

# Environment, Transportation & Public Safety Standing Committee Sitting as the Transit Windsor Board of Directors Meeting Agenda

# **Date:** Wednesday, June 26, 2024 **Time:** Immediately following the 4:30 o'clock p.m. Environment, Transportation & Public Safety Standing Committee Meeting

# Location: Council Chambers, 1<sup>st</sup> Floor, Windsor City Hall

All members will have the option of participating in person in Council Chambers or electronically and will be counted towards quorum in accordance with Procedure Bylaw 98-2011 as amended, which allows for electronic meetings. The minutes will reflect this accordingly. Any delegations have the option to participate in person or electronically.

# MEMBERS:

- Ward 2 Councillor Fabio Costante (Chairperson)
- Ward 3 Councillor Renaldo Agostino
- Ward 4 Councillor Mark McKenzie
- Ward 8 Councillor Gary Kaschak
- Ward 9 Councillor Kieran McKenzie

#### **ORDER OF BUSINESS**

Item # Item Description 1. CALL TO ORDER

#### 2. DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

#### 3. ADOPTION OF THE MINUTES OF THE ETPS STANDING COMMITTEE SITTING AS THE TRANSIT WINDSOR BOARD OF DIRECTORS

3.1. Adoption of the Environment, Transportation & Public Safety Standing Committee Sitting as the Transit Windsor Board of Directors minutes of its meeting held May 29, 2024.(SCM 179/2024)

#### 4. **REQUEST FOR DEFERRALS, REFERRALS OR WITHDRAWALS**

#### 5. COMMUNICATIONS

#### 6. PRESENTATIONS AND DELEGATIONS

#### 9. TRANSIT BOARD ITEMS

- 9.1. Response to CR183/2024-Petition from Residents on the Corner of Derek Street and Radcliff Avenue in Opposition to Implementation of Bus Route City Wide **(\$ 40/2024)**
- 9.2. Town of Amherstburg Transit Service Agreement Renewal City Wide (S 70/2024)
- 11. NEW BUSINESS

#### 12. ADJOURNMENT

Item No. 3.1



Committee Matters: SCM 179/2024

Subject: Adoption of the Environment, Transportation & Public Safety Standing Committee Sitting as the Transit Windsor Board of Directors minutes of its meeting held May 29, 2024.



CITY OF WINDSOR MINUTES 05/29/2024

# Environment, Transporation & Public Safety Standing Committee Sitting as the Transit Windsor Board of Directors Meeting

# Date: Wednesday, May 29, 2024 Time: 7:00 o'clock p.m.

# **Members Present:**

# Councillors

- Ward 2 Councillor Fabio Costante (Chairperson)
- Ward 3 Councillor Renaldo Agostino
- Ward 4 Councillor Mark McKenzie
- Ward 9 Councillor Kieran McKenzie

# PARTICIPATING VIA VIDEO CONFERENCE ARE THE FOLLOWING

Ward 8 - Councillor Gary Kaschak

# PARTICIPATING VIA VIDEO CONFERENCE ARE THE FOLLOWING FROM ADMINISTRATION:

Sandra Gebauer, Council Assistant

# ALSO PARTICIPATING IN COUNCIL CHAMBERS ARE THE FOLLOWING FROM ADMINISTRATION:

Mark Winterton, Commissioner, Infrastructure Services & City Engineer Shawna Boakes, Executive Director Operations / Deputy City Engineer Anna Ciacelli, Deputy City Clerk

# 1. CALL TO ORDER

The Chairperson calls the meeting of the Environment, Transportation & Public Safety Standing Committee sitting as the Transit Windsor Board of Directors to order at 7:19 o'clock p.m.

# 2. DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

None disclosed.

# 3. ADOPTION OF THE MINUTES OF THE ETPS STANDING COMMITTEE SITTING AS THE TRANSIT WINDSOR BOARD OF DIRECTORS

3.1. Adoption of the Environment, Transportation & Public Safety Standing Committee Sitting as the Transit Windsor Board of Directors minutes of its meeting held April 24, 2024.

Moved by: Councillor Mark McKenzie Seconded by: Councillor Kieran McKenzie

THAT the minutes of the Environment, Transportation & Public Safety Standing Committee Sitting as the Transit Windsor Board of Directors meeting held April 24, 2024 **BE ADOPTED** as presented. Carried.

Report Number: SCM 118/2024

# 4. REQUEST FOR DEFERRALS, REFERRALS OR WITHDRAWALS

None requested.

# 5. COMMUNICATIONS

None presented.

# 9. TRANSIT BOARD ITEMS

None presented.

# **11. NEW BUSINESS**

None presented.

# **12. ADJOURNMENT**

There being no further business, the Environment, Transportation & Public Safety Standing Committee Sitting as the Transit Windsor Board of Directors is adjourned at 7:19 o'clock p.m. The next meeting of the Environment, Transportation & Public Safety Standing Committee Sitting as the Transit Windsor Board of Directors will be held Wednesday, June 26, 2024. Carried.

Ward 2 – Councillor Costante (Chairperson) Deputy City Clerk / Supervisor of Council Services



# Council Report: S 40/2024

# Subject: Response to CR183/2024-Petition from Residents on the Corner of Derek Street and Radcliff Avenue in Opposition to Implementation of Bus Route - City Wide

# **Reference:**

Date to Council: June 26, 2024 Author: Jason Scott, Manager, Transit Planning Transit Windsor 519-944-4141 ext 2230 jscott@citywindsor.ca

Transit Windsor Report Date: March 22, 2024 Clerk's File #: ACO/14715

To: Mayor and Members of City Council

# **Recommendation:**

That the Environment, Transportation and Public Safety Standing Committee, sitting as the Transit Windsor Board of Directors **RECEIVE FOR INFORMATION** the report in response to decision number CR183/2024 from the City Council meeting held on April 22, 2024.

# **Executive Summary:**

N/A.

# **Background:**

At the April 22, 2024 meeting of City Council, City Council adopted the following motion:

That the petition presented by Councillor Angelo Marignani on behalf of residents on the corner of Derek Street and Radcliff Avenue in opposition to the implementation of Bus Route 335 being added to Radcliff Avenue **BE RECEIVED** by the Clerk and the Clerk **BE DIRECTED** to forward the petition to the Executive Director, Transit Windsor for the purpose of an examination of the requested works or undertakings.

# **Discussion:**

The new route that is being implemented along Radcliff Avenue was identified during the development of Transit Windsor's More Than Transit – Transit Master Plan. This route was developed based on extensive public consultation. Round 1 of community

outreach and engagement, which ran from October 2018 to January 2019, focused on identifying how Transit Windsor could better serve its users. Round 1 included open house sessions in every ward, multiple online surveys, and posters on buses and shelters across the City. The initial draft of the plan was then presented to the public during Round 2 of public engagement, which was completed in Summer 2019. Round 2 of the public consultation process in 2019 included a project flyer, which was sent by the City of Windsor to approximately 55,000 residents with the annual Property Tax mail-out, and approximately 6,000 clients in June of 2019 monthly mailing for Social Services. City of Windsor residents were encouraged to provide input on the draft plan and route network with a link provided to the project website where Radcliff Avenue was clearly identified as a proposed bus route. No negative comments were received by Transit Windsor in regards to having a route operating along Radcliff. Only positive comments were received from residents, and the responses indicated strong support for the new service available to residents in the area. The Transit Master Plan was subsequently unanimously approved by City Council in January, 2020.

The Environment, Transportation & Public Safety Standing Committee approved this route on February 22, 2023 as part of Transit Windsor's 2023 Service Plan and overall operating budget. This service plan was subsequently endorsed by City Council on April 3, 2023 as part of the City of Windsor's overall operating budget. The new local routes were also on display during the Ward 7 community open house on November 7, 2023, where City and Transit Windsor staff were present to answer questions.

Please note that as part of the development of the overall 2023 service plan, the proposed route number for this route has been changed from Route 335 to Route 345. This is to remain consistent with the new route numbering convention that Transit Windsor has adopted as the development of the Transit Master Plan progresses. Route 345 will be referenced for the remainder of this report.

Informational mail-outs will be sent to all residents in this area once Route 345 is closer to implementation, which is expected to be later in 2024 or early 2025. This letter will explain the route and also have a map attached to it showing the entire route. A public website will also be available for all residents to view this route and all of the route changes that will take place. This website will explain the changes and provide a map of the full range of route changes taking place.

Route 345 meets all of Transit Windsor's Route Infrastructure Planning and Design Guidelines, as approved by City Council. There are many streets in the City of Windsor similar to Radcliff upon which Transit Windsor currently operates and has for a considerable period of time without any issues. Many of these streets include on-street parking on the subject streets and surrounding environments. All bus stop locations for Route 345 along Radcliff (and the entire route), meet Transit Windsor's guidelines as well as industry standards.

Transit Windsor had record ridership for 2023 and is projecting continued growth for 2024. The redesign of routes east of Tecumseh Mall, consistent with the Transit Master Plan, are designed to accommodate the significant current and future growth of population in the City of Windsor, as well as continued ridership growth at Transit Windsor. Route 345 is expected to play a significant role in this and further add to the

ridership success and provide another crucial service for the residents of the City of Windsor.

# **Risk Analysis:**

There are no risks associated with implementing the new route along Radcliff Avenue between Little River Boulevard and McNorton Street. The introduction of the route provides enhanced service and connectivity to residents. Should the route be altered, a significant area of the east side of the City would fall outside of Transit Windsor's service area, denying residents the benefit of transit services, and there would be a potential loss of ridership and revenue to Transit Windsor.

# **Climate Change Risks**

# **Climate Change Mitigation:**

N/A.

# **Climate Change Adaptation:**

N/A.

# **Financial Matters:**

Transit Windsor expects to gain revenue by implementing this new route into a new service area. Route 345 provides service for all residents in the new service coverage area and allows residents to connect with the entire Transit Windsor network leading to an expected overall increase in ridership. An increase in ridership leads to an increase in Transit revenue through rider fees as well as creates potential for additional Provincial Gas Tax which is received from the Province of Ontario.

# **Consultations:**

Poorvangi Raval, Financial Planning Administrator for Transit Windsor

Rob Slater, Executive Initiatives Coordinator, City of Windsor

# **Conclusion:**

Transit Windsor has reviewed Route 345 and the concerns brought forward by the residents in regards to its implementation. Based on the review, no concerns or issues were revealed with it being implemented. Transit Windsor's implementation of Route 345 continues the improvements to the Transit Windsor system approved by City Council, as well as the continued implementation of the Transit Master Plan. Route 345 fills in a service coverage area gap in the community and provides a vital service to all residents, providing them transportation access to the entire City of Windsor and regional services.

# **Planning Act Matters:**

N/A.

# Approvals:

Name	Title
Poorvangi Raval	Financial Planning Administrator for Transit Windsor
Jason Scott	Manager, Transit Planning
Tyson Cragg	Executive Director, Transit Windsor
Mark Winterton	Commissioner, Infrastructure Services
Janice Guthrie	Commissioner, Finance and City Treasurer
Joe Mancina	Chief Administrative Officer

# Notifications:

Name	Address	Email

Appendices:



# Council Report: S 70/2024

# Subject: Town of Amherstburg - Transit Service Agreement Renewal - City Wide

# **Reference:**

Date to Council: June 26, 2024 Author: Tyson Cragg, Executive Director Transit Windsor 519-944-4141 ext 2232 tcragg@citywindsor.ca

Transit Windsor Report Date: May 29, 2024 Clerk's File #: MT2024

To: Mayor and Members of City Council

# **Recommendation:**

That the Environment, Transportation and Public Safety Standing Committee, sitting as the Transit Windsor Board of Directors and City Council **RECEIVE** for information the update regarding the 2-year pilot to provide transit services to the Town of Amherstburg; and,

That Transit Windsor **BE AUTHORIZED** to update and renew the existing Agreement for another five-year term (September 1, 2024 – August 31, 2029) with the Town of Amherstburg to provide a transit route that connects with services provided by Transit Windsor; and,

That the Chief Administrative Officer and City Clerk **BE AUTHORIZED** to sign the Agreement with the Town of Amherstburg, satisfactory in form to the City Solicitor, in financial content to the City Treasurer, and in technical content to the City Engineer and the Executive Director of Transit Windsor.

# **Executive Summary:**

N/A.

# Background:

At the meeting of City Council on May 26<sup>th</sup>, 2021, report S48/2021, resolution number CR278/2021, approved Transit Windsor's recommendations as follows:

1. That the City Engineer – Corporate Leader of Environmental Protection & Infrastructure Services and the Executive Director of Transit Windsor **BE** 

**AUTHORIZED** to negotiate with the Corporation of The Town of Amherstburg for Transit Delivery and Maintenance Services and to engage in any resulting contract negotiations; and,

2. That a subsequent report on the outcomes of the negotiations **BE PREPARED AND SUBMITTED** to the Environment, Transportation & Public Safety Standing Committee sitting as the Transit Windsor Board of Directors and City Council with that report fully detailing the cost associated with the proposed service delivery and seeking any further approvals or authorizations that may be required from the Transit Windsor Board of Directors and City Council.

Further, at the June 22<sup>nd</sup>, 2022, City Council meeting, recommendations outlined in report S70/2022 (CR295/2022) were approved, as follows:

That the Environment, Transportation and Public Safety Standing Committee, sitting as the Transit Windsor Board of Directors, and City Council **RECEIVE** for information the update regarding negotiations for transit service with the Corporation of The Town of Amherstburg; and,

That Transit Windsor **BE AUTHORIZED** to enter into a 2-year pilot agreement (2022-2024) with the Corporation of The Town of Amherstburg to provide a transit service route that connects the town's resident to services provided by Transit Windsor as detailed in the report; and,

That the Chief Administrative Officer and City Clerk **BE AUTHORIZED** to sign the resulting Agreement with the Corporation of The Town of Amherstburg, satisfactory in form to the Commissioner of Legal and Legislative Services, in financial content to the Commissioner of Corporate Services, and in technical content to the Commissioner of Infrastructure Services and the Executive Director of Transit Windsor.

This report is seeking approval from the Transit Windsor Board of Directors and City Council to authorize Transit Windsor to enter into a five-year agreement (September 1, 2024 – August 31, 2029) with the Town of Amherstburg.

# **Discussion:**

Service to the Town of Amherstburg (Transit Windsor Route 605) began in September, 2022 as a two-year pilot program, providing transit services to the Town of Amherstburg from the Hotel-Dieu Grace Healthcare (HDGH) terminal. Route 605 currently runs three (3) times per day, every day of the year, including Holidays. It includes connections to several Transit Windsor routes to get passengers to and from various locations across the City of Windsor, including St. Clair College and the University of Windsor. It also includes connections to the Town of LaSalle's route (Route 25), also operated by Transit Windsor.

The Town of Amherstburg has experienced a range of ridership with its Amherstburg 605 transit route. The annual ridership numbers from 2022-2024 are as follows:

- 2022 = 2,619 (September to December, monthly average: 655)
- 2023 = 13,597 (full year, monthly average: 1,133)
- 2024 = 5,099 (up to April 30, 2024, monthly average: 1,275)

Route 605 for the Town of Amherstburg has experienced growth in ridership every month since its inception, with monthly average ridership up 95% since 2022. Route 605 is doing very well for a new route, since typically a new route takes 18-24 months to truly achieve full ridership potential and growth. Route 605 achieved this in the first 12-months of operation, noting that current service is three (3) trips per day. The largest contributor to this ridership has been students from the University of Windsor and St. Clair College. The Universal Bus Pass Program (U-Pass) with the University of Windsor has represented 36% of Route 605's ridership for January – April of 2024 and St Clair College with the SaintsPass has represented 22% of Route 605's ridership for the same time frame.

Representatives with the Town of Amherstburg have expressed their desire to renew the agreement for another five (5) year term, with options to increase trips and frequencies. The Town has expressed that residents are generally happy with the service, with the exception of the route frequency. Rider comments have indicated a desire to add another trip during the day to accommodate increased demand for the service. Accordingly, the Town has requested that Transit Windsor provide an option to increase the service from three to four trips per day, representing a 33% increase in service frequency. Appendix A provides the proposed changes based on increasing the number of trips from three to four trips per day, including Holidays. This service increase still requires one (1) bus, which will be in service for 7.5 hours per day. The current route alignment will remain unchanged.

Amherstburg will be presenting a report to their Council on June 24<sup>th</sup>, 2024, with the revised service schedule.

# **Risk Analysis:**

Through this pilot, Transit Windsor's partnership with Amherstburg has complimented regional transit services to the surrounding communities in Windsor and Essex County. Where there was previously a gap in transportation services, Route 605 addressed the shortfalls and has successfully connected riders to transfer points with the LaSalle 25 Route and the South Windsor 7 Route, which allows students to get to St. Clair College in less time, and with the transfer points at the HDGH terminal, riders can transfer to other Routes that would provide them with access to many services in the City of Windsor for employment, medical appointments, social activities, etc. As ridership indicates, there is a demand for this service and as such, the risk of not renewing this transit contract agreement would jeopardize growing ridership levels that would result in potential loss of revenue and decreased Provincial Gas Tax Funding.

# **Climate Change Risks**

# **Climate Change Mitigation:**

As Transit Windsor will own the bus servicing Amherstburg, the greenhouse gas ("GHG") emissions to service the route will be included in the City's Corporate GHG inventory.

However, for every passenger car that switches from car to bus, GHG emissions drop by least a factor of three. As such, The City's Community Energy Plan aims to double transit ridership by 2041.

The continuation of the route in Amherstburg contributes to a reduction in community GHG emissions in all the communities connected to the route, including Amherstburg, LaSalle, and Windsor as opportunities to connect to more places expands reducing the need for single passenger vehicle trips between communities.

# **Climate Change Adaptation:**

Transit Windsor is recognized as an important asset in the City's Climate Change Adaptation Plan. There are no climate change adaptation risks associated with continuing this agreement.

# **Financial Matters:**

The existing 2 Year Pilot Agreement between the Corporation and the Municipality expires August 31/2024. The new proposed Agreement has been set at a rate of \$70.71 for 2024 and is to be calculated annually based upon the formula as outlined below.

The revenue received on the Amherstburg route is credited to the Municipality of Amherstburg and Transit Windsor charges the Municipality of Amherstburg based on the hourly rate, along with actual fuel consumption and an annual capital contribution. The fuel charge is based on the average rack rate for diesel fuel.

With the current agreement expiring August 31, 2024, the new hourly rate for 2024 and starting on September 1, 2024, is \$70.71.

This represents a 4.36% decrease from the existing 2024 contracted rate notwithstanding taking into consideration increasing cost factors such salary and benefit increase as per collective agreement, direct administration costs etc. The main reasons for this decrease are:

- 1. The existing contract is set at annual operating hours of 2228 and the new proposed contract is set at annual operating hours of 2,740, thereby resulting in an overall reduction in hourly rate. The Town has requested additional service hours in the new contract.
- The maintenance costs in the existing contract were based on the older 2015 NOVA Bus and the new contract is based on the 2018 NOVA bus. Buses purchased since 2018 (delivered and on order) now make up the majority of Transit Windsor's fleet. The newer buses have an overall reduced maintenance costs.

3. The existing costing was based on 2022 CPI rate of 5.51% and proposed contract is based on 2023 CPI rate of 3.31%.

Thereafter, the annual rate for future years will be the higher of annual calculated increase of 3.47% or Consumer Price Index (CPI) of the preceding year applied to the existing rate for the year. CPI will be based on *CPI Table 18-10-0006-01-All Items, excluding Food & Energy.* 

The Town of Amherstburg will be invoiced separately for the annual capital costs of the transit service, in the amount of \$74,800. This is calculated based on service seven days per week at an estimated 2,726 hours. This reflects recent contracts with other Regional Partners. The current contact has an annual capital costs billing of \$61,200. The increase in the capital cost billing is on account of a substantial increase in the purchase price of buses and increase in interest rate.

An additional clause has further been added to the new proposed contract as a way of protecting the City from future uncontrollable costs. In the event that there are any unexpected or uncontrollable costs incurred by the City, that are not covered by senior levels of government funding, the Municipality will be notified and will be billed, over and above the hourly rate, for the additional costs. Examples include future pandemics, pandemic related cleaning, long-term construction detours, etc.

The impact on future budgets will be considered in light the terms of the contract and expenditures.

# **Consultations:**

Mark Spizzirri, Manager Performance Measurement and Business Case Development

Poorvangi Raval, Financial Planning Administrator for Transit Windsor

Karina Richters, Supervisor, Sustainability & Climate Change

Jason Scott, Manager, Transit Planning, Transit Windsor

Rob Slater, Executive Initiatives Coordinator

# Conclusion:

Based on the operational data gathered during the two-year pilot, ridership trends have shown positive growth and supports the need for Transit Windsor to continue to provide transit service to the Town of Amherstburg. This business model has proven to be successful and Transit Administration strongly recommends the approval of the recommendations as detailed within this report so that we may continue to maintain the existing partnership.

# **Planning Act Matters:**

N/A.

# Approvals:

Name	Title
Poorvangi Raval	Financial Planning Administrator for Transit Windsor
Tyson Cragg	Executive Director, Transit Windsor
Mark Winterton	Commissioner, Infrastructure Services (A)
Wira Vendrasco	City Solicitor
Janice Guthrie	Commissioner, Finance and City Treasurer
Joe Mancina	Chief Administrative Officer

# Notifications:

Name	Address	Email

# **Appendices:**

1 Appendix A - Route 605 Schedule - 4 Trips Per Day

# Route 605

4 Trips Per Day

1 Bus

7.5 Hours Per Day

#### Weekday

#### Southbound

Hotel Dieu Grace	Marigold at	Front at	Kingsbridge at	Sandwich at	Sandwich at	Sandwich at	Lowes Sideroad at
Healthcare	Weaver	Laurier	Front	Alma	Simcoe	Pickering	Sandwich
6:00	6:07	6:12	6:24	6:33	6:36	6:38	6:42
13:30	13:37	13:42	13:54	14:03	14:06	14:08	14:12
18:00	18:07	18:12	18:24	18:33	18:36	18:38	18:42
19:30	19:37	19:42	19:54	20:03	20:06	20:08	20:12

#### Northbound

Lowes Sideroad at	Sandwich at	Simcoe at	Alma at	Kingsbridge at	Front at	Marigold at	Hotel Dieu Grace
Sandwich	Pickering	Sandwich	Sandwich	Front	Laurier	Weaver	Healthcare
6:42	6:45	6:47	6:53	7:02	7:14	7:20	7:30
14:12	14:15	14:17	14:23	14:32	14:44	14:50	15:00
18:42	18:45	18:47	18:53	19:02	19:14	19:20	19:30
20:12	20:15	20:17	20:23	20:32	20:44	20:50	21:00

#### Saturday

#### Southbound

Hotel Dieu Grace	Marigold at	Front at	Kingsbridge at	Sandwich at	Sandwich at	Sandwich at	Lowes Sideroad at
Healthcare	Weaver	Laurier	Front	Alma	Simcoe	Pickering	Sandwich
7:00	7:07	7:12	7:24	7:33	7:36	7:38	7:42
13:30	13:37	13:42	13:54	14:03	14:06	14:08	14:12
15:00	15:07	15:12	15:24	15:33	15:36	15:38	15:42
18:00	18:07	18:12	18:24	18:33	18:36	18:38	18:42

#### Northbound

Lowes Sideroad at	Sandwich at	Simcoe at	Alma at	Kingsbridge at	Front at	Marigold at	Hotel Dieu Grace
Sandwich	Pickering	Sandwich	Sandwich	Front	Laurier	Weaver	Healthcare
7:42	7:45	7:47	7:53	8:02	8:14	8:20	8:30
14:12	14:15	14:17	14:23	14:32	14:44	14:50	15:00
15:42	15:45	15:47	15:53	16:02	16:14	16:20	16:30
18:42	18:45	18:47	18:53	19:02	19:14	19:20	19:30

#### Sunday/Holiday

#### Southbound

Hotel Dieu Grace	Marigold at	Front at	Kingsbridge at	Sandwich at	Sandwich at	Sandwich at	Lowes Sideroad at
Healthcare	Weaver	Laurier	Front	Alma	Simcoe	Pickering	Sandwich
8:30	8:37	8:42	8:54	9:03	9:06	9:08	9:12
13:10	13:17	13:22	13:34	13:43	13:46	13:48	13:52
14:40	14:47	14:52	15:04	15:13	15:16	15:18	15:22
17:25	17:32	17:37	17:49	17:58	18:01	18:03	18:07

#### Northbound

Lowes Sideroad at	Sandwich at	Simcoe at	Alma at	Kingsbridge at	Front at	Marigold at	Hotel Dieu Grace
Sandwich	Pickering	Sandwich	Sandwich	Front	Laurier	Weaver	Healthcare
9:12	9:15	9:17	9:23	9:32	9:44	9:50	10:00
13:52	13:55	13:57	14:03	14:12	14:24	14:30	14:40
15:22	15:25	15:27	15:33	15:42	15:54	16:00	16:10
18:07	18:10	18:12	18:18	18:27	18:39	18:45	18:55