

Supplement 6

Organizational Review



CITY OF REGINA

Transit Master Plan

Organization and Administrative Process Review

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1.0 Organizational and Administrative Process Review

1.1 Existing Organizational Arrangements

1.1.1 Governing Body

The City of Regina's Transit and Fleet Services department reports to the Executive Director, Citizen Services, which is overseen by the City Manager. Regina City Council appoints the City Manager.

1.1.2 Organization Structure

The **Director, Transit & Fleet** role is responsible for the leadership of the Department of Transit & Fleet. This includes overseeing the operation of the city's fleet and public transit system including conventional transit, paratransit, charters and vehicle maintenance and repair. The Director, Transit and Fleet Services reports to the **Executive Director, Citizen Services**.

There are six positions that directly report to the Director, four of which are related to Regina Transit services. They are:

- **Manager, Transit Administration** – Responsible for the management of the Transit Administration Branch, including operational and program planning, stakeholder relationship management, financial management, and people leadership. This role identifies long and short term goals, communications and marketing opportunities, undertakes process improvement, manages performance data and coordinates budget preparation.
- **Manager, Operations and Training**– Responsible for the management of the Transit Operations and Training Branch of the Department of Transit and Fleet, including operational and program planning. This includes providing direction to all activities related to transit operations, scheduling, driver training, and special requests for transportation.
- **Manager, Paratransit and Revenue Services** – Responsible for the management of the Paratransit and Revenue Services Branch, including oversight of the Transit Information Centre, on demand call centre services cash office, travel training and paratransit and conventional transit accessibility services.
- **Manager, Transit Fleet Maintenance**– Responsible for the management of the Transit Fleet Maintenance Branch, including the overall management and operation of parts and maintenance services for the Transit fleet.

The organization chart, detailing reporting relationships and the number of full-time equivalent positions (FTE), is shown in Figure 1.

1.2 Organization Structure Comparisons with Peer Systems

1.2.1 Generic Transit Functions

There are generic functions that must be carried out to develop, deliver, and manage a public transit service. While there are variations in how these functions are organized and coordinated, they are common to any jurisdiction that provides public transportation.

To facilitate analyses and comparisons, these functions are named and defined here for clarity.

In general, these functions are divided into two types:

- **Line Functions** are ones that directly advance the core mandate of the transit organization (e.g. planning, scheduling, operations, fleet management, passenger information, customer service); and,
- **Staff Functions** are ones that assist the transit organization with specialized advisory and support services (e.g. human resources, finance, information technology, occupational health and safety).

Table 1 lists the name and descriptions of generic functions (and, in some cases, sub-functions) for public transit used in this report.

Table 1: Generic Functions for Public Transit

Type	Function	Sub-Function	Generic Description
Line Functions	General Management		<ul style="list-style-type: none"> • Overall direction and management of the public transit organization
	Service Development	Transit Planning	<ul style="list-style-type: none"> • Long range planning and coordination of transit planning with urban planning • Route network planning, service monitoring, stop/shelter location planning • Special projects
		Scheduling	<ul style="list-style-type: none"> • Timetabling and vehicle blocking • Run-cutting and rostering
	Marketing		<ul style="list-style-type: none"> • Creation and distribution of passenger information materials • Development and execution of marketing programs • Design of transit identity (logo, bus livery, bus stop graphics) • Preparation of internal and external communication programs
	Customer Service		<ul style="list-style-type: none"> • Passenger assistance (customer call centre) • Commendations/complaints administration • Lost and found administration • Fare media sales

Type	Function	Sub-Function	Generic Description
	Transit Operations	Division Management	<ul style="list-style-type: none"> Overall responsibility for transit operations Creation and maintenance of positive relationships with internal and external stakeholders
		On-Street Inspection	<ul style="list-style-type: none"> Day-to-day regulation, supervision, and adjustment of on-street transit service Provision of on-street support and direction to bus operators Investigation and resolution of operational concerns of customers, business owners, and residents
		Control Centre	<ul style="list-style-type: none"> Provides day-to-day guidance and assistance to bus operators and inspectors via the transit radio communications system Provides leadership and direction to bus operators to ensure safe, efficient, high quality bus service to customers
		Dispatch	<ul style="list-style-type: none"> Preparation and coordination of the daily dispatch of bus operators and buses to scheduled and unscheduled transit service
		Bus Operator Supervision	<ul style="list-style-type: none"> Provision of ongoing supervision, counsel, guidance, coaching, mentoring, performance review, and career development for the bus operator workforce
		Training	<ul style="list-style-type: none"> Training of new bus operators in the knowledge, skills, and expectations required to safely and efficiently operate a transit vehicle and to provide customer service. Provision of refresher and continuing education for bus operator workforce
		Operations Planning	<ul style="list-style-type: none"> Planning and coordination of temporary routings for detours Planning and coordination of special event service
	Specialized Transit		<ul style="list-style-type: none"> Planning and delivery of specialized transit service (including passenger registration, trip reservations, trip scheduling, trip confirmation, vehicle dispatch, passenger pickup and drop-off) Public outreach, travel training, customer service and complaint resolution
	Plant and Equipment	Division Management	<ul style="list-style-type: none"> Overall responsibility for plant and equipment functions
		Bus Maintenance	<ul style="list-style-type: none"> Preventative maintenance, repair and overhaul, and refurbishing of transit vehicles
		Bus Servicing	<ul style="list-style-type: none"> Daily fueling, exterior cleaning, and interior cleaning of transit vehicles

Type	Function	Sub-Function	Generic Description
Staff Functions		Stops, Shelters, Terminals	<ul style="list-style-type: none"> • Installation and maintenance of bus stops, transit shelters, bus loops, and transit terminals (including supplementary snow clearing) • Installation of accessibility features for stops, shelters, and terminals
		Building Maintenance	<ul style="list-style-type: none"> • Maintenance and cleaning of garages, transit centres, and transit offices
	Finance	Budget and Finance	<ul style="list-style-type: none"> • Financial planning and preparation of operating and capital budgets • Financial analysis and reporting • Accounting/financial activities • Fare Policy development and administration • Fare agreement administration (e.g. U-Pass)
		Treasury	<ul style="list-style-type: none"> • Design, production, and distribution of fare media • Accounting of fare receipts • Cash management and deposits
	Human Resources		<ul style="list-style-type: none"> • Provides support for employee recruitment and selection, employee development, organizational development, compensation and benefits administration, labour relations, collective bargaining and other HR policy development
	Information Systems		<ul style="list-style-type: none"> • Identification of opportunities for application of information technology to improve business processes and customer service • Application development and support for internal information systems • Integration services for external information systems and for vendor-supplied systems • Development of strategy for the integration of data amongst applications
	Occupational Health and Safety		<ul style="list-style-type: none"> • Collaborates with other divisions to identify and resolve safety issues • Administers occupational health and safety programs

1.2.2

Peer Systems Overview

Based on information contained in the 2019 edition of the CUTA Fact Book, and discussions with other peer systems, **Table 2** provides an overview of key indicators of the peer systems compared to those of Regina Transit. These systems differ somewhat from those in the Peer Review Report, reflecting that sufficiently-detailed organizational information is not available for all systems. Due to limited information, Saskatoon is only included for reference in **Table 2**. The selected peers are those with similar scales of operation, in terms of annual revenue hours and organization size, to Regina Transit.

A Commission is the governing authority for one of the systems (St. Catharines) while, in the remaining systems (Saskatoon, Oakville, Guelph, and Strathcona County), transit is delivered through a municipal department responsible to City Council or a Committee of Council.

Table 2: Peer Systems Comparison of Key Indicators (Conventional Transit, 2019)

Indicator	Regina	Saskatoon	Oakville	Guelph	St. Catharines	Strathcona County
Organization Type	City Department	City Department	Town Department	City Department	Commission	County Department
Conventional Transit	Yes	Yes	Yes	Yes	Yes	Yes
Specialized Transit	Yes	Yes	Yes	Yes	Yes	Yes
Buses in Fleet ¹	121	140	112	102	77	75
Annual Revenue Hours	279,271	363,231	208,569	205,820	175,361	114,927
Number of Employees ²	255 FT 4 PT	355 FT 7 PT	183 FT 32 PT	199 FT 21 PT	193 FT 8 PT	141 FT 25 PT
Number of Maintenance Staff ³	43 FT	65 FT	33 FT	27 FT	27 FT	23 FT 1 PT
Number of Paratransit Staff ⁴	Operators: 51 FT/ 12 PT Reservation Clerks: 5 FT/5PT Mechanics: 1 FT/ 2 PT Total: 65 FT/24 PT	Operators: 17 FT/24 PT Dispatchers: 5 FT/3 PT Mechanics: 2 FT/1 PT Total: 34 FT/ 32 PT	Operators: 18 FT Reservation Clerks: Mechanics: Total: 23 FT/ 4 PT	Operators: 6 FT/ 7 PT Dispatchers: 3 FT Mechanics: Total: 9 FT/ 7 PT	Operators: 9 FT Dispatcher: 1 PT Mechanics: Total: 11 FT/ 1 PT	Operators: 7 FT /8 PT Reservation Clerks: Mechanics: Total: 11 FT/ 8 PT
Number of Bus Operators ¹	188 FT	238 FT	125 FT 28 PT	158 FT 0 PT	143 FT	79 FT 22 PT
Operators per Bus	1.55	1.7	1.61	1.60	1.9	1.33
Annual Revenue Hours per Operator	1485.48	1525.42	1,386	1,263	1,226	1,137

¹ For Conventional Transit (i.e. Fixed Route service) only

² Includes Bus Operators, Other Transportation Operations, Mechanics, Other Vehicle Mechanics and Servicing, Plant and Other Maintenance, and Administration

³ Includes Mechanics and Other Vehicle Mechanics

⁴

1.2.3 Mapping of Transit Functions

This section maps generic transit functions listed above to the organization structures of the peer systems. The following information is summarized for each function across the systems:

Table 3: Description of Functions

Item	Description
Manager Responsible	<ul style="list-style-type: none"> • The management or supervisory position directly responsible for the function
Manager Level	<ul style="list-style-type: none"> • The level in the organization of the <i>Manager Responsible</i> • The General Manager (or equivalent) is considered to be Level 1 • Those reporting directly to the General Manager are considered Level 2, etc.
# of Staff	<ul style="list-style-type: none"> • Number of staff assigned to the function, <i>exclusive of Manager Responsible</i>
Staffing Indicators	<ul style="list-style-type: none"> • Various indicators provided where appropriate

Table 4, shown on the following pages, summarizes this information for each transit system.

Table 4: Mapping of Generic Functions across Transit Systems

Function	Characteristics	Regina	Saskatoon	Oakville	Guelph	St. Catharines	Strathcona County
General Manager	Title: Reports to: # Direct Reports:	Director, Transit and Fleet Executive Director, Citizen Services 6 (includes 2 Fleet managers)	Director of Transit General Manager 4	Director of Transit Commissioner of Community Services 4	General Manager Deputy Chief Administrative Officer 4	General Manager Commission Chair 5	Director of Transit Associate Commissioner 6
Service Development: Transit Planning	Mgr Responsible: Mgr Level: # of Staff:	Routing & Scheduling Analyst 3 0 The analyst position also undertakes duties beyond service planning. This position has six direct reports, none of which are related to this function.	Customer Service Manager 2 2	Mgr, Planning & Demand Responsive Svcs 2 1, Transit Analyst	Supervisor, Planning & Scheduling 2 1	Manager of Transportation 2 1	Manager, Planning & Customer Service 2 2
Service Development: Scheduling	Mgr Responsible: Mgr Level: # of Staff:	Routing & Scheduling Analyst 3 0 See note above.	Customer Service Manager 2 2	Mgr, Planning & Demand Responsive Svcs 2 1, Transit Scheduler	Supervisor, Planning & Scheduling 2 1	Manager of Transportation 2 0, Performed by Transit Planner	Manager, Planning & Customer Service 2 1
Marketing	Mgr Responsible: Mgr Level: # of Staff:	This is not part of the Transit and Fleet Department function.	Marketing Consultant This function is not part of Transit but a dedicated employee from Communications	Mgr, Planning & Demand Responsive Svcs 2 1, Marketing/Customer Srvc Coordinator	Supervisor, Transit Business Services 2 1	Supervisor, Marketing & Customer Service 2 0	Coordinator, Comm & Customer Experience 3 1
Customer Service	Mgr Responsible: Mgr Level: # of Staff:	Mgr., Paratransit & Revenue Services 2 8 (Revenue & Service Clerks)	Customer Service Manager 2 8	Mgr, Planning & Demand Responsive Svcs 2 Performed by Mrktng/Customer Srvc Coordinator	Supervisor, Transit Business Services 2 Performed by Coordinator, Sales & Market Development	Supervisor, Marketing & Customer Service 2 1 FT, 3 PT	Coordinator, Comm & Customer Experience 3 2 FT, 1 PT
Transit Operations: Division Management	Mgr Responsible: Mgr Level: # Direct Reports:	Manager, Operations and Training 2 9	Operations Manager 2 15	Manager, Operations 2 5	Manager, Transit Operations 2 17	Manager of Transportation 2 5	Manager, Conventional Transit 2 4
Transit Operations: On-Street Inspection	Mgr Responsible: Mgr Level: # of Staff: Operators per Staff:	Manager, Operations and Training 2 4 (TSOs) ⁵ 27	Operations Manager 2 8.4 30	Senior Transit Supervisor 3 7 19	Manager, Transit Operations 2 9 (Route Supervisors) 19	Manager of Transportation 2 2 68	Supervisor, Inspectors 3 5 16
Transit Operations: Dispatch / Control Centre	Mgr Responsible: Mgr Level: # of Staff: Operators per Staff:	Manager, Operations and Training 3 6 (Dispatchers) 31	Supervisor, Dispatch 3 4.6 6	Senior Transit Supervisor 3 5 27	Manager, Transit Operations 2 5 (Route Supervisors) 34	Manager of Transportation 2 2 68	Supervisor, Dispatch 3 4 20
Transit Operations: Bus Operator Supervision	Mgr Responsible: Mgr Level: # of Staff: Operators per Staff:	Manager, Operations and Training 2 0, Performed by TSOs 27	Operations Manager 2 Function performed with on-street inspection	Senior Transit Supervisor 3 Performed by this position 135	Manager, Transit Operations 2 0, performed by Route Supervisors	Manager of Transportation 2 1 136	Manager, Conventional Transit 2 0, Shared with Supervisors 26
Transit Operations: Training	Mgr Responsible: Mgr Level: # of Staff: Operators / Staff:	Transit Training Coordinator 3 2 94	Supervisor Training 3 6 30	Manager, Operations 2 1 135	Manager, Transit Operations 2 2, but also act as Route Supervisors 85	Manager of Transportation 2 0, Performed by Transit Supervisors	Manager, Conventional Transit 2 1 79

⁵ Due to COVID 19, the complement of TSOs was increased to 7. It is anticipated that the number of TSOs will be back to 4 effective January 2022.

Function	Characteristics	Regina	Saskatoon	Oakville	Guelph	St. Catharines	Strathcona County
Transit Operations: <i>Operations Planning</i>	Mgr Responsible: Mgr Level: # of Staff:	Manager, Operations and Training 2 Joint function performed by TSO and Routing and Scheduling Analyst	Operations Manager 2 Joint function done by operator supervision.	<ul style="list-style-type: none"> Detours: Manager, Operations Special Events: Manager, Planning 	<ul style="list-style-type: none"> Detours: Route Supervisors Special Events: Coordinator, Sales & Market Development 	Manager of Transportation 2 0, Performed by Transit Supervisors	Joint function shared amongst Dispatch and Transit Planner
Specialized Transit	Mgr Responsible: Mgr Level: # of Office Staff: # of Operators:	Paratransit Coordinator 3 10 40 full 7 part (contracted)	Access Transit Manager 2 12 19 full time 16 part time	Demand Responsive Supervisor 3 7 15, but 50% of Trips Contracted Out	Mobility Supervisor 3 2 11	Paratransit Supervisor 3 3 8	Manager, Specialized Transit 2 3 7 FT, 4 PT
Plant & Equipment: <i>Division Management</i>	Mgr Responsible: Mgr Level: # Direct Reports:	Manager, Transit Fleet Maintenance 2 1	Maintenance Manager 2 3	Manager, Fleet & Maintenance 2 4	Function provided by City's Fleet Services Department <ul style="list-style-type: none"> Project Manager, QA and CI provides liaison 	Manager of Maintenance 2 2	Function provided by County's Fleet Services Department
Plant & Equipment: <i>Bus Maintenance</i>	Mgr Responsible: Mgr Level: # of Staff:	Supervisor, Equipment & Maintenance (3) 4 29	Mechanical/Body Shop Supervisor 3 43	Maintenance Supervisor 3 16	Function provided by City's Fleet Services Department	Maintenance Supervisor 3 20	Function provided by County's Fleet Services Department
Plant & Equipment: <i>Bus Servicing</i>	Mgr Responsible: Mgr Level: # of Staff:	Service Supervisor 4 10	Service Supervisor 3 24	Maintenance Supervisor 3 9	Function provided by City's Fleet Services Department	Maintenance Supervisor 3 8	Supervisor, Support Services 3 8
Plant & Equipment: <i>Stops / Shelters / Terminals / Buildings</i>	Mgr Responsible: Mgr Level: # of Staff:	Shared responsibility with municipal departments of Traffic (stop approval and installation) and Facilities (snow clearing).	Maintenance Manager/Marketing Consultant 2 0	Mgr, Planning & Demand Responsive Svcs 2 <ul style="list-style-type: none"> Stops: Roads & Works Dep't Shelters: Contracted 	Project Manager, QA and CI 2 <ul style="list-style-type: none"> Coordinates installations with other City departments / contractors 	Maintenance Supervisor 3 1 <ul style="list-style-type: none"> Coordinates installations with other City departments / contractors 	Supervisor, Support Services 3 2
Finance: <i>Budget & Finance</i>	Mgr Responsible: Mgr Level: # of Staff:	Director, Transit & Fleet 1 7 (Revenue and Service Clerks)	Accounting Coordinator On site position reports to corporate Finance Department	Director of Transit 1 Accounting: Town Finance Dep't	General Manager 1 <ul style="list-style-type: none"> Support provided by Supervisor, Transit Business Services 	Manager, Finance & Administration 2 2 FT, 2 PT	Coordinator, Finance 2 2
Finance: <i>Treasury</i>	Mgr Responsible: Mgr Level: # of Staff:	Manager, Paratransit and Revenue Services 2 8 (Revenue Clerks) Shared with the City	Accounting Coordinator On site position reports to corporate Finance Department	Administrative Assistant 2 1 Presto: Business Systems Coordinator	Supervisor, Transit Business Services 2 1 (shared with Fleet Services)	Manager, Finance & Administration 2 Performed by Budget & Finance Staff	Coordinator, Finance 2 1
Human Resources	Mgr Responsible: Mgr Level: # of Staff:	Function provided by the City's Department of People & Organizational Culture	Function provided by HR Department	Function provided by Town's HR Department	Function provided by City's HR Department	Function provided by City's HR Department	Function provided by County's HR Department
Information Systems	Mgr Responsible: Mgr Level: # of Staff:	Function provided by the City's Department of Technology & Digital Innovation	Transit Technology Coordinator 3 3	Function provided by Town's Information Services & Solutions Department	Function provided by City's IT Department	Manager, Finance & Administration 2 1	Function provided by County's IT Department
Occupational Health and Safety	Mgr Responsible: Mgr Level: # of Staff:	Function provided by the City's Department of People & Organizational Culture.	Occupational Health and Safety Superintendent On site position reports to corporate Department	Manager of Operations 2 One Transit Supervisor is member of joint Union-Management OHS Committee	Manager of Operations 2 Function shared with Project Manager and Manager of Fleet Services	Manager of Maintenance 2 0, Performed by Manager of Maintenance	Coordinator, OHS 2 0, Performed by Coordinator, OHS

1.2.4

Common Features of Peer System Organization Structures

Based on the information contained in **Table 4** and on discussions held with Regina Transit staff, common features and preferences across the four peer system organization structures are summarized as follows for each major transit function:

Table 5: Common Features and Preferences Summary

Generic Function	Common Features	Function in Regina
General Manager	<ul style="list-style-type: none"> It is common across peer agencies that this role has between 4 and 7 direct reports, including administrative assistance. Reporting structure is largely determined by number of line and staff functions assigned to the transit organization. Some functions (e.g. Plant and Equipment, Human Resources, Information Technology) are the responsibility of other municipal departments in some peer systems. 	Regina Transit's staffing is largely consistent with common industry practice. The Director of Transit & Fleet has seven direct reports, of which four are directly responsible for transit services.
Service Development	<ul style="list-style-type: none"> Responsible Manager reports directly to General Manager Manager usually directly involved in planning and scheduling technical work Average of 1 to 2 planning/scheduling technical staff in addition to the Manager. 	Regina Transit does not have a department dedicated to this function. The organization has one role, Routing and Scheduling Analyst, but this role appears to be more heavily involved in supervising dispatch and other more operational issues. The Manager of Transit Administration is also directly involved in service planning but this is not captured in their job description.
Marketing, Customer Services	<ul style="list-style-type: none"> Common for these two functions to be the responsibility of a single Manager Responsible Manager usually reports directly to General Manager Manager often directly involved in marketing work An additional marketing position is common if Manager is responsible for other major functions Range of 2 to 5 front-line positions for customer service function 	<p>At Regina Transit, the Manager, Paratransit & Revenue Services oversees service clerks at Customer Service Centre (8 positions). This customer service function has more positions than industry peers, however, it's noted that in Regina, these positions also include some revenue functions.</p> <p>Regina Transit does not have marketing or communications staff. These functions are undertaken by the Municipality. Communications are largely provided on corporate level by City of Regina.</p>

Generic Function	Common Features	Function in Regina
Transit Operations	<ul style="list-style-type: none"> • Responsible Manager reports directly to General Manager • Manager typically has overall responsibility for Dispatch, Control Centre, On-Street Inspection, Training, and Bus Operator Supervision/Development functions • Common practice is to assign responsibility for Dispatch/Control Centre and On-Street Inspection to a single Senior Supervisor position (i.e. an “Assistant Manager”) • Common practice is for transit supervisors to rotate amongst Dispatch/Control Centre and On-Street Inspection roles • Common practice is for Training function to report directly to Manager • Operations planning role varies (detour planning and implementation usually included in Operations function; special events planning often shared between Operations and Service Development functions) • Peer systems expressed need to improve Bus Operator Supervision/Development function (current practice is diverse – split amongst Responsible Manager, Supervisors, and Trainer) • It is typical that Dispatch/Control Centre and On-Street Inspection functions are managed by between 4 and 12 positions. • Common practice is for 1 position for Training in peer systems. 	<p>Responsibilities of this department is generally consistent with industry practice. It is noted that one position (Transportation Services Officer) is responsible for On-street inspection, and Operator supervision. These roles report directly to the Manager of Transit Operations, and Training rather than report through an assistant manager position.</p> <p>It is also noted that the Routing and Scheduling Analyst position reports directly to the Manager of Transit Operations & Training. This is unique organizational placement for this type of role.</p> <p>It is also noted that Regina has two positions associated with the function of operator training, although one of these positions was also involved in other operational duties. While the number of positions may be consistent with the industry standard, as the responsibilities for these roles is split between operations and training, it is possible that an additional, dedicated, training role should be considered.</p>

Generic Function	Common Features	Function in Regina
Specialized Transit	<ul style="list-style-type: none"> Operations and maintenance functions 100% contracted out. In St. John's, approximately 50% contracted out in Oakville, and 100% operated by transit staff in Guelph, St. Catharines, and Strathcona County. All systems retain responsibility for passenger registration, trip reservation, and scheduling functions. Specialized Transit function is separate from Conventional Transit Operations in Regina, Oakville, and Strathcona County 	<p>In Regina, the delivery of specialized transit service is contracted out, and is managed by Manager, Paratransit and Revenue Services. The manager role oversees the Paratransit Coordinator, Clerks, and scheduler. Regina staffing is generally consistent with common industry practice, both in staffing and service delivery model.</p>
Plant and Equipment	<ul style="list-style-type: none"> Bus Maintenance, Bus Servicing, and Stops/Shelters/Loops is responsibility of other City departments (e.g. Fleet Services) in Guelph and Strathcona County Responsible Manager reports directly to General Manager in Regina, St. Catharines, and Oakville. Average of four direct reports to Maintenance Manager in St. John's and Oakville. Common practice is for Bus Servicing staff to be assigned fare box handling. Location/site planning for stops and shelters usually coordinated with Service Development function; installations performed by contractors or Plant and Equipment staff 	<p>In Regina, the Manager, Transit Maintenance has one direct report, which appears to be unique. Further, Otherwise, it appears that in this function, Regina Transit staffing is consistent with common industry practice. The Quality Assurance Coordinator is responsible for install of stops and accessible infrastructure.</p>
Finance	<ul style="list-style-type: none"> Common for Budget/Accounting/Treasury functions to be assigned to a single Manager Responsible Manager reports directly to General Manager in Regina, St. Catharines, Guelph, and Strathcona County In Oakville, General Manager has responsibility for budgeting and revenue room operation, with Town Finance Department providing day-to-day accounting functions An average of 1 to 2 positions for Budget and Accounting function 	<p>In Regina, most finance functions are a corporate function. However, Managers are responsible for the preparation of departmental budgets. For Regina Transit, budgets are coordinated by the Manager of Administration.</p>

Generic Function	Common Features	Function in Regina
Human Resources	<ul style="list-style-type: none"> An average of 1 to 2 positions for Treasury/Revenue function Services are provided by centralized municipal Human Resources Department in Regina and peer systems, with designated staff assigned exclusively for transit. 	Human Resources functions are provided by the City.
Information Systems	<ul style="list-style-type: none"> Generally, these services are provided by centralized municipal Information Technology Department. This is the case in Oakville, Guelph, and Strathcona County. 	In Regina, the Responsible Manager oversees transit-specific databases and reports to Manager, Transit Administration, however, corporate Information Systems are managed by the City.
Occupational Health and Safety	<ul style="list-style-type: none"> This function is usually included in duties of others (e.g. Maintenance Manager or Trainer) or provided by OHS staff in the Human Resources function Common for peer systems to have a joint Union-Management OHS committee, with management representatives from Transit Operations and Plant and Equipment divisions. 	In Regina Occupational Health and Safety is primarily overseen by the Municipality. Responsible Managers are also responsible for their respective departmental safety, and inspections.

1.3 Key Organizational Issues

Based on information gained during interviews in October 2021, a review of the existing organization structure, and on comparisons with organizational approaches used in other Canadian transit systems, a number of key issues have been identified that warrant review. These issues, accompanied by some suggestions for improvement, are summarized below by major category.

1.3.1 Governance

Amongst the peer systems, a City Department governance model used in Regina is also used in peer agencies such as Saskatoon, Guelph, and Winnipeg, wherein the transit service is managed by a department within the municipality's administrative organization, with a direct reporting relationship to the jurisdiction's senior administration. In this situation, operational oversight is provided by senior municipal management and policy oversight provided by elected representatives on City Council or a committee of Council.

This governance model is appropriate and currently the structure meets the needs of Regina.

This model may present challenges if, in the future, Regina wishes to extend transit services to areas outside the City's borders to provide greater access for residents of neighbouring municipalities. If this

were to be explored, the service could continue to be operated by a municipal governance model; however, coordination and reporting between staff and elected representatives of the varying municipalities would be more complex. The responsibilities and expectations of each municipal partner would need to be clearly stated in advance of any expansions to the service area outside Regina to ensure seamless service provision.

1.3.2 Diversity & Equity

Regina Transit is quite diverse when compared to other City departments - currently they are one of the leading departments in terms of diversity in the workplace. In comparison to other Canadian transit agencies, Regina Transit is on par in terms of their diversity. The City of Regina has set diversity targets and should continue to strive to be an equitable and diverse employer. As laid out in the Transit Master Plan, equity is treating everyone fairly by acknowledging their unique situation and addressing systemic barriers. The aim of equity is to ensure that everyone has access to equal results and benefits. Regina Transit should continue to hire minorities and women in the workplace.

2.0 Recommendations

Staffing levels for Regina are generally quite similar to other systems for most line functions, although there are several notable anomalies within Regina Transit's organizational structure which may limit the organization's ability to respond to demand for growth, and to achieve customer service goals.

Based on Dillon's review and discussion with Transit staff, the following changes are recommended for the organization structure:

1. **Supervision of Bus Operators:** Amongst the peer systems, there is general consensus that the supervision of bus operators is under-resourced in many transit organizations. This includes the daily supervision of on-street service, as well as the development role of counselling, guiding, coaching, and mentoring the bus operator workforce.

Given the breadth of the transit service area and a growing need to assist bus operators for incidents (particularly related to personal safety for both passengers and bus operators), the current staff complement for these supervisory duties is not adequate. The limited supervisory coverage makes it quite challenging for Regina Transit to respond effectively to service disruptions caused by traffic accidents and congestion, road construction, bus breakdowns, and other events that directly affect service quality. It is possible too that this lack of supervision may contribute to an undesirably high rate of Time Loss Injuries. Not only does this result in inefficient operations, but from the perspective of customers, confidence in the service is compromised and a corresponding negative impact on long term ridership results.

Consequently, it is recommended that a team of Peace Officers be added to the staff complement. These positions would be responsible for responding to customer incidents, filing reports, and coordination with law enforcement when necessary. This organizational change would provide additional time for Transportation Services Officers to respond to standard operational issues, devote more time to their development role for the bus operator workforce, and ensure safe work practices are followed on the road. In order to ensure adequate supervision of the network, it is estimated that approximately seven Peace Officers would be required overall, with a minimum of two on duty at any time that service is operating. As some responsibilities currently belonging to existing roles would be moved to the peace officer role, there may be opportunities to reallocate some existing FTEs to the Peace Officer role.

2. **Service Clerk and Demand Responsive Supervision:** The existing organizational structure has the Manager, Paratransit & Revenue Services with nine direct reports. While these nine positions cover four roles, eight of those nine reports are directly involved in Revenue and Information Services, with similar position functions. This reporting structure is likely not optimally efficient, and most peer agencies which provide this type of function have a supervisor role which the Clerks report to directly, rather than the manager. In order for the manager to engage in more strategic planning activities (i.e. expansion of on demand service), it is

- recommended that a supervisor or coordinator role be introduced to the Paratransit & Revenue Services department. The addition of this role will also assist in managing increased demands for trip booking and administration associated with the introduction and growth of on demand services.
3. **Dedicated Transit Planning Roles:** The current organizational structure does not have a dedicated position to transit planning and scheduling. Although the Routing and Scheduling Analyst position does include scheduling and service planning, their responsibilities also include day to day dispatch supervision. An organization as the size of Regina Transit would certainly benefit from the addition of a transit planning and technician/scheduler position. It is possible that the addition of a dispatch supervisor could facilitate this move, as the Routing and Scheduling Analyst would then be relieved of these day to day operational duties. This is recommended as an interim solution, to allow for some planning capacity, however, in the longer term, it is recommended that the Routing & Scheduling Analyst position be split into a Transit Planner position and Technician responsibility, both of which would report to the Manager, Transit Administration. In addition to introducing significantly more capacity to the transit planning function, it will also allow Regina Transit to engage more regularly and consistently with the municipal planning department on longer term projects, development applications, improving the integration of land use and transportation planning.
 4. **Combination of Paratransit and Future On Demand Operations:** Paratransit is best suited to operate and manage On Demand due to similarities in fleet type, scheduling and booking technology, and dispatch. This combined Demand Responsive operation will be best-placed to efficiently and appropriately serve both demands, and reflects current trends within the specialized and on demand transit fields. It is notable that where on demand zones replace conventional fixed-route transit service, City of Regina-employed operators will be replaced by contractor-employed Demand Responsive operators. This is further explored in **Supplement 4 (Paratransit and Demand Responsive Recommendations)**.
 5. **Consider the Reallocation of Training Responsibilities or Departmental Expansion:** Through discussion with Regina Transit staff, it was noted that although Regina Transit has two positions associated with the function of Operator training, one of these positions is often involved in other operational duties. There may be a need for an additional dedicated position to alleviate pressure on the Transit Training Coordinator position and allow them to focus on the development and coordination of Operator training. This could be achieved by expanding the Training department, or removing the operational responsibilities from the Transit Training Coordinator.
 6. **Consider the Introduction of an Assistant Manager Role in the Operations & Training Department:** As described above, in the existing organizational chart, it is noted that the Transportation Services Officers report directly to the Manager of Transit Operations & Training rather than report through a senior officer or assistant manager position. As a result, the number of direct reports for the Manager of Transit Operations & Training is fairly high. In order

to improve the efficiency of the departmental operations, it is recommended that Regina Transit consider the introduction of a Senior Transportation Service Officer or an Assistant Manager role to oversee the day to day operations of this important function, and ensure that the Manager has capacity to direct other parts of the department.

3.0 Staffing Requirements

Additional staff will be required across the various departments of Regina Transit to support and facilitate the growth in fleet and service hours across the lifespan of the Regina Transit Master Plan. Furthermore, based on analysis of existing staffing, specific roles have been identified to be introduced or increased in number to better match peer practice and meet operational needs and must be taken into account as the system grows.

In order to forecast the need for staffing across the timeline of the Regina Transit Master Plan, staffing rates in transit functions described above were collected for each of the peer systems using the 2019 CUTA Factbook. **Table 6** presents these rates as well as an average across the peer systems.

Table 6: Peer System Indicators Used to Forecast Staffing Demands (2019)

	Regina	Saskatoon	Oakville	Guelph	St Catharines	Strathcona County	AVERAGE
Service and Fleet							
Revenue Service Hours	279,271	363,050	208,569	203,334	175,361	114,927	n/a
Peak Fleet	91	102	70	58	59	53	n/a
Staff							
Operators	188	238	158	169	143	79	n/a
Other Transportation Operations (includes scheduling, dispatch, radio control, supervision)	13	23	18	17	9	18	n/a
Vehicle Mechanics	21	21	14	14	12	9	n/a
Other Vehicle Maintenance and Servicing (includes storage and supervision)	22	44	19	13	15	14	n/a
Plant and Other Maintenance (includes storage and supervision)	0	5	0	2	2	3	n/a
General and Administration (includes GM's office, planning, marketing, HR, finance, etc.)	15	24	9	6	12	18	n/a
TOTAL	255	355					n/a
Staffing Indicators							
Operators/Bus	2.07	2.33	2.26	2.91	2.42	1.49	2.25
Other Transportation Operations Staff/Bus	0.14	0.23	0.26	0.29	0.15	0.34	0.24
Vehicle Mechanics/Bus	0.23	0.21	0.20	0.24	0.20	0.17	0.21

	Regina	Saskatoon	Oakville	Guelph	St Catharines	Strathcona County	AVERAGE
Other Vehicle Maintenance and Servicing Staff/Bus	0.24	0.43	0.27	0.22	0.25	0.26	0.28
Plant and Other Maintenance Staff/Bus	0.00	0.05	0.00	0.03	0.03	0.06	0.03
General and Administration Staff/100,000 Revenue Service Hours	5.38	6.61	4.31	2.96	6.86	15.65	6.96

Based on the averages rates for each function in **Table 6**, future staffing requirements were projected using the estimated fleet size and service hours at Year 5 and 25 of the Plan. The staffing requirements presented in

Table 7 indicate how many staff members Regina Transit would need to be on par with its peer systems. The projected Base (2019) and Year 5 (2026) rates were slightly adjusted to account for the introduction of new roles as part of the recommendations in **Section 2.0**. To incorporate a phased approach, the addition of a Supervisor of Bus Operations, Service Clerk, Transit Planner, and one additional trainer were included in the Base staffing. The Assistant Manager role in Operation is assumed to be added by Year 5.

Table 7: Forecast Staff Demands

	Base 2019	Year 5 2026	Year 25 2026
Forecasted Service and Fleet			
Revenue Service Hours	279,271	440,000	710,000
Peak Buses	91	98	163
Staff Requirements			
Operators	188	220	366
Other Transportation Operations (includes scheduling, dispatch, radio control, supervision)	13	23	38
Vehicle Mechanics	21	21	34
Other Vehicle Maintenance and Servicing (includes storage and supervision)	22	28	46
Plant and Other Maintenance (includes storage and supervision)	0	0	0
General and Administration (includes GM's office, planning, marketing, HR, finance, etc.)	15	32	49
TOTAL	258	323	534