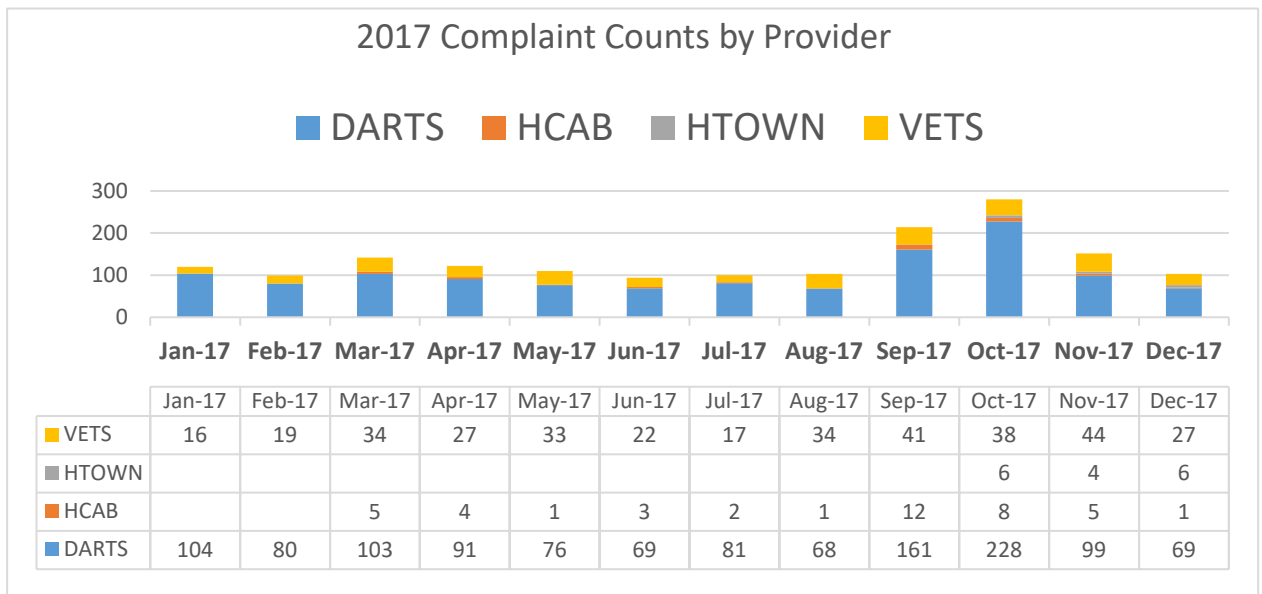
Figure 1 Trips and Fleet makeup change over 2017

In Figure 1, the monthly budget for passengers is the red line. The actual passengers carried is the brown line. The passenger counts are the vertical axis on the right-hand side. The trip lines show that the drop in demand in the summer and December resulted in a trip shortfall of about 25,000 trips. DARTS increased its fleet of vans, Promasters and MV's and reduced its fleet of buses over the year

2017. Figure 1 also shows the sharp increase in DARTS MV's (the yellow) in June and reduction of DARTS buses to 10 in December (the Red bars). The vehicle count is represented by the left-hand vertical axis.

## 2 Complaints, Quantity, and Type

Darts recorded 1645 complaints in 2017 which translates into 2.4 Complaints /1000 passengers carried.



*Figure 2 Complaint count by provider*

Figure 2 shows the quantity and type of complaints by the provider. DARTS provides reservations, scheduling, and dispatching which explains, to some extent, the higher complaint counts against DARTS.

In late September, early October, 2017, DARTS experienced two major 1-hour outages, one in late September and the other in early October. These two outages caused late ride complaints to more than double in September and October.

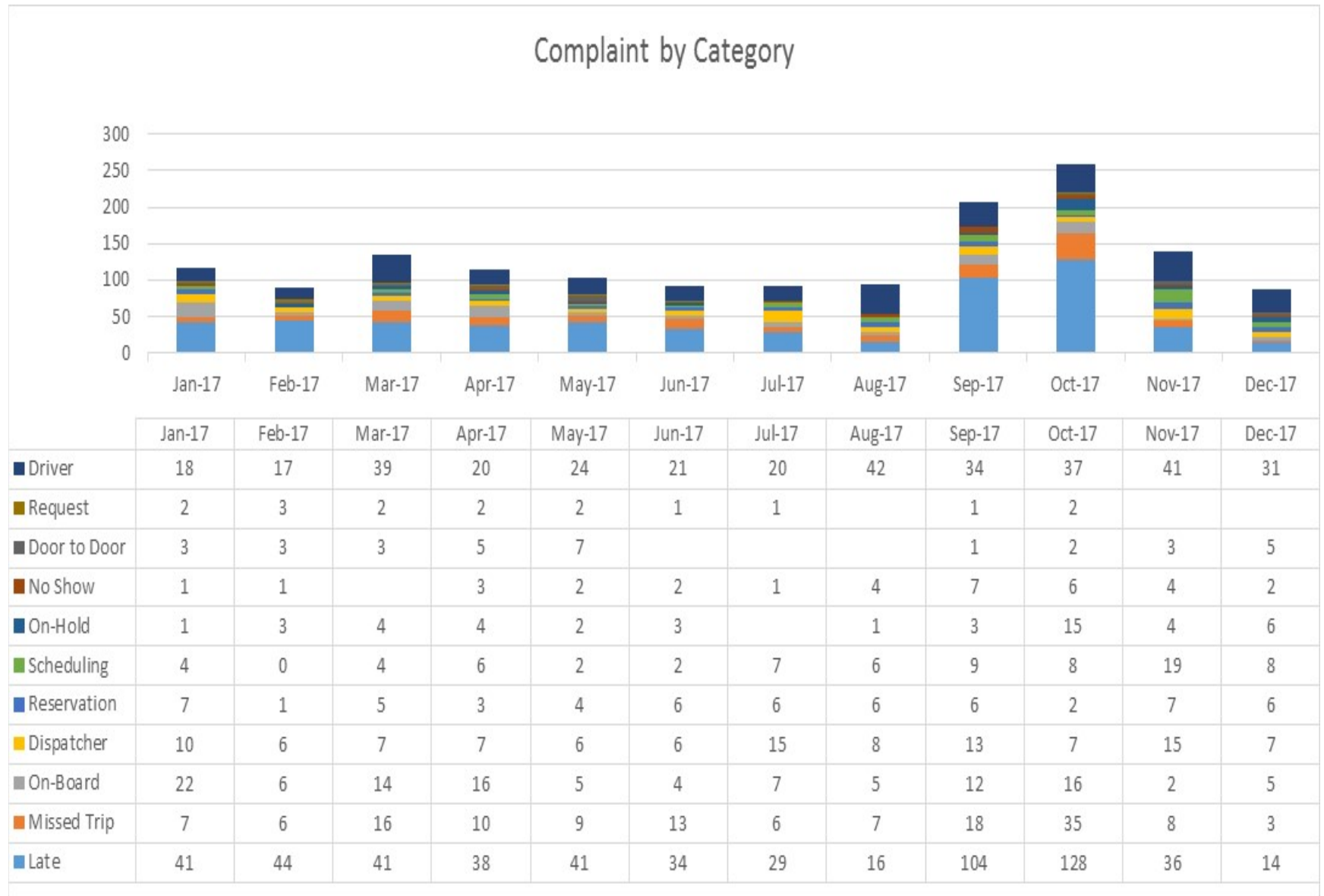


Figure 3 Complaint by type by Month

Figure 3 breaks out the complaint by category. The main categories of complaints were driver behaviour, late rides, dispatcher errors, passengers being on board vehicles too long. DARTS strives to keep these counts as low as possible:

- Passengers and the driving public at large, interact with Drivers and as such are the main point of contact with DARTS. All complaints are circulated to the appropriate supervisor for review and action as required. Where there are issues of driver/passenger health and safety, the bus camera video is downloaded and reviewed.
- Late Rides are due to traffic encountered by drivers and unplanned passenger loading/unloading issues. Late rides and dispatcher errors are managed with service monitoring systems that identify late rides and on board rides at risk. Dispatchers are then able to move rides from late vehicles to vehicles that will be on time.
- Dispatcher errors are deleting wrong trips and incorrect entry of date, time and locations. The dispatcher is also responsible for ensuring the trip is on time.
- On-board times are caused by overloaded schedules. Overloaded schedules are in turn caused by transferring too many trips from schedules that are closed due to driver no-show or vehicle breakdown.

### 3 Slowing Down the phasing out of the bus fleet

In fiscal 2017, the operating plan called for DARTS to complete the retirement of the fleet of buses, replacing the fleet with smaller wheelchair capable vehicles.

This initiative assumed that the replacement vehicles would match the productivity of the bus and that these vehicles would perform with similar dwell times at passenger pickup/drop-off stops. The experience to-date is that the Promaster vehicle and the MV vehicle are not as productive as the bus.

The long-term care homes use the DARTS service for group outings. They have approached the committee with the concern that group trips now require several smaller vehicles where one or two buses would do in the past. They are requesting that the City consider retaining some of the buses that could carry more than two wheelchairs, to allow passengers to travel together.

Creative Carriage, a small operation in St. George manufactures the Promaster vehicle. The vehicle is very popular with municipal paratransit operations. The demand has delayed the delivery of the final two promasters to DARTS originally expected in September.

DARTS proposes to slow down the retirement of the final 10 buses. This is in response to the request by delegates concerning the retention of large buses for group trips by Long Term Care residents. This will also support the service in dealing with the delayed delivery of the remaining Promasters, allowing time for DARTS to meet the challenge of improving/optimizing the productivity of the smaller replacement vehicles.

An average of 5 buses: 10 (Jan, 2018) → 0 (Dec-2018) could be expected to carry 15,787 non-ambulatory trips and 12, 949 ambulatory trips in 2018. Unless otherwise advised, there is no plan to replace the buses with similar size buses once they are retired.

## 4 Reducing Wait times/ Advance Booking Call Centre

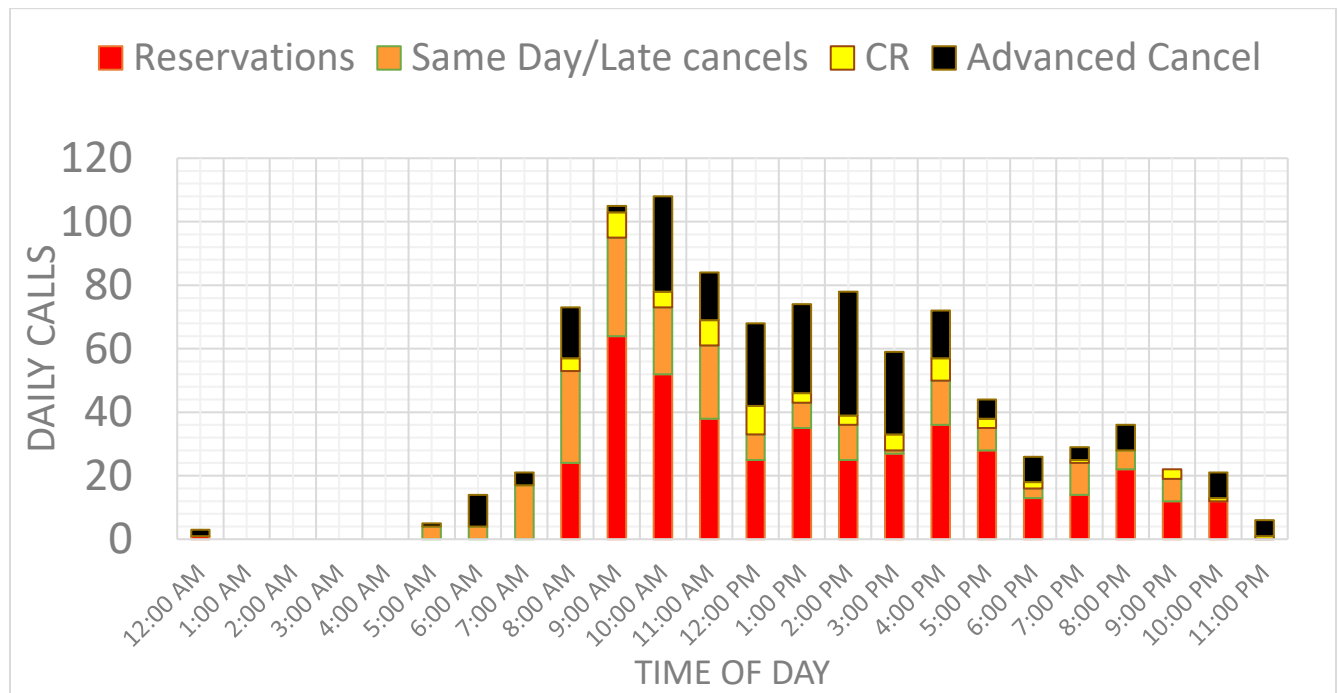


Figure 4 Call Centre Daily Demand

Figure 4 shows the volume of calls by type of call. The red bars are new reservation requests. The peach coloured bars are same day or late cancellations. The black bars are advance cancellations. The yellow bars are call returns. Call returns are calls to pick-up a passenger when they are finished their medical appointment.

The advance cancellation has little impact on the day of service. Same day/late cancellations have a significant impact on the day of service as well as tying up the call centre.

People are cancelling a significant number of rides that have been booked up to a week in advance or are cancelling subscription rides. Fully half of the early morning phone calls are cancellations.

The reason for the advance booking and the demand for some subscription rides is the general public's feeling that somehow this would increase the chances of the passenger getting a ride. If DARTS were to ensure that there is no waiting list, then people would call for rides on demand. On-demand service requires some assurance that the waiting list is extremely small or there is no waiting list.

This is what we are working on in 2018: To reduce the standby, waiting list to zero. Once achieved, to remind passengers that there is no need to book in advance, (creating potential cancellations, should there be a change in plans in the interim period between booking and the day of service) they will always be able to get a ride on the day of service.

## 5 Optimizing Fleet Configuration

Vehicle	Year End - 2017	Planned Year end 2018	Difference
DARTS Bus	10	0	-10
DARTS Promaster	19	21	+2
DARTS MV-1	20	20	0
DARTS-Van	46	46	0
VETS- Van	40	40	0
VETS- MV1	8	8	0
HCab-Blueline	0	10	+10
HTown	4	10	+6
Total	147	155	+8

*Figure 5 Fleet Configuration*

The DARTS fleet has gone through a significant re-configuration over the last 2 years from Bus-based to Van-based. The short-term plan, while we gain some experience with the new fleet configuration, is to handle increases by using the HCab and HTown sub contractors.

## 6 Status of Negotiations: Collective Agreement

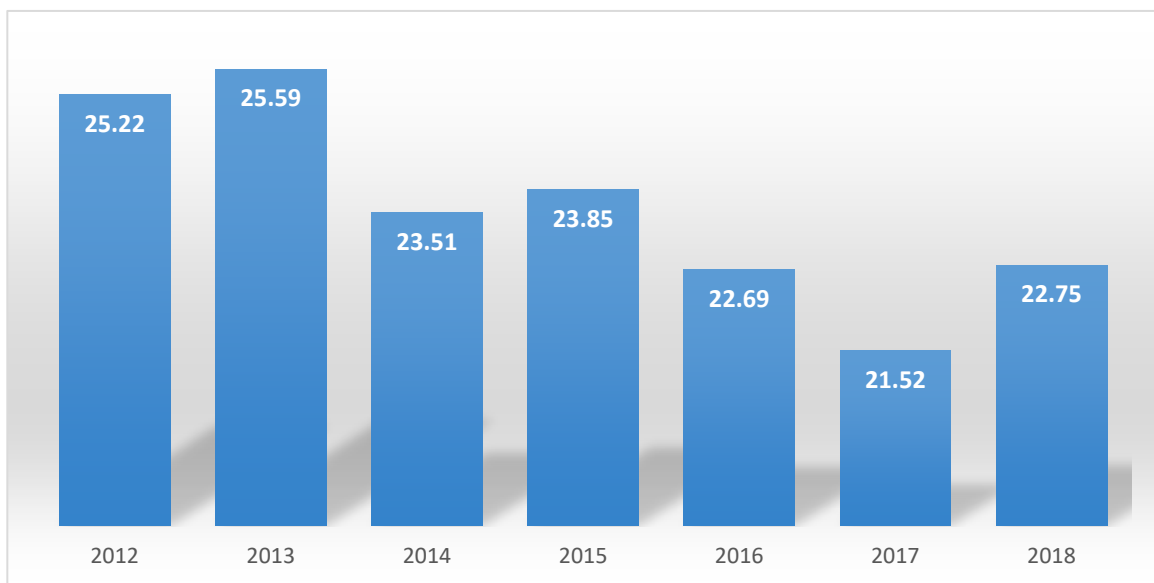
CUPE 5167 represents DARTS employees through a collective agreement. There are two units: an inside unit representing the Call Centre and mechanics; a driver unit representing the DARTS drivers. The DARTS collective Agreement with CUPE 5167 expired Dec 31, 2016, and DARTS is negotiating to obtain a new agreement as quickly as possible.

### 6.1 Status of Negotiations with the Inside Unit:

The last attempt to ratify an inside agreement was held on Oct 16, 2017. The members voted down the recommended agreement by 94%. A conciliator was subsequently appointed, and the last conciliation meeting date was December 18, 2017. The negotiations are currently focused on the driver unit.

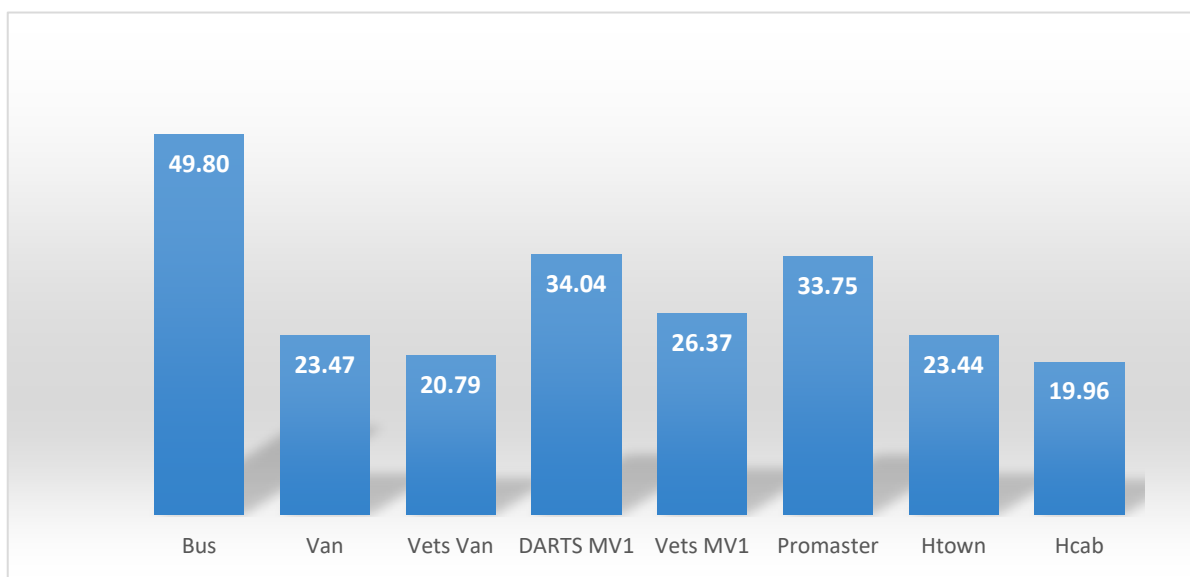
### 6.2 Status of Negotiations with Drivers:

The issues for the Driver unit are wage rates. Each vehicle has its driver wage rate. The Van driver wage is 17.80, and the bus driver wage is 24.65. With the DARTS fleet switch from buses to vans, there was a significant **increase** in van hours and a significant **decrease** in bus hours. Figure 6 shows the gradual decrease in the average hourly wage rate of bus drivers as the work available switches from 24.65/hr bus wage rate to 17.80 van wage rate. These rates are obtained by dividing the total driver payroll dollars by total vehicle service hours.



*Figure 6 Effective Hourly Wage*

Different vehicles command different wage rates based on workload and licence requirements. The conversion from bus to van fleet significantly increased the van driver pool (wage 17.80) from Bus driver (24.65).



*Figure 7 Relative Cost per trip - Different Vehicles*

Figure 7 shows the relative costs of trips depending on the vehicle and vendor. The DARTS experience is that the lower rates trips are less reliable and in short supply, Also, due to Bill 148, some of the lower rates will rise in 2018.



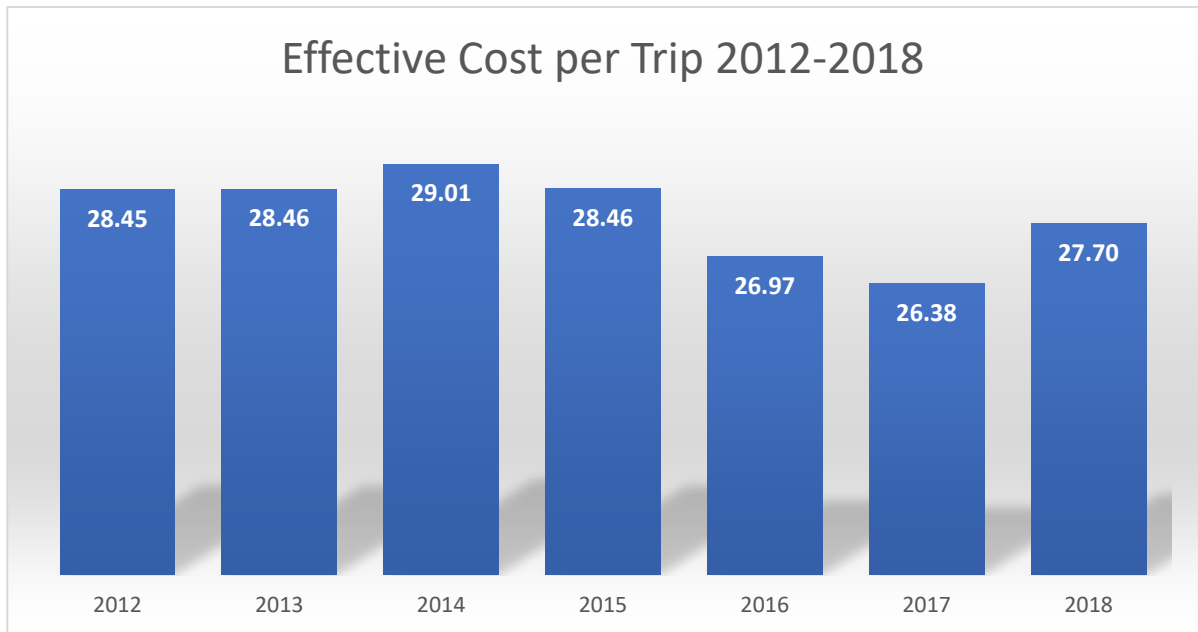


Figure 8 Reduction in average cost/trip 2012-2018

Figure 8 demonstrates that the re-configuration of the fleet has resulted in a decrease in the overall trip charge from 28.45 in 2012 to 27.70 in 2018.

## 7 Addressing 2017-2018 Cost Pressures

### 7.1 Transfer of Vehicle Leases to DARTS

1.2 million in vehicle lease Costs were transferred to DARTS. Transferring the capital requirements for vehicles to DARTS allows an accurate accounting of the cost of service when calculating the trip cost. This new charge is in red in Figure 9. The charge shows up beginning in 2017. DARTS absorbed most of the cost with the reduction in bus costs.

### 7.2 Lease terms shortened to 3 years from 5 years

The average Van Lease charge is based on a three-year lease. The shorter-term results in higher charge than there would be if the vehicle cost was amortised over five years. The three-year lease term was a request of the city to ensure that the leases coincided with the end of the DARTS contract term.

### 7.3 Bill 148 impact on subcontractors/DARTS

#### 7.3.1 Sub Contractor Costs increase by 20%

DARTS is expecting a 20% increase in Sub Contractor expense as the subcontractor effectively pays minimum wage. The minimum wage rose 20% on January 1<sup>st</sup> 2018.

#### 7.3.2 Sick Days

DARTS and Subcontractor's employees are now entitled to two paid sick days a year.

#### 7.4 CUPE Contract

DARTS is negotiating a new contract with CUPE 5167. CUPE expects the agreement to address the effective reduction in wages caused by the fleet re-configuration.

#### 7.5 MV/Promaster Vs Bus Productivity –Dwell Times

The vehicles chosen to replace the buses are not as flexible as the buses when it comes to loading and unloading passengers on the vehicle. The result is an increase in the amount of time required to load and unload passengers from these vehicles. Longer dwell times hurt productivity that, in turn, increases overall costs.

#### 7.6 Requested 5 % Service Increase.

The city has requested darts to cost 5% service increase for 2018.

## 8 2012-2018 Service Expense Comparison

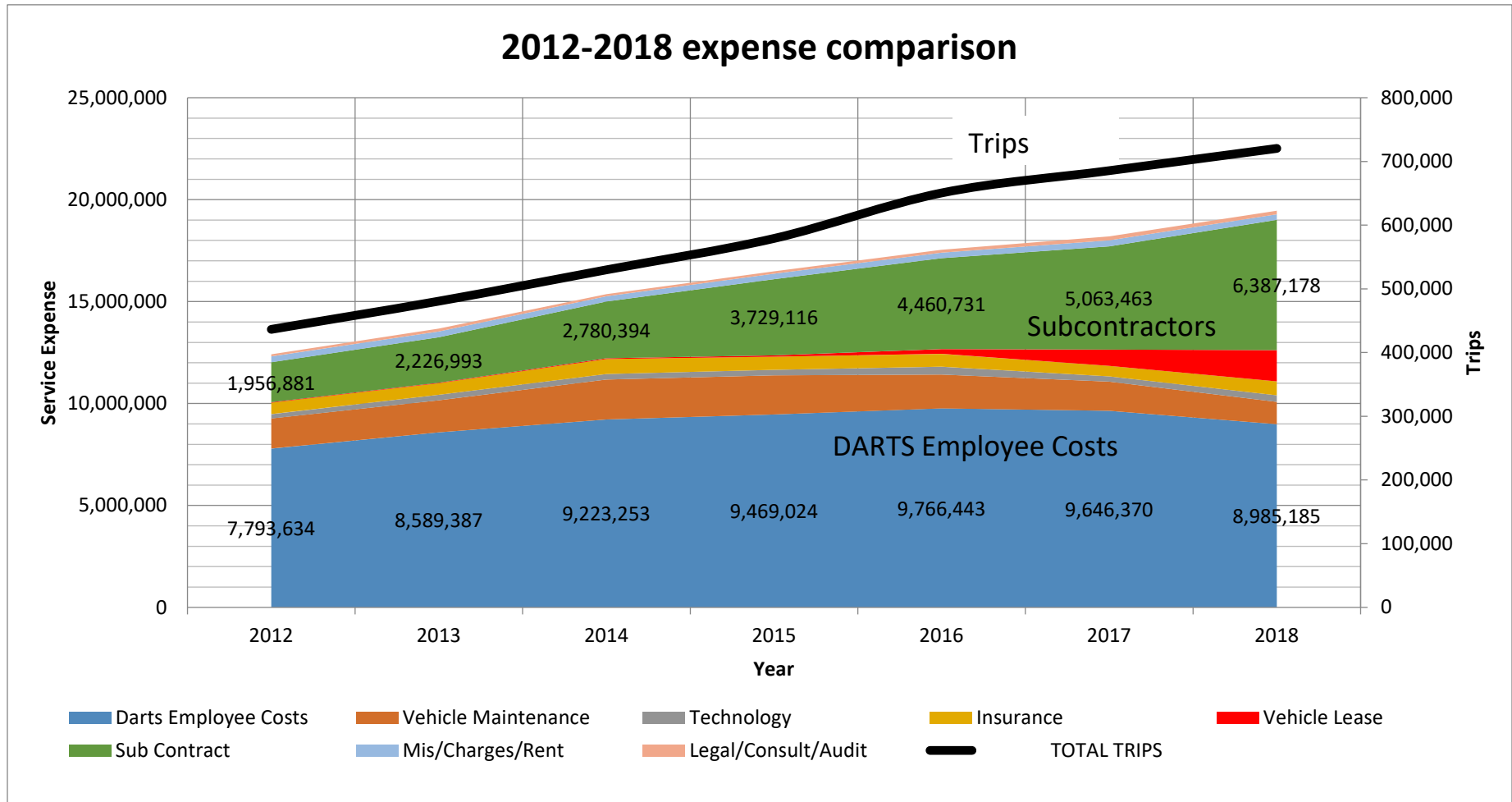


Figure 9 Expense Comparison 2012-18