

Case Study

Problem #1

Schedules

We currently have issues in creating optimum schedules to meet our customer needs. The motor coach routes covered by Ontario Northland are between Hearst and Toronto via North Bay and Sudbury (see Map 1 and Map 2 attached).

Our entire territory is covered by three locations. They are:

- Timmins: Drivers and buses based from here cover the routes Timmins to Hearst, Timmins to Sudbury and Timmins to Matheson/Cochrane.
- North Bay: Drivers and buses based from here cover the routes North Bay to Toronto and North Bay to Matheson.
- Sudbury: Drivers are based from here but buses are brought in from North Bay as there is no garage to service our equipment in Sudbury. The routes covered are Sudbury to Toronto.

We attempt to create schedules that will allow our customers to make connections to points beyond our coverage area and to also provide travel to North Bay, Sudbury and Toronto for medical appointments, shopping, visiting family, etc. The optimum type of travel schedule would allow the customer to do what they need to do and return home the same day.

When planning routes it is essential that if there are going to be connections, the wait times for these connections or layovers be minimal. Ideally, a maximum layover time of 3 hours would be reasonable.

Driver Terminal Points

Operators are stationed in North Bay, Timmins and Sudbury with set boundaries put in place that identifies each territory. North Bay drivers cover North Bay to Toronto and North Bay to Matheson. Timmins drivers cover all our system north of Matheson to Hearst including Cochrane and as far south on highway 144 to Sudbury. Our Sudbury drivers cover between Sudbury and Toronto. Our current collective agreement between the union and company specifies that there shall be no crossing of territories by other terminal drivers.

Factors affecting scheduling

- Drivers can only drive for a total of 13 hours maximum per day
- Drivers can only work a maximum of 14 hours per day
- Drivers need to have a total of 8 straight hours of core rest within a 24 hour period
- Drivers need a total of 10 hours down time per 24 hour period.

Our goal is to not increase the number of trips but to make them more efficient.

Currently we have runs that carry little or no passengers. Some of these trips operate between points where there are small population bases to draw from. We are mandated by the provincial government to provide the transportation link; we also need to make sure that the scheduled times are efficient and attractive to obtain the maximum amount of people. These schedules must not only connect with Ontario Northland's services but with our interline partners (Greyhound, Getaway Coach, Coach Canada and Caribou Coach) at Timmins, North Bay, Sudbury, Barrie, Hearst and Toronto.

Problem #2

Fares

Ontario Northland covers a large part of the province of Ontario. It stretches from Hearst through to Toronto via North Bay or Sudbury. Locations from Kirkland Lake northward can travel to Orillia, Barrie or Toronto either way. Because of this, Ontario Northland introduced common rate fares so that there were no discrepancies in prices to travel to these locations even though there are differences in distance travelled. For example, the distance to travel from Kirkland Lake to Toronto via North Bay is 586 km and via Sudbury is 819 km for a common fare of \$121.80 (*see Passenger Fares Section 7 below*)

Another route that has 2 ways of getting to its destination is between Timmins and Cochrane via Driftwood or Matheson (refer to **Map 1**). The problem here is that the route via Driftwood only departs from Timmins. It is a feeder service for our Polar Bear Express passenger train to Moosonee. The fare to Cochrane is \$17.85. Locations such as South Porcupine, Shillington, etc must travel via Matheson to get to Cochrane as there are no connections from Timmins. The motor coach travels from North Bay to Matheson. There are two (2) coaches at Matheson to meet the trip from North Bay. One coach heads to Cochrane while the other one goes to and terminates at Timmins. The bus from North Bay turns around and heads back.

The fares between South Porcupine to Cochrane are higher (\$24.10) than Timmins to Cochrane because of the distance travelled (*refer to Passenger Fares Section 3 below*). The problem is that if a person were to take the bus from Timmins to Cochrane via Matheson the fare would only be \$17.85 because of the common rating. Customers are complaining that it is cheaper to travel to Cochrane via Matheson than to travel to Iroquois Falls (\$23.00) which is on route to Cochrane.

We would like to come up with a pricing system for this section which would rate the fares so that they are all in line with our rate structure.

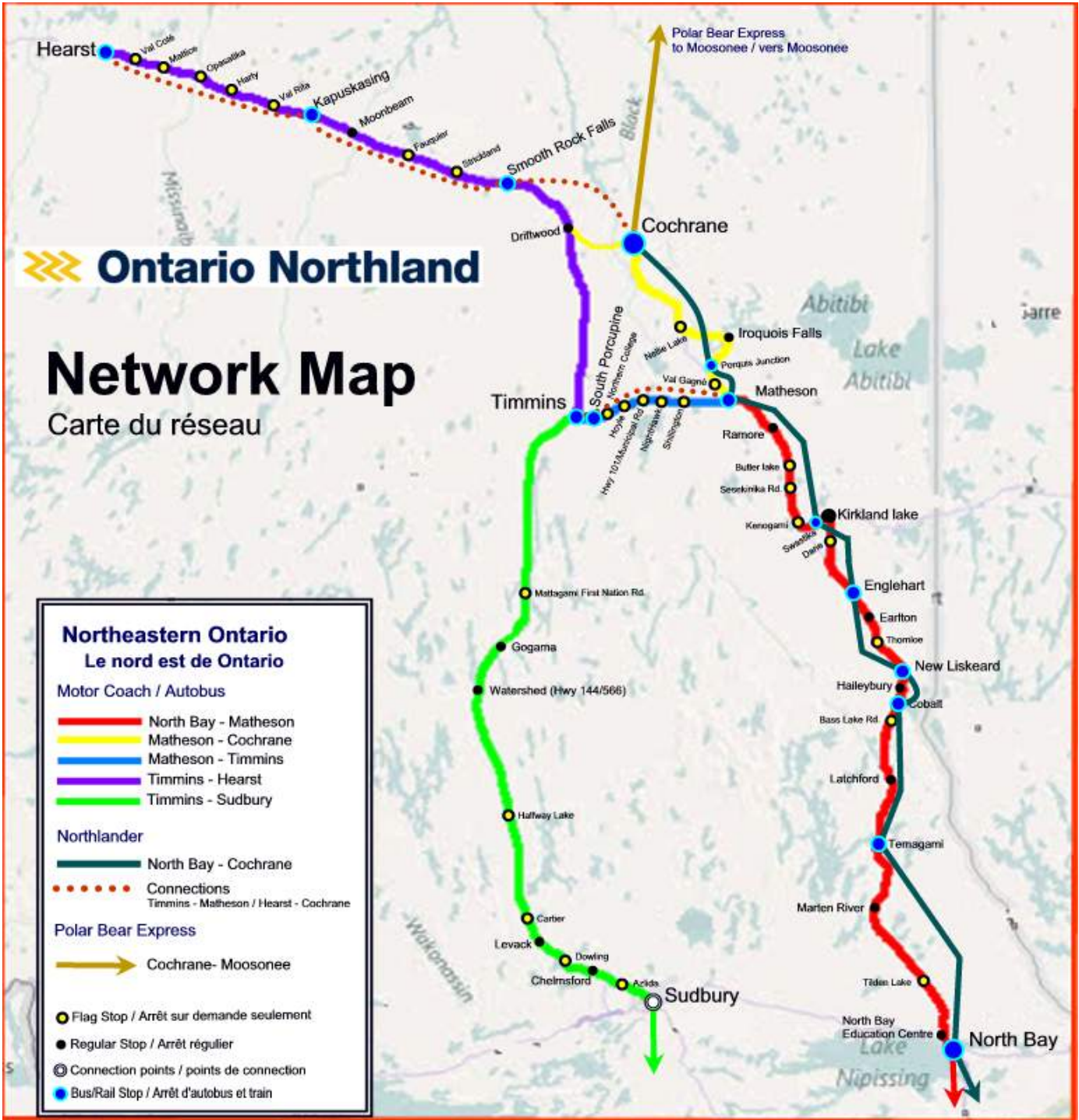
-	SOUTH PORCUPINE	TIMMINS
MATHESON	11.95	13.60
VAL GAGNE	18.20	19.85
PORQUIS JCT.	18.50	20.15
IROQUOIS FALLS	21.35	23.00
NELLIE LAKE	22.50	24.15
DRIFTWOOD	17.10	15.10
COCHRANE	24.10	17.85

Passenger Fares Section 3

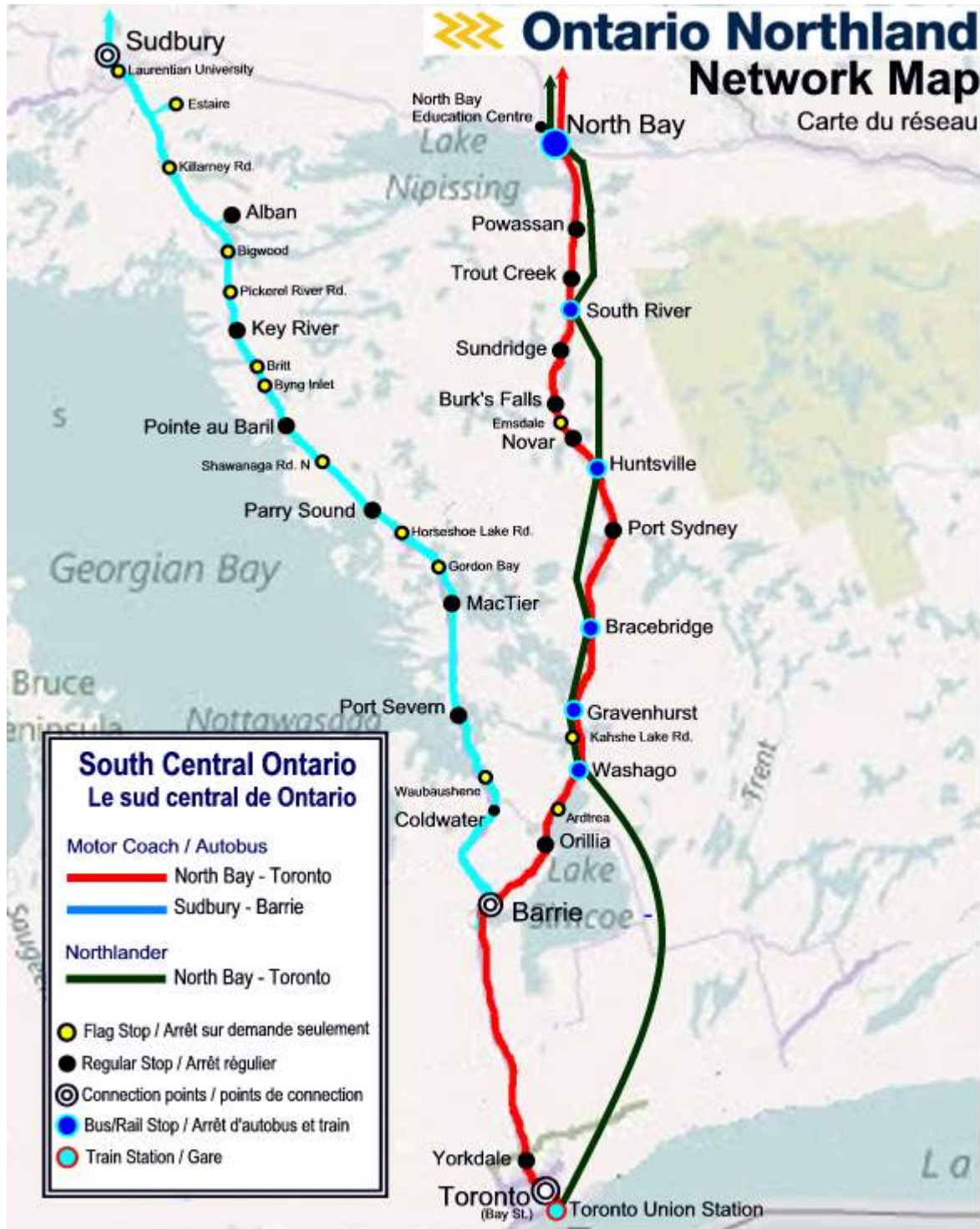
-	TORONTO	YORKDALE	BARRIE	ORILLIA
HEARST	185.60	185.60	167.05	166.55
VAL COTE	184.95	184.95	165.75	165.25
MATTICE	180.80	180.80	163.00	162.50
OPASATIKA	174.75	174.75	157.25	156.75
HARTY	173.95	173.95	155.75	155.25
VAL RITA	170.65	170.65	150.75	150.25
KAPUSKASING	167.70	167.70	148.20	147.70
MOONBEAM	163.30	163.30	145.50	145.00
FAUQUIER	161.25	161.25	143.45	142.95
STRICKLAND	158.65	158.65	138.45	137.95
SMOOTH ROCK FALLS	154.15	154.15	135.50	135.00
DRIFTWOOD	149.55	149.55	131.70	131.20
NORTHERN COLLEGE	135.80	135.80	125.80	125.30
SOUTH PORCUPINE	135.80	135.80	125.80	125.30
TIMMINS	134.45	134.45	122.70	122.20
COCHRANE	142.25	142.25	124.60	124.10
HOYLE	134.45	134.45	125.80	125.30
NIGHTHAWK	134.45	134.45	125.80	125.30
HWY101/MUNICIPAL RD	136.95	136.95	123.65	123.15
SHILLINGTON	136.95	136.95	122.65	122.15
IROQUOIS FALLS	138.50	138.50	122.65	122.15
NELLIE LAKE	139.50	139.50	123.65	123.15
PORQUIS JCT.	138.50	138.50	122.65	122.15
VAL GAGNE	137.95	137.95	121.65	121.15
MATHESON	136.95	136.95	119.65	119.15
RAMORE	134.60	134.60	116.40	115.90
BUTLER LAKE	132.60	132.60	115.95	115.45
SESEKINIKA RD	130.60	130.60	113.60	113.10
KENOGAMI	128.60	128.60	110.55	110.05
SWASTIKA	124.85	124.85	106.65	106.15
KIRKLAND LAKE	121.80	121.80	103.60	103.10

Passenger Fares Section 7

(Common Rate Fares via North Bay or Sudbury)



MAP 1



MAP 2