

West Kootenay Master Plan

Phase 1 – Concept Plan



Regional District Central Kootenay
Regional District Kootenay Boundary
City of Nelson



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Executive Summary

The primary goal of this document is to provide an update to the draft West Kootenay Concept Plan distributed in the summer of 2010. Once approved, this document will provide a guide for the newly formed West Kootenay Transit Committee in making regional decisions. In order to do so, this document furthers the development of a Regional Plan by:

- Confirming the proposed transit region
- Determining the structure of a transit network to serve the region
- Identifying potential efficiencies and benefits of a more integrated system
- Proposing service levels
- Providing information to assist regional decision making in support of the Concept Plan
- Recommending next steps

The West Kootenay area was chosen for a Regional Concept Plan for a number of reasons. There has been growing demand from area residents for improved regional service and connections. At the same time, there is currently little coordination or integration between the area's 9 transit systems. Improving the level of integration would substantially improve the effectiveness, efficiency and customer experience of existing transit services and enable better future transit development to take place.

There are several benefits to the options identified in this report but none is more important than the improved customer experience. Providing transit users with a seamless journey that operates as one system dramatically improves each customer's experience and ultimately builds ridership. To identify the needs of both current and potential riders to influence the direction of this plan, area residents, elected officials, city staff and operators were consulted and surveyed. As a result, this 20 year concept plan envisions increased service on all major regional corridors while complimenting local service. A network map and broad service levels are also shown for community input and approval.

The secondary goal of the Concept Plan was to outline organizational changes that can be addressed now that would allow the systems to operate more cohesively. A number of steps may be taken to begin moving forward without the need for substantial investment or significant structural or contractual changes. Offering riders a single schedule with a single fare structure would go a long way in offering a system which is seen by the rider as one but doesn't require operational changes.

Implementing some of the short term recommendations including the coordination of marketing, fare integration, scheduling and other efficiencies will be a major step forward for transit in the region. This plan also initiates discussion on potential funding or governance models that support the implementation.

The West Kootenay Transit Committee will be critical in seeing these regional initiatives are achieve serving as an advisory committee with the purpose of:

- establishing operational cooperation and coordination among the areas regarding fare structures, regional connections and priorities
- establishing priority areas for expansion

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- serving as a liaison to the region in the further development of transit plans
- monitoring customer feedback in the region to guide future service improvements
- developing recommendations for decision by respective city councils and regional boards on transit related issues

The committee is not intended to make final decisions; rather, they are intended to review information and develop recommendations as to how the service can be provided in a more integrated and effective manner through regional cooperation.

About BC Transit

BC Transit is the provincial Crown agency charged with coordinating transportation systems throughout British Columbia outside of Metro Vancouver. In partnership with local government, BC Transit's mandate includes planning, funding, marketing, fleet management and contracting for the operations of transit services. According to the British Columbia Transit Act (Section 3.1) BC Transit is to:

“... plan, acquire, construct or cause to be constructed public passenger transportation systems and rail systems that support regional growth strategies, official community plans, and the economic development of transit service areas, [and] to provide for the maintenance and operation of those systems.”

In most BC Transit systems, service is provided through a partnership between BC Transit, local government and a contracted transit management company. This partnership is formalized through a Transit Service Agreement, and two operating agreements: a Master Operating Agreement (MOA) and an Annual Operating Agreement (AOA).

Sponsoring local governments provide a portion of funding for transit systems (less provincial funding and passenger fares), approve service levels and fare structures and maintain transit facilities such as bus stops, exchanges and shelters. Transit-related decisions are made in open sessions of sponsoring municipal councils or regional district boards.

BC Transit's systems are as diverse as our province and include a range of service types:

- **Conventional transit** serves the general population in urban settings and offers scheduled bus service that operates on fixed routes. Most vehicles are accessible and range in size from minibuses to double-deck buses in order to best match ridership and community needs.
- **Custom transit** employs vans, minibuses and taxis for dial-a-ride and door-to-door handyDART service for passengers with disabilities who cannot use conventional transit. Contracted taxi supplement and taxi saver (discounted coupon) programs offer additional flexible service to complement custom transit and adapt to customer needs.
- **Paratransit** serves small town, rural and Aboriginal communities as well as some suburban areas using minibuses, taxis and vans for flexible routing and schedules.

Concept Plan

A regional concept plan envisions the future of transit service in a defined region guided by public input. This plan addresses medium to long term issues of both regional and urban services that require additional investment in service hours, vehicles and infrastructure including additional trips, extended service hours and new service areas. This document takes into consideration what has been expressed as the need for transit in the future and outlines a vision for discussion by residents of the region and approval by their respective communities. This will result in a guide for developing regional public transportation which from the riders experience is seen as one system. A regional system would provide for a simpler and more enjoyable experience for the riders. It would operate more efficiently through shared resources and be more effective in its delivery capabilities.

This concept plan is intended as a high-level guide for creating a regional transit development plan. Service along corridors is discussed while specific routes and schedules are part of the

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subsequent phases. This concept plan lays out a 20 year vision for transit in the region based on local area input.

Local Consultation

The concept planning process took place from the fall of 2008 to the fall of 2009. To obtain input for the direction of this plan, area residents, elected officials, local government staff and transit system staff were consulted and surveyed. During the fall of 2008, eight transit surveys were conducted across the region and provided feedback to help gauge the transit priorities of residents and riders. Of these 8 surveys, one was a statistically valid phone survey, one was a self-selecting internet survey, one was a neighborhood survey and the remaining five were onboard surveys. Over the winter and summer, population, ridership, service hours, routes and journey to work figures were collected.

In the fall of 2009, ten open houses were held across the region including:

- October 19: Kaslo and Creston
- October 20: Trail and Slocan Valley
- October 21: Castlegar, Crawford Bay and Nakusp
- October 22: Selkirk College (Castlegar), Nelson and Salmo

Open houses provided excellent input into the needs of transit in the region. The data and results collected from the surveys were presented to attendees who were asked to provide planners with their thoughts on existing transit service and their vision for transit in the region. The concept plan aims to consider as much of the input as possible while the next phase describes how some of the issues heard can be resolved.

Having heard the needs and concerns of this audience, the plan aims to provide the information to assist the region in their decision to support a regional concept. Area residents, especially those in outlying areas, are calling for more regional connections to the major centres of Nelson, Castlegar, Creston and Trail. They are also asking for more service between rural areas in the region. Residents within more urban centres are calling for improved local service as well as connections to other major centres.

The appendices provide more details of the findings of all the public input but major themes can be summarized as follows:

- Residents are supportive of transit and demand exists for regional connections
- Service including routes, schedules, customer information and fares needs to be simplified
- Service frequency needs to be expanded on main routes
- Connections to other buses or services needs to be improved
- New service to other areas needs to be considered

These are the highlights of the input provided from residents of the region. The more rural areas are looking for considerably more service to nearby towns as well as to major centres. Many locals use the trips only for medical services, however, the limited nature of most of the services makes it difficult to schedule appointments. More trips would enable residents more opportunities to book appointments as well as run errands.

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Additional Public Consultation (Nelson/ RDCK)

In partnership with the City of Nelson and the Regional District of Central Kootenay, BC Transit undertook two additional phases of public consultation. These phases complemented information already gathered through previous public involvement for the West Kootenay Concept Plan.

The first phase of consultation was held from February to March 2012. Its main objective was to review initial service review findings with key community members in order to refine the service options to be presented in the second phase. It also gathered further information on the existing system's effectiveness and how it complemented other community plans and initiatives.

The second phase of consultation was held from April to May 2012. Its main objectives were to present and gather input into the various service proposals, integration opportunities and routing options, as well as alternate exchange locations. It also provided an opportunity for passengers and the public to offer ideas and input on how they would improve existing services in the City and surrounding region. This second phase included two round table discussions with Selkirk College students and staff (29 attendees), two open houses (over 140 attendees), a project website and online survey (122 responses) and advertising on all area buses and in the media. Full results from these open houses and online survey can be found in the Nelson and Area Transit Public Consultation Results document found at www.bctransit.com. Key findings from this second phase with respect to the regional plan included:

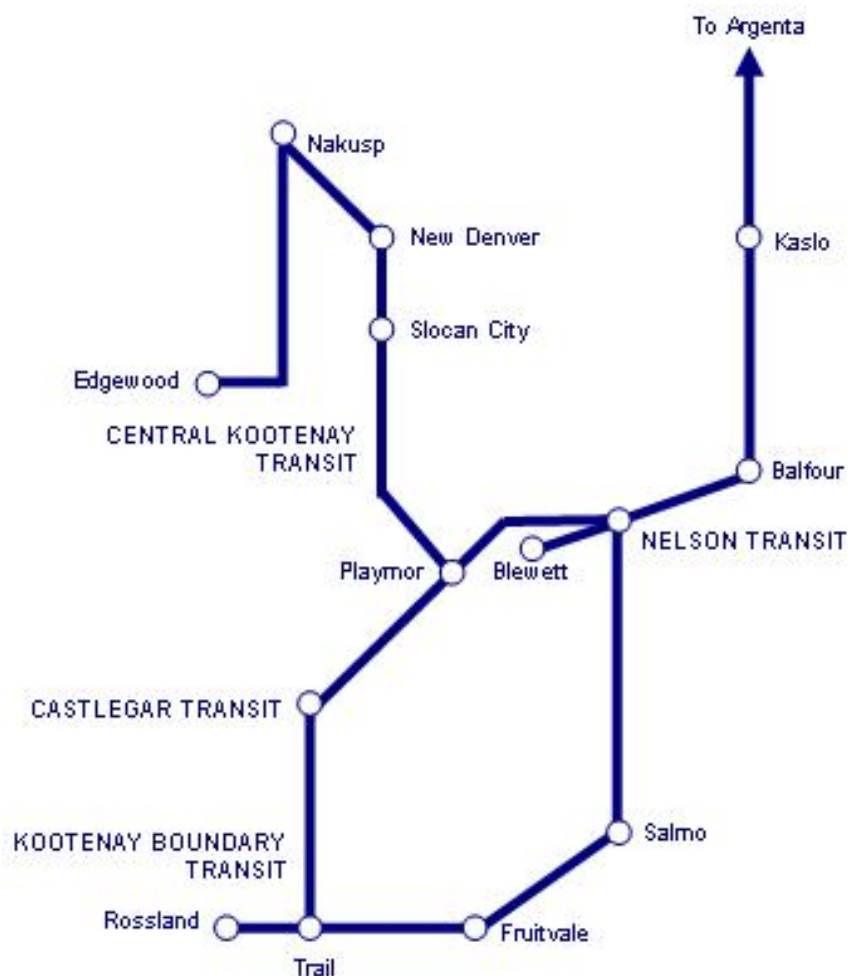
- That the majority of participants liked the concept of changing regional services to offer a route operating between Nelson, Playmor Junction and Castlegar with connecting local services between Playmor Junction and the Slocan Valley. .
- That the majority of respondents wanted to keep the Downtown Nelson transit exchange at Ward and Baker at its current location. Other alternate exchange locations frequently suggested were on Victoria Street (especially near the Police / Library building), by the CPR station, and the east end of Downtown.

Proposed West Kootenay Transit Region

The service area recommended for the West Kootenay consists of the Central Kootenay Regional District (not including Creston Valley Transit) plus the southeastern part of Kootenay Boundary Regional District (Trail, Rossland, Warfield, Fruitvale, Montrose, and Kootenay Boundary Areas A and B). The region had a total population of approximately 78,000 in 2008.

This region was identified in part through the October 2009 public meetings. Attendees were asked to map or describe where they travel. While there is need for interregional trips (mainly to Vernon, Grand Forks and Cranbrook), most trips went to one of the 3 major centres in the region (Nelson, Trail and Castlegar).

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West Kootenay Regional Map

There are three transit operating companies within the proposed service area which include the municipal City of Nelson, the private company Trail Transit Ltd., and the non-profit organization Arrow and Slocan Lakes Community Services Society (ASLCS). The transit management company contracted to operate the service is selected through a public Request for Proposal process undertaken on a seven-year cycle. There are exceptions to this process including systems operated by public organizations with contracts under a defined dollar amount and self-operated systems such as the City of Nelson.

The transit systems currently operating in the proposed region are as follows:

- Castlegar
 - Description – 6 local weekday routes plus regional service through Thrums, Glade, Shoreacres, Krestova, weekday handyDART service
 - Local Government Partner – Regional District of Central Kootenay
 - Operator – Trail Transit
 - Conventional Service Hours - 5,528
 - handyDART Service Hours - 1,976
- Kaslo
 - Description – local service 1 day a week, service to Argenta and Balfour 1 day a week
 - Local Government Partner – Regional District of Central Kootenay

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- Operator – Arrow and Slocan Lakes Community Services
 - Paratransit Service Hours - 586
 - handyDART Service Hours - 1,976
- Kootenay Boundary Conventional and handyDART
 - Description – 7 local routes with weekday and Saturday service, weekday service to Castlegar, weekday handyDART service
 - Local Government Partner – Regional District Kootenay Boundary (some funding received by Interior Health to supplement service from Castlegar to Trail through a Community Transit Partnership Agreement)
 - Operator – Trail Transit
 - Conventional Service Hours – 14,109
 - handyDART Service Hours - 2,481
- Kootenay Lake West
 - Description – weekday service between Nelson and Castlegar
 - Local Government Partner – Regional District Central Kootenay
 - Operator – Arrow and Slocan Lakes Community Services
 - Paratransit Service Hours – 1,680
- Nakusp
 - Description – 3 days a week of local service, 1 day a week to Hot Springs, 1 day a week to Silverton, 1 day a week to Edgewood
 - Local Government Partner – Regional District Central Kootenay
 - Operator – Arrow and Slocan Lakes Community Services
 - Paratransit Service Hours – 1,976
- Nelson
 - Description – 3 local routes with weekday and Saturday service, service to Balfour weekdays and Saturday funded by RDCK
 - Local Government Partner – City of Nelson
 - Operator – City of Nelson
 - Conventional Service Hours – 10,571
- Nelson and Area Paratransit
 - Description – daily handyDART service in Nelson, 2 days a month to Slocan Valley, 1 day a week service to Krestova/Shoreacres, 1 day a week service to Salmo, 1 day a week service to 6 mile
 - Local Government Partner – Regional District Central Kootenay
 - Operator – Arrow and Slocan Lakes Community Services
 - Paratransit Service Hours – 1,976
- Nelson-Slocan Valley
 - Description – weekday and Saturday service from Slocan City to Nelson, weekday service from Blewett to Nelson
 - Local Government Partner – Regional District Central Kootenay
 - Operator – Arrow and Slocan Lakes Community Services
 - Paratransit Service Hours – 5,791
- Health Connections
 - Description – service with priority given to non-emergency medical trips, 1 day a week service from Kaslo to Trail/Castlegar, 2 days a week service from Nakusp to Trail/Castlegar, 2 days a week service from Nelson to Trail/Castlegar
 - Local Government Partner – Regional District Central Kootenay (funding provided by Interior Health through a Community Transit Partnership Agreement)

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- Operator – Arrow and Slocan Lakes Community Services

Based on 2012/13 Annual Operating Agreements

Benefits of Improved Regional and Local Coordination

This plan aims to gain support for improved regional coordination and integration. To achieve this, the vision describes system improvements over the coming years and how these improvements can be achieved through the shared use of resources and an integrated, simplified operational support structure.

The existing nine transit systems in the region have poor fare integration and little cooperation between assets in each system. Routes have also not been optimized to balance service levels across the day and ensure connections. By integrating the services into one system, a more efficient, simple and effective transit system could be created. The following are benefits which could be achieved through regional cooperation and/or integration:

- **Sharing of vehicles** will offer efficiencies of spare vehicles to ensure service reliability
 - Potentially lower total costs for equivalent amounts of service.
 - Vehicle sizes and quantities could be better allocated due to the efficiency of having one large system. This means that large buses can be used for more popular trips within cities as well as between the cities. Smaller buses could be used for many urban routes, especially as frequencies increase.
- **Operational Efficiencies** such as through integration schedules will allow regional and local services to complement each other
 - Better integration of the 9 systems in the region will enable fewer vehicles to perform more service and direct trips. Regional trips would be able to complement local service within urban areas.
- **More Friendly Rider Experience**
 - Fare integration will provide a simple and more friendly user environment
 - As part of this concept, fare integration and seamless transfers will be an important component. With integration of all the transit systems, a comprehensive, simple and understandable zone based fare system must be developed.
 - Coordinated marketing efforts will not only offer some cost savings but more effectively grow ridership
 - Improved and easily defined handyDART service
- **Connections and transfers** among the region can be coordinated
 - A single transit system would enable BC Transit and area local governments to plan for more comprehensive and integrated travel across the region. Removing boundaries between transit systems will provide:
 - More direct trips between regional centres
 - More connections between regional and urban services
 - More comprehensive handyDART service
 - Expanded service area
 - Buses will be scheduled across the region as one system, emphasizing transfer opportunities as well as direct trips between major centres

Vision

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This 20 year concept plan envisions increased service on all major regional corridors. Implementation timeframes are to be determined in the longer term outlook. By 2030, this concept plan recommends:

- One completely integrated transit system for the entire region
- A minimum of 3 round trips per day on most regional corridors to one of the major centres
- A minimum of 12 round trips per day between Nelson, Castlegar and Trail
- 10-15 minute frequency on most urban routes at peak commuter times
- A 100% accessible bus fleet consisting of 40 foot and sub-30 foot vehicles.
- One fare structure for the entire region
- An integrated handyDART system for the region with expanded hours

The Vision is divided into 5 sections, which include maps showing the growth of the integrated transit system. Estimated annual service hours required to run each service are listed below the map. The following tables describe where the regional and urban systems should be by 2030. Percentage growth from 2010 as the base year is shown in parentheses. It should be emphasized that years presented are to give a sense of potential growth. Actual implementation and timelines are dependent on confirmed local and provincial funding.

Year	Estimated Total Population*	Total Service Hours	Ridership Goals	Rides per Capita	Rides per Hour
2010	78,509	49,000	900,000	11.5	18
2015	79,576 (1.3%)	60,000 (22%)	1,260,000 (40%)	15.8 (37%)	21 (16%)
2020	81,340 (3.6%)	77,500 (58%)	1,800,000 (100%)**	21.9 (90%)	23 (28%)
2030	85,071 (8.3%)	122,500 (150%)	3,600,000 (300%)	41.8 (260%)	29.5 (64%)

*Estimated population from BC Stats

**Provincial Transit Plan goal for 2020

The numbers in the table above include the service hours required for regional service as well as local service in Nelson, Trail, Nakusp, Kaslo and Castlegar. HandyDART hours are also included in the total service hours. The total service hours include weekend service in Nelson, Trail and Slocan Valley. There is no other weekend service in the region. Weekend service can be added within the existing proposed expansion hours with little or no additional buses required. However, this may be at the expense of weekday expansions which could suffer.

In order to achieve a system which is seen by the rider as one, fare integration and seamless transfers will be an important component. With integration of all the transit systems, a comprehensive, simple and understandable zone based fare system must be developed. Different sizes and quantities of buses will be required over the next 20 years. Preliminary figures are provided in this report.

Vision – Phases

The vision divides the improvements into three phases over the next 20 years.

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Phase 1 – Improved Connectivity

The first phase could potentially begin implementation between 2013 and 2015. The main goals of this phase are to improve connectivity between the 3 urban centres and to commuter communities. There will be additional service added between Nelson, Castlegar and Trail. Commuter areas receiving upgraded service include Salmo, the Slocan Valley and Kaslo. City services will receive a boost from regional services. This will enable reorganization of those services to focus on core needs of residents.

This phase of service improvements is based on the majority of trips made in the region and comments at open houses. People want more service in their communities and between them. This is especially true between and to the three bigger communities. The service to underserved commuter markets is intended to gain market share for transit in the region as well as complement some of the local services currently being provided in the urban centres.

Phase 2 – Rural Connectivity

The second phase could potentially begin implementation between 2016 and 2020. The main goals of this phase are to further improve service between the urban centres and commuter communities. This phase of service improvements is based on improving ridership on the highest travelled corridors and to connect outlying communities to neighbouring communities. New service is also implemented in areas where commuting potential exists.

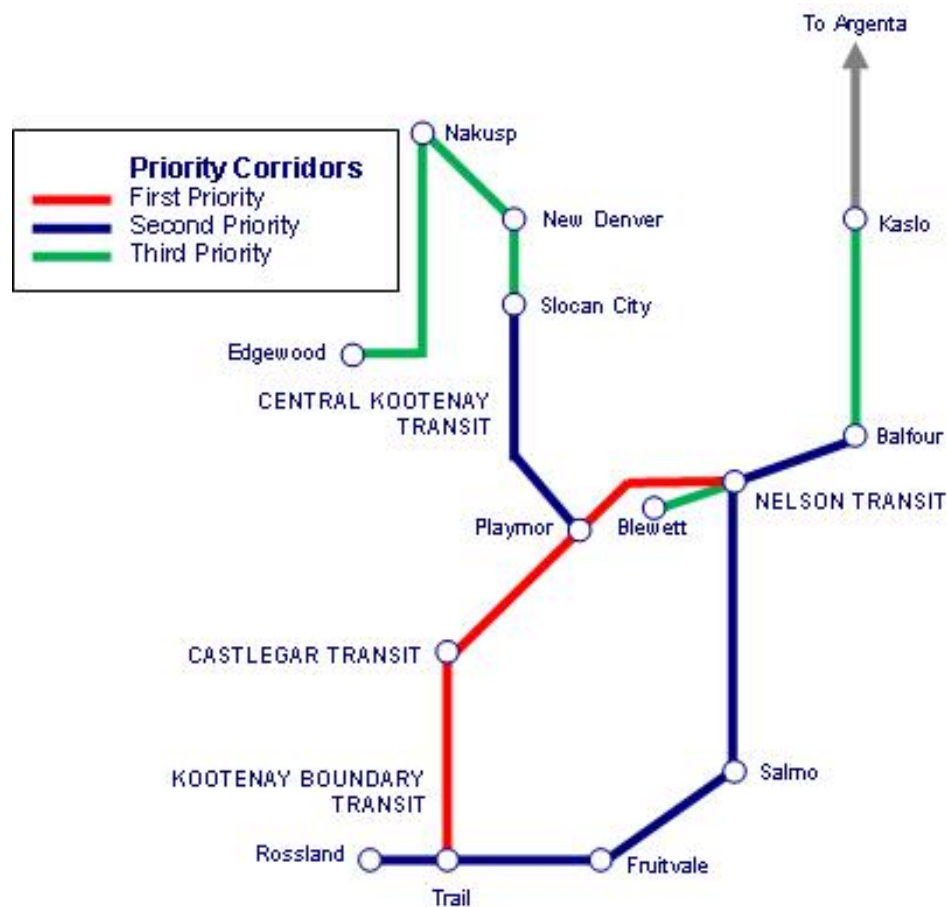
Additional improvements are targeted at outlying communities beyond the commuter distance and areas with limited service (Blewett, Slocan Valley 'Back Road' and Pass Creek Road). Urban areas all receive additional improvements.

Phase 3 – Increase Frequency

The third phase would potentially be from 2021 to 2030. The main goals of this phase are to improve upon all services across and to outside the region. This phase of service improvements is based on improving ridership on all routes in all areas by providing more trips per day. Additional service may be considered to areas outside the region, improving connectivity to larger centres. These routes will improve connectivity to regional hospitals, shopping, interprovincial buses and larger airports.

Vision – Prioritization

Service improvements and prioritization were identified through Statistics Canada travel data, BC Transit passenger counts, open house attendee identified needs and survey data. The following map shows three levels of priority for service improvements. Corridors that do not have priority arrows over them can be considered level 4 priority. The priority levels listed here are only in comparison to each other, and are not necessarily related to their importance overall. Fruitvale to Trail, for example, is currently well served by regional standards. Increasing service on that corridor is a lower priority than increasing service between Trail and Castlegar. Urban systems are all priority level 1.

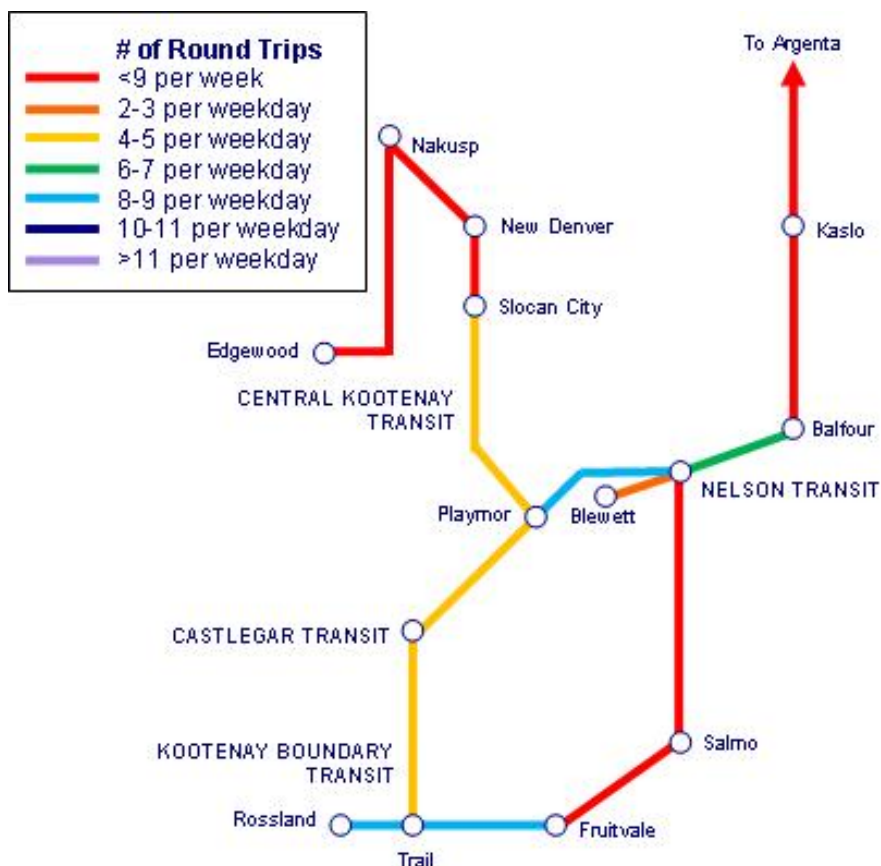


The following vision sections lay out development of these corridors in more detail.

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Vision – Existing Service

The existing service in the region requires about 46,000 annual hours to operate. Of this, about 40,000 are for scheduled service and the other 6,000 hours are for handyDART service. The Kootenay Boundary conventional system operates the routes between Trail, Rossland, Fruitvale and Castlegar. The Nelson conventional system operates the route between Balfour and Nelson. All other regional services are operated under contract with the Central Kootenay Regional District.



Service hours and buses required by each of these operators to run services in the region based on 2011/12 service levels are detailed in the following table.

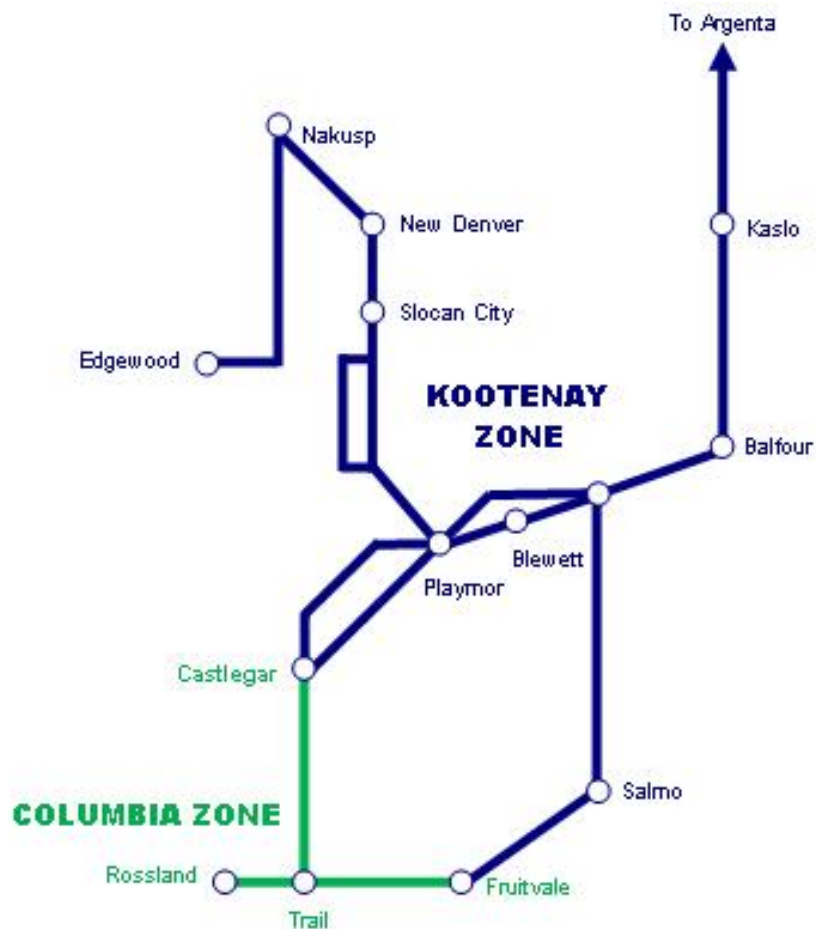
Area	Total Service Hours	Existing Light Duty Buses	Existing Heavy Duty Buses
TOTAL	46,673	12	19
HandyDART	6,433	5	0
Nelson *	6,971	0	3+
Castlegar *	5,528	0	4
Kootenay Boundary *	14,109	0	9
Central Kootenay *	13,632	7	2+

* Some service enhancements or reductions have occurred in this system since original writing of this report

Light Duty Buses are less than 30 feet in length. Full sized buses are 30 ft in length or more
Health Connections hours not included

Operational Structure of Transit Network

The short term strategically proposes two operating zones.



The first zone proposed as the “Columbia Zone” incorporates the existing services of the Kootenay Boundary and Castlegar Transit systems. This includes a single fleet and schedule operated by one operator for both the conventional and handyDART services.

The second zone proposed as the “Kootenay Zone” incorporates all the other services noted in the Proposed Transit Region including the City of Nelson. It is believed this zone will be divided into two operations based on service requirement (ie. Conventional, Paratransit, Custom). The most effective delivery of service in this zone will be determined following draft schedules proposed to the West Kootenay Transit Committee in September 2012.

Vision – Short Term Improvements

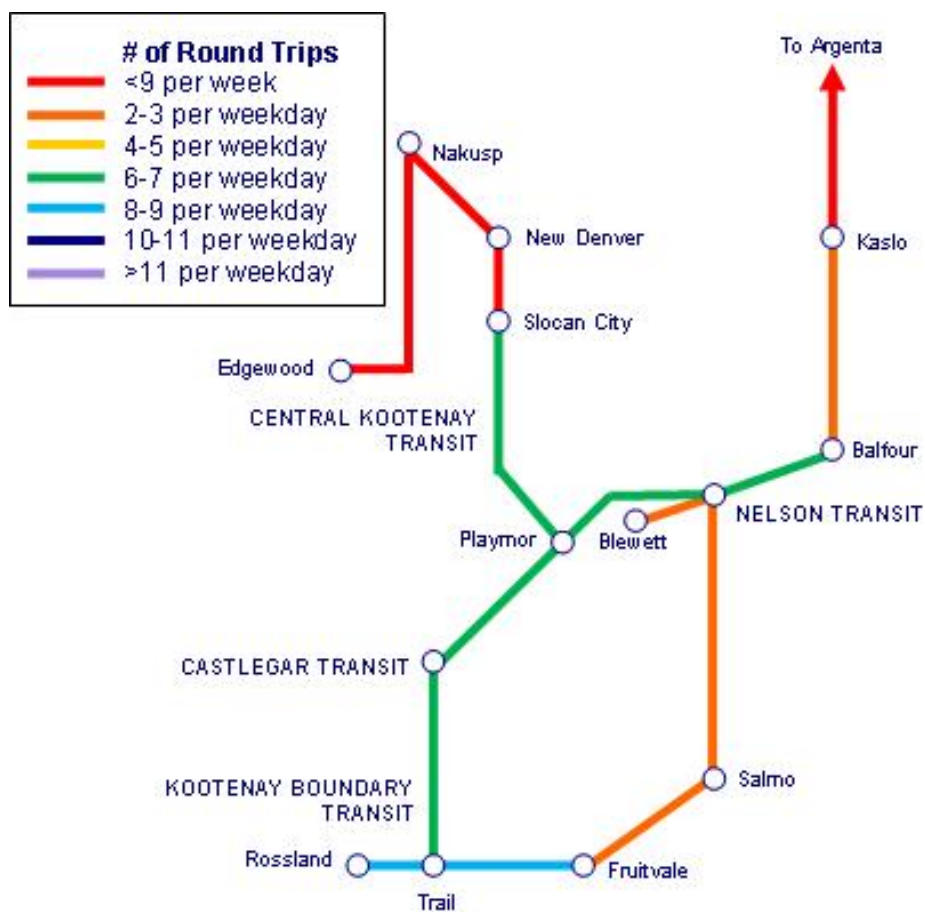
Regional service improvements:

- First Priority
 - 6 round trips per weekday between Castlegar and Nelson (up from 4 round trips per weekday).
 - 6 round trips per weekday between Trail and Castlegar (up from 5 round trips per weekday)
 - HandyDART improvements with the existing service hours. Where feasible, handyDART will be operated as a separate system, enabling better efficiency and higher vehicle utilization.
- Second Priority
 - 6 round trips per weekday between Slocan City and Slocan Junction (up from 4 round trips per weekday).
 - 2 round trips per weekday between Nelson, Salmo and Fruitvale (up from 1 round trips per week).
- Third Priority
 - 4 round trips per week between Edgewood and Nakusp and Nakusp Hot Springs (up from 1 round trips).
 -
 - 6 round trips per week between Nakusp and Slocan City (2 round trips, 3 days per week).
 - 2 round trips per weekday between Balfour and Kaslo (up from 2 round trips per week).

Urban service improvements include the following:

- 30 minutes service on all 3 routes in Nelson from 6:30 am to 9:00 pm – includes eliminating the combined route 1/3.
- 20% more service in Trail on all routes.
- Daily local service in Kaslo and Nakusp – new routes to be developed.
- Consistency in evening and weekend services

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Area	Total Service Hours	Required Light Duty Buses*	Required full sized buses*
TOTAL	54,900	23	10
HandyDART	6,500	8	0
Nelson	10,000	3	0
Castlegar	5,000	3	0
Trail	15,000	3	6
Central Kootenay	18,400	6	4

Vision – Mid-term Improvements

For potential implementation in the mid-term between 2016 and 2020 (dependent on local and provincial funding availability and approvals), this plan envisions an additional 17,500 annual service hours.

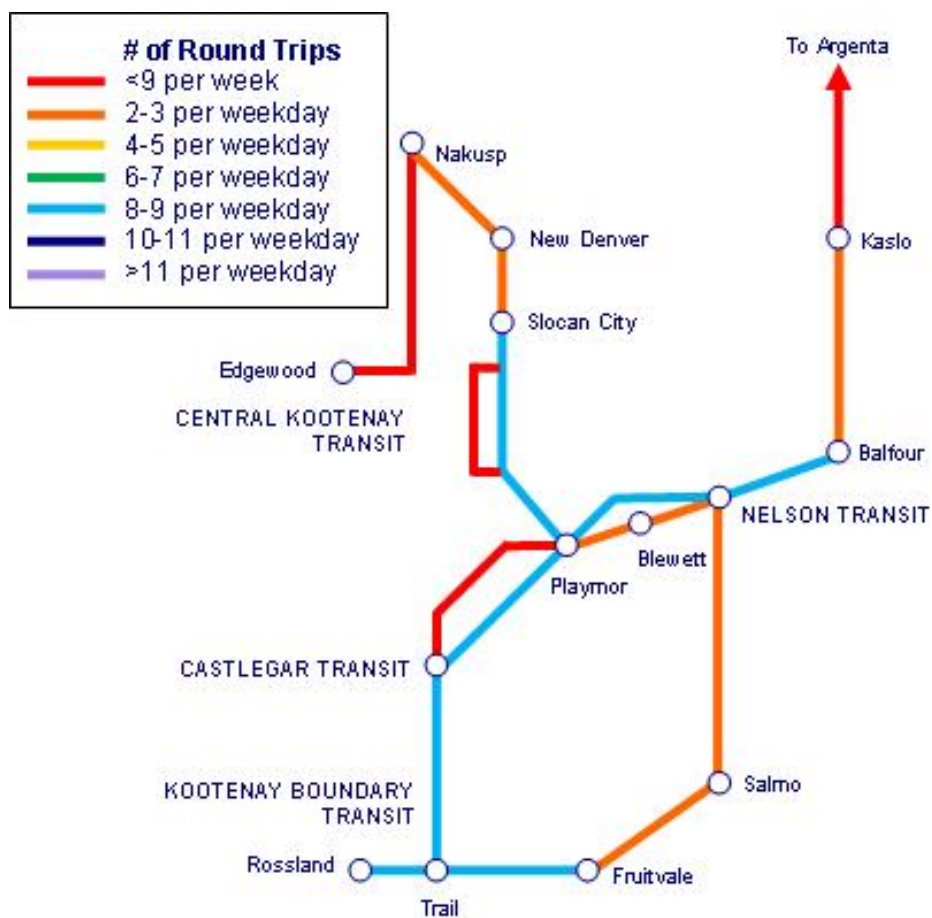
Regional service improvements include the following:

- First Priority
 - 10 round trips per weekday between Nelson and Castlegar (up from 8 round trips per weekday).
 - 8 round trips per weekday between Trail and Castlegar
 - 12.5% more handyDART service.
- Second Priority
 - 8 round trips per weekday between Slocan City and Slocan Junction.
 - 3 round trips per weekday between Nelson, Salmo and Fruitvale.
 - 8 round trips per weekday between Nelson and Balfour (up from 6 round trips per weekday).
- Third Priority
 - 10 round trips per week between Nakusp and Slocan City.
 - 4 round trips per week between Slocan City and Slocan Junction via the 'back road'.
 - 4 round trips per week between Castlegar and Slocan Junction via Pass Creek Road (currently no service).
 - 3 round trips per weekday between Slocan Junction and Nelson via Blewett
 - 3 round trips per weekday between Balfour and Kaslo.
 - 5 round trips per week between Kaslo and Argenta (up from 2.5 round trips per week).

Urban service improvements include the following:

- 20 minutes service on all 3 routes in Nelson in the peak hours, 30 minute service all other times from 6:30 am to 9:00 pm.
- 25% more service in Trail on all routes – 15 minute peak frequency on main routes.
- Improved daily local service in Kaslo and Nakusp.

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Area	Total Service Hours	Required Mini-buses*	Required full sized buses*
TOTAL	72,500	28	14
HandyDART	15,000	9	0
Nelson	14,500	4	3
Castlegar	6,200	2	2
Trail	14,500	4	3
Central Kootenay	22,300	6	6

* Mini-buses are less than 30 feet in length. Full sized buses are 30 ft in length or more.

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Vision – Long Term Improvements

For potential implementation in the longer term between 2021 and 2030 (dependent on local and provincial funding availability and approvals), this plan envisions an additional 45,000 annual service hours.

Regional service improvements include:

- First Priority
 - 12 round trips per weekday between Nelson and Castlegar
 - 12 round trips per weekday between Fruitvale, Trail and Rossland (up from 8 round trips per weekday).
 - 12 round trips per weekday between Trail and Castlegar.
 - 25% more handyDART service.
- Second Priority
 - 7 round trips per weekday between Nelson, Salmo and Fruitvale.
 - 10 round trips per weekday between Slocan City and Slocan Junction.
- Third Priority
 - 3 round trips per weekday between Nakusp and Slocan City.
 - 3 round trips per weekday between Slocan City and Slocan Junction via the 'back road'.
 - 3 round trips per weekday between Castlegar and Slocan Junction via Pass Creek Road.
 - 3 round trips per weekday between Slocan Junction and Nelson via Blewett.

Urban service improvements include the following:

- 20 minutes service on all 3 routes in Nelson from 6:00 am to 10:00 pm.
- 20 minutes service on all 3 routes in Trail from 6:00 am to 10:00 pm.
- Further improved daily local service in Kaslo and Nakusp – minimum hourly service.

Area	Total Service Hours	Required Mini-buses*	Required full sized buses*
TOTAL	120,000	40	20
HandyDART	22,000	12	0
Nelson	20,000	6	4
Castlegar	13,000	3	2
Trail	22,500	6	4
Central Kootenay	40,000	10	10

* Mini-buses are less than 30 feet in length. Full sized buses are 30 ft in length or more.

Conclusions and Next Steps

In the short term a number of steps may be taken to begin moving forward without need for substantial investment or significant changes. In order to achieve a system which is seen by the rider as one, fare integration and more seamless transfers will be an important component. Cooperation to achieve a comprehensive, simple and understandable zone based fare system would be of great benefit to the riders and growth of transit in the area.

Progress could be immediately realized in the region by:

- Coordinating marketing of systems
- Coordinating fares and transfers
- Coordinating schedules for more seamless transfers and connections with other services
- Implementing routing changes in the urban areas to better meet needs
- Operational integration to achieve route efficiencies

This draft regional concept plan will be discussed and approved to serve as a guideline for the region. Upon approval of the draft concept plan, a Memorandum of Understanding for an Implementation Plan will be brought for approval to the West Kootenay Transit Committee and successively to the local government partners with a proposed timeline.

Recommendations

Given the above conclusions, it is recommended that the West Kootenay Transit Committee:

- 1) Agree to the proposed West Kootenay Transit Region as the scope of the committee for regional transit coordination
- 2) Approve this plan as a guide for regional transit service planning and delivery in the West Kootenay Transit Region

Appendices

A: Public Input Received during Initial Project Phases (2009)

Ten open houses were held across the region in late October. A total of 234 people attended and filled out comment forms. A further 224 filled out the same survey online. The results of these surveys are summarized in the sections below. They are summarized by the community in which the respondent lived.

a. Nakusp

Residents of Nakusp filled out 10 surveys. These surveys were all filled out at the open house on October 21st, 2009. Key findings from these 10 surveys include:

- Most don't ride transit. Those that do ride once a month at most.
- Trip purposes are for medical appointments or shopping.
- Riders like the personalized friendly service.
- Riders want trips to Vernon, Kelowna, Revelstoke and more service on existing routes.

b. Kaslo

Residents of Kaslo filled out 16 surveys. 13 of these surveys were filled out at the October 19th, 2009 open house. The other 3 were filled out online. Key findings from these 16 surveys include:

- Half of respondents don't use transit. The other half use it less than 4 times per month.
- The main purpose for using transit is for shopping trips.
- Riders like that the service exists and meets some of their needs.
- Riders want more trips, more frequency, and shorter waits for return trips.

c. Slocan Valley

Residents of Slocan Valley filled out 27 surveys. 20 of these surveys were filled out at the October 20th, 2009 open house. The other 7 were filled out online. Key findings from these 27 surveys include:

- 12 respondents don't use transit, 12 respondents use it less than 4 times per month and 3 use it every weekday.
- The main purpose for using transit in this area is to get to and from work. Shopping and medical visits are the next most common purposes.
- Respondents like that the service exists and meets many of their needs: work trips, kids getting around, saving the environment, and reducing their need to drive.
- Respondents mostly dislike the schedule of buses. There is a lack of buses at night or on weekends and the schedule isn't frequent enough for those just wanting to do a short trip to town.
- Respondents would like to see BC Transit increase service, attract more riders, provide more trips, work with school districts to reduce their busing needs and provide more work appropriate trip times.

d. Nelson

Residents of Nelson filled out 59 surveys. 40 of these surveys were filled out at the October 22nd, 2009 open house. The other 29 were filled out online. Key findings from these 69 surveys include:

- 18 respondents don't use transit. 17 respondents use transit less than 4 times per month. 11 respondents use transit 2-4 times per week. 12 respondents use transit daily.
- The main purposes for using transit in Nelson are to get to work or school, shopping and medical trips.
- Respondents like that the service exists and meets many of their needs. They like the affordability, the schedule (mostly), the routes, the stops and the on-time arrival.
- Respondents dislike the transfer system, lack of service on Saturdays and Sundays (to some areas), lack of late enough service to serve students commuting from outlying areas, crowded buses, and not enough frequency.
- Respondents would like to see BC Transit run earlier and later buses, have more frequent trips, have more understandable transfers, add service to new areas, and provide better service to medical facilities in Trail.

e. Castlegar and Selkirk College

Residents of Castlegar and students/staff at Selkirk College filled out 86 surveys. 47 of these surveys were filled out at the October 21st and 22nd, 2009 open houses. The other 39 were filled out online. Key findings from these 86 surveys include:

- 51 respondents don't use transit. 10 respondents use transit less than 4 times per month. 12 respondents use transit 2-4 times per week. 13 respondents use transit daily.
- 16 respondents use transit to get to work. 27 use transit to get to school. 11 use transit mainly for shopping and medical trips.
- Respondents like that the service exists and is on-time. The affordability and environmental aspects are also important.
- Respondents dislike the limited schedule, the confusing routes and timetable, lack of access to many parts of town, the low frequency, not enough buses, bus stops not convenient, Selkirk College not served well enough, and lack of weekend service.
- Respondents want more buses, more routes, more frequency, nicer drivers, better rural and intercity connections, later service, weekend service and better service to the college. Respondents also feel that Castlegar could benefit from frequent service along Columbia Ave and service to the pulp mill.

f. Trail

Residents of Trail/Rossland filled out 131 surveys. 117 of these surveys were filled out at the October 20th, 2009 open house. The other 14 were filled out online. Key findings from these 131 surveys include:

- 51 respondents don't use transit. 43 respondents use transit less than 4 times per month. 12 respondents use transit 2-4 times per month. 19 respondents use transit daily.
- 32 respondents use transit to get to work. 10 use transit to get to school. 24 use transit mainly for shopping and medical trips. 26 respondents would or do use transit to get to the Red Mountain ski hill.
- Respondents like the convenience, the drivers, the bike racks, the accessibility, and the cost.
- Respondents dislike that there is no/little service to Red Mountain, no service early or late enough for trips to Castlegar/Nelson, low frequency, not enough late service, inconvenient schedules and full bike racks.
- Respondents want more service to Red Mountain, more frequency, more intercity trips, better scheduling for a variety of activities, late night service, early morning service,

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more service to high schools and Selkirk College in Castlegar, and more weekend and holiday service.

g. Salmo/Ymir

Residents of Salmo/Ymir filled out 60 surveys. 47 of these surveys were filled out at the October 22nd, 2009 open house. The other 13 were filled out online. Key findings from these 60 surveys include:

- 36 respondents don't use transit. 19 use transit less than 4 times per month. 2 people use transit 2-4 times per month. 2 respondents use transit daily.
- 28 respondents use transit for medical appointments. 32 respondents use transit for shopping. 4 respondents use transit to get to school. 9 respondents use transit to get to work.
- Respondents like that the service exists, the driver is extremely helpful and carries packages in for them, door to door service, the cost and convenience.
- Respondents dislike that there is no/very little service, does not go often enough,
- Respondents want daily service, more frequency, more trips to Nelson, Castlegar and Trail, and weekend service.

h. Creston

Residents of Creston filled out 20 surveys. 13 of these surveys were filled out at the October 19th, 2009 open house. The other 7 were filled out online. Key findings from these 20 surveys include:

- 6 respondents don't use transit. 7 use transit less than 4 times per month. 5 use transit 2-4 times per week. 2 use transit daily.
- 9 respondents use transit for medical appointments. 10 use transit for shopping. 2 use transit to get to college. 2 use transit to get to work.
- Respondents like that the service goes to Cranbrook, has friendly drivers, provides local trips, and is affordable.
- Respondents dislike that there is no service for students, doesn't cover the rural surrounding areas, isn't well advertised, and has limited frequency.
- Respondents want more frequency, longer service hours, weekend service, shelters and more rural service.

i. Kootenay Lake East

Residents of Kootenay Lake East filled out 12 surveys. 11 of these surveys were filled out at the October 21st, 2009 open house. The other was filled out online. Key findings from these 12 surveys include:

- 7 respondents don't use transit. 4 use transit less than 4 times per month. 1 uses transit 2-4 times per week.
- All respondents would or do use transit for shopping. 6 use transit for medical appointments.
- Respondents like that they can catch a bus into Nelson, don't have the hassle of driving, and saving money.
- Respondents dislike that there is no service on the East Shore and that buses do not link up well in Balfour with the ferry.
- Respondents want service on the east shore, better connections with the ferries, more available scheduling information, and weekend service.

j. Other Areas

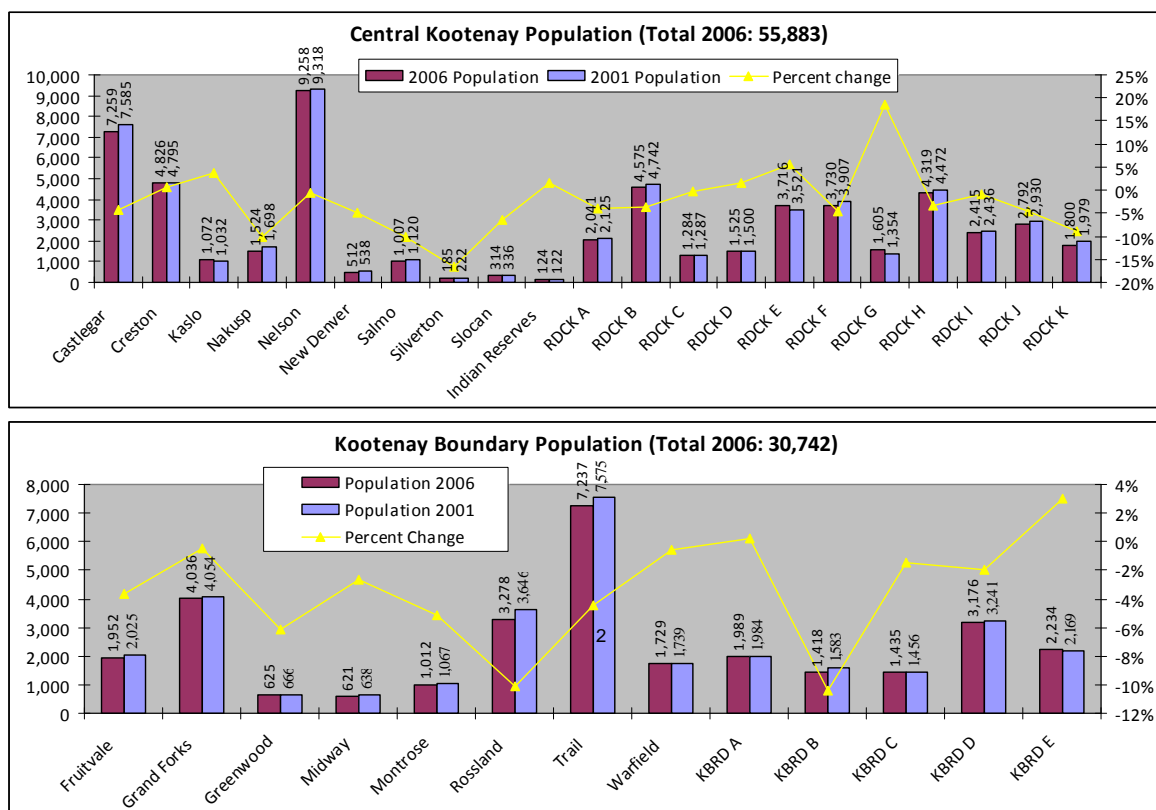
Residents of other parts of the Central Kootenay and Kootenay Boundary filled out 35 surveys. 19 of these surveys were filled out at open houses. The other 16 were filled out online. Key findings from these 35 surveys include:

- 23 respondents don't use transit. 4 use transit less than 4 times per month. 4 use transit 2-4 times per week. 3 use transit daily.
- 9 use transit for shopping. 6 use transit for school trips. 10 use transit for work trips. 6 use transit for medical appointments.
- Respondents like that there is rural service, friendly drivers, an alternative to driving, and the intercity service.
- Respondents dislike that there are confusing schedules, not enough frequency, full buses on some intercity trips, and not enough service in general.
- Respondents want more service, more frequency, better ferry connections, more options for Blewett, more trips between Nelson and Trail, more defined bus stops and schedules, and better night and weekend service.

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B: Census Data

a. Population of Municipalities/Electoral Districts



b. Journey to Work

The journey to work numbers (2006 Census) show that the largest concentrations of workers are in Nelson, Castlegar and Trail. The following table shows the number of individuals commuting between these three largest job centres and the surrounding areas. Only marginal numbers of people commute from the centres to the regional district areas.

Community	To Nelson	To Castlegar	To Trail	To Other areas	To Total	Total outside
From Nelson	2955	210	N/A	180	3345	390 (12%)
From Castlegar	110	1940	435	125	2560	545 (21%)
From Trail	25	100	2205	205	2535	330 (13%)
From RDCK	2885	1200	1765	4020	9870	6835 (69%)
From RDKB	N/A	120	2145	285	2550	2065 (81%)
From Total	5,855	3335	3100	----	22,295	----
Total Outside	2900 (49%)	1395 (42%)	895 (29%)	----	----	----

A list of the communities in each of the regional district electoral areas is found in appendix B.

Nelson has the largest labour market in the area, with a total of 5855 people commuting to work there. 2900, or 49% of them live outside the city limits. Of this 49%, 2/3rds of them come from the electoral areas surrounding Nelson (including just across the river, area F, and along highway 3a/b to Balfour, area E. Of the work trips in Nelson to Nelson, only about 65 people are using the bus, or about 1.5% of the population. About 31% walk to work in Nelson.

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Trail receives numerous (2145) commuters from Rossland, Fruitvale and the two nearby Kootenay Boundary Regional District electoral areas (A and B). These numbers are shown in the 'From RDKB Others' row. Of the work trips in Trail to Trail, only about 85 people are using the bus, or about 1.9% of the population. About 13% walk to work in Trail.

Castlegar receives commuters from both north and south in about equal numbers. As can be seen, only about 210 people commute from Nelson to Castlegar. There are 110 people doing the reverse.

There are few individuals commuting between Nelson and Trail (25). Most individuals living in the three larger communities stay within those communities for work. Commuters entering those communities are most likely to come from the areas immediately adjacent to them.

Most commuters in the Slocan Valley (RDCK H) commute to Nelson (425) with the next largest amount (205) staying within RDCK H. Full numbers can be found in appendix B.

Creston and Grand Forks, two larger centres in the regional districts are more self contained with little commuting between them and other population centres in their respect regional districts.

The census 2006 shows the following numbers for mode of transportation for work trips in the two regional districts.

Census 2006	Central Kootenay	Kootenay Boundary
Total Workforce	22,500 (100%)	12,940 (100%)
Driver (Car/van/truck)	17,180 (76.4%)	10,320 (79.8%)
Passenger (Car/Van/Truck)	1,715 (7.6%)	1,035 (8.0%)
Public Transit	315 (1.4%)	180 (1.4%)
Walk	2,575 (11.4%)	1025 (7.9%)
Bike	425 (1.9%)	270 (2.1%)
Motorcycle	40 (.2%)	15 (.1%)
Taxi	15 (.1%)	15 (.1%)
Other	235 (1.0%)	25 (.6%)

As can be seen, transit is currently taking 1.4% of work trips in both regional districts. These numbers are mostly accounted for in the larger systems in those regional districts (ie: Nelson and Trail).

C: Surveys, Petitions, and Requests

C. On Board Surveys

Surveys were conducted on the Nelson, Castlegar and Central Kootenay systems in the fall of 2008. While these surveys are not rigorous or statistically valid, they give an opinion of BC Transit service from users. This section summarizes the findings of these surveys.

In Nelson, the busiest time of day was between 7 and 8 am. Most riders in Nelson are heading to/from the downtown core (33%) or Chako Mika Mall (33%). Other popular destinations are Rosemont and the Selkirk College campuses. Riders are looking for more evening service and Sunday service.

In Castlegar, the majority of riders filling out surveys were students traveling from downtown to the college. About 70-80% of trips on this system start or end at the college while about 60% of riders are students. In terms of expansions, riders would like to see Saturday service and evening service.

In the Central Kootenay systems, only 12 surveys were filled out. This small number means that no statistically significant data was gained. Those 12 riders would like to see additional weekday service, evening service and Saturday service (in that order) for future expansions.

d. Telephone/Internet Survey

Internet Survey:

There were 452 surveys filled out from September to October of 2008. These surveys were comprehensive in nature and showed that:

- 60% of respondents are from: Blewett (7%), Nelson (9%), Castlegar (21%), Rossland (11%), or Trail (11%);
- 195 respondents (43%) leave home between 7 and 8 am, the most popular time period;
- 277 respondents (61%) return home between 4 and 6 pm;
- 282 (62.4%) respondents never ride the bus;
- Nelson (211 – 47%) is the most popular destination, followed by Castlegar (183 – 40%), Trail (175 – 39%), and then Rossland (74 – 16%);
- Most travel is work related (273 – 60%), followed by shopping (252 – 56%), social/recreational (156 – 35%), personal/errands (148 – 33%), medical/dental (133 – 29%), and school (66 – 15%);
- If public transit were available, 121 (27%) would use it 1-3 times a week, 68 (15%) would use it 2-3 times per month, 129 (29%) would use it every weekday, 98 (22%) would use it weekdays and weekends, and the rest would never use it (36 – 8%);
- Of the 416 respondents that answered the question, 240 (58%) would like commuter style bus service (6-9 am and 3-6pm);
- 136 (31%) individuals would not support increasing taxes for more bus service, while 304 (69%) would (440 answered the question);
- And that the average household has 2 cars.

Telephone Survey:

BC Transit requested a study to gather and evaluate current travel habits and the potential impact of extended public transit among residents of Central Kootenay and the Kootenay Boundary (residents). The results of the survey give an overview of the travel habits of residents in the regional districts.

- Overall, 38% - 39% residents do not have a set schedule for leaving or returning home during weekdays. Not surprisingly, a similar proportion of residents in the region are retired, unemployed or work from home (45%).

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- On Saturdays nearly two-thirds (64%) of residents do not have a set schedule for leaving or returning home.
- The largest proportion (19%) of residents who leave for the day at a regular time do so between 7am and 8am. Three-in-ten (29%) return between 4pm and 6pm.
- Transit is not used regularly among residents; 86% of residents use transit less than twice per month and it is the usual mode of transportation among only 4% of residents during the work-week (Monday to Friday). Three-quarters (74%) drive a vehicle during those days.
- Nelson is the destination the largest proportion (41%) of residents travel to on a regular basis, followed by Trail (35%) and Castlegar (32%).
- The main reasons residents travel to locations on a regular basis is to shop (56%), for social/recreational activities (42%), work (38%), personal errands (30%) and to visit medical/dental centres (30%).
- The major obstacles for residents with regards to using transit services is relate to scheduling (23%), waiting for buses (13%) and the distance of bus stops from home (11%).
- Should transit be extended to their areas, one-in-ten (10%) residents would use transit every weekday and 29% would use it two-to-three times per week. That is an increase of nine and 22 percentage points over current transit usage (up from 1% and 7%).
- Residents in all regions appear to be equally receptive to using the extended public transit one or more times per week (36% to 44%).
- Overall, support for introducing a property tax increase to support an extended transit system are about equally split, with the greatest support evident in Area 5 (Grand Forks) at 62%.

e. Selkirk College Survey

Selkirk College offers classes at 3 main locations in Nelson, Castlegar and Trail. Their main campus is in Castlegar. The following chart shows the number of students and staff at their main locations:

Campus	Students	Staff	Total
Castlegar	836 – 47%	298 – 59%	1134 – 50%
Nelson – 3 campuses	668 – 37%	155 – 31%	823 – 36%
Trail	137 – 8%	28 – 6%	165 – 7%
All other Learning Centres	146 – 8%	20 – 4%	166 – 7%
Totals	1787	501	2288

The following chart shows the location of residences as well as the campus of study for the 2008 student body:

Location of Residence	Campus of Study		
	Castlegar	Nelson	Trail
Castlegar	307	90	19
Nelson	137	340	5
Trail	85	15	110
Fruitvale	22	20	27
Rossland	55	14	21

Very few students are traveling through Castlegar to a campus in Nelson or Trail. Most travel to the campus nearest them or to the Castlegar campus. More information can be found in appendix G.

f. Salmo/Ymir Petition

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A petition was forwarded to BC Transit by Sharon von Mieks along with a letter explaining the petition. The Salmo/Ymir area, south of Nelson along highway 6. The petition requests “increased bus service (handi DART bus route between Salmo and Nelson)”. Mrs. Von Mieks’ letter requests daily round trip service between Salmo and Nelson. A total of 319 people signed the petition in Ymir and Salmo.

g. Blewett Survey

In the summer of 2008, a mail survey was distributed to the residents of the Blewett neighbourhood. This neighbourhood is a rural unincorporated area near Nelson in Electoral Area E. The neighbourhood is highlighted in this map:



There are three main roads through the area, Granite Road, Blewett Road, and Bedford Road. The area can be characterized as extremely low density residential with some farms and hobby farms in the area. There is minimal commercial and industrial activity.

The mail survey was returned by 60 individuals. The following bullet points summarize the findings of this survey.

- 44% of people leave home between 7 and 8 am;
- 56% of people return home between 4 and 6 pm;
- 75% of people drive or are driven to work, 69% work in Nelson;
- Average family owns 2 cars;
- 41% of people would take transit daily if available at the right times and locations;
- Most people would support a tax increase to get transit (70%).

The level of the tax increase acceptable was not surveyed. The majority of the respondents lived along Blewett Road.

h. School District #8 Request

A school district representative met with BC Transit staff in Nelson on June 16th, 2009. He presented staff with a report titled “Student Transportation Services Review” dated April 2009. Recommendation #7 of this report states:

“It is recommended that the District explore opportunities to provide secondary student transportation services in the Nelson area through a partnership with the Nelson Transit System, and explore opportunities to provide services to students with special needs in the Creston area through a partnership with BC Transit.”

The school district has about 5000 students, half of whom are bused to school on school buses. One third of these bused students (around 830) are riding buses from outside the destination school’s catchment area. Under BC law, school districts only have to provide transportation to students within the catchment area of any given school. The school district would like to have an agreement with BC Transit whereby they would purchase bus passes for students while routes and schedules would be changed to better serve students. It was implied that no additional money above buying bus passes would be made available to BC Transit from the school district.

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i. Slocan Valley Representatives

In addition to meeting with the operator and regional district representatives, a conference phone call was held with a few Slocan Valley residents. The Valley was defined as Slocan City to Playmor Junction. The following bullet points summarize the needs of the community as seen by these residents:

- Commuter service from 6-9am and 4-6pm to/from Nelson (and Castlegar to a lesser extent). Service every 2 hours in each direction the rest of the day.
- Transit is desired to connect the schools in the valley to both ends of the valley, especially the northern part around Slocan City, which is more remote.
- Recreational activities for all age groups programs are held at various venues in the Valley and are often structured around the existing bus schedule. They have over 200 programs per year.
- Teenagers are looking for service into Nelson and Castlegar, probably in equal numbers. Late night trips back to the valley on Fridays and Saturdays would allow teens to get home from movies/programs without need for parental pickup.
- WE Graham School is also a major destination, as they have a community service centre there along with a skate park and foodbank.
- Selkirk College in Castlegar provides ACE-IT programs for high school students. They also do evening classes at all campuses. Transportation to/from these programs would be helpful.
- Many residents live on the 'back road' that runs between Passmore and Perry Siding. This is on the opposite side of the river as Highway 6.
- School bus schedules are not timed to allow for after school activities.

j. Meetings with Operators and Local Partners

Nelson:

Nelson meetings were held with Rodi DeVuono, Nelson Transit System Manager and Randy Matheson of the Regional District. No City of Nelson officials were present. The following points were brought up during this meeting:

- The north shore is looking for more service.
 - More trips per weekday and Saturdays
 - Sunday service
 - Meet more ferry trips at Balfour
- Later evening service has been requested, though the passenger counts are low on the last few trips of the night. This is hard to justify at the current time.
- Space is tight in the garage and yard. An expanded fleet may require more space. The garage fits two 35 foot buses at a time, front to back. Only one 40 foot bus will fit. A new facility will be required in the future.
- The current fleet of 6 high floor non-accessible Orion buses is up for replacement in the next few years. These 35 foot buses have worked well with the terrain in Nelson. Replacements will need to be test run on all the routes to ensure that turns, dips and stops can be negotiated.
- Because of winter weather and steep hills in Nelson, automatic tire chains, brake force distribution, locking rear axles and antilock breaks should be considered on all buses.
- The fare structure between all connecting systems is difficult to understand for drivers and passengers.

A new exchange is in the planning process. This exchange is likely a few years off and a bridge replacement must precede it, as the current bridge cannot hold the weight of full sized buses.

Castlegar:

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Meetings were held with the operator of the Castlegar Transit system, Trail Transit Services. No meetings were held with municipal staff. A separate meeting was held with Regional District staff where Castlegar was discussed. The following points were brought up during these meetings:

- Selkirk College needs more trips to and from Nelson and Trail and at times that match class start and end times.
- No spare vehicle in Castlegar, Trail Transit Services has to use one of its vehicles from Trail in case of a breakdown.
- An expansion vehicle was promised for the system, has not appeared yet.

Regional District of Central Kootenay:

Two meetings were held with the contractor that operates the Kaslo, Nelson handyDART, Nakusp and Slocan Valley services, Arrow & Slocan Lakes Community Services. The regional district representative, Randy Matheson was also present. The following points were brought up during these meetings:

- In Nakusp, there is strain on the Wednesday and Friday routes that serve Nakusp – Silverton and Nakusp – Edgewood. The operator is prioritizing riders on some trips, with older adults and individuals with disabilities given highest priority.
- The operator covers 5 zones with a multiple of fare possibilities. Simplification is necessary for the riders as well as the drivers.
- There have been requests from residents along the eastern side of Kootenay Lake for service to Nelson/Trail.
- Later trips are needed between Castlegar and Nelson to help students and commuters meet shift/class end times.
- Later trips are needed between Castlegar and Trail for the same reasons as well as to facilitate access to the Trail Hospital.
- The 6:10 am trip from Slocan City to Nelson is usually full and requires the use of an overload bus from Playmor Junction into Nelson. Further trips or larger vehicles are required.
- Consideration should be given to extending the Nelson – Perry Siding trip to Slocan City.
- The Bluwett area has requested conventional bus service.
- Increase service between Nelson and Salmo.
- Increase service between Kaslo and Balfour Ferry.

Increase service along Highway 6.

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D: Information and Performance Summary 1999/00 thru 2008/09

	Year	1999/00	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09
Nelson	Population	21,000	21,100	14,300	13,700	13,700	13,700	13,700	13,700	13,800	14,000
	Buses	5	4	5	5	5	5	5	4	5	5
	Service Hours	12,659	12,695	13,123	13,147	12,039	9,619	11,827	11,686	11,594	12,022
	Passengers	276,338	287,446	284,881	271,387	241,751	207,224	242,483	246,044	268,974	292,631
	Total Revenue	\$223,535	\$241,752	\$252,169	\$272,482	\$250,422	\$215,676	\$219,963	\$286,188	\$303,562	\$330,861
	Total Cost	\$845,392	\$899,325	\$959,142	\$927,045	\$931,245	\$875,029	\$1,038,360	\$1,112,249	\$1,066,913	\$1,164,881
	Operating Cost			\$910,111	\$875,095	\$875,208	\$818,412	\$961,862	\$1,023,280	\$969,614	\$1,087,288
	Cost Recovery	26.44%	26.88%	26.29%	29.39%	26.89%	24.65%	21.18%	25.73%	28.45%	28.40%
	Rides/Capita	13.16	13.62	19.92	19.81	17.65	15.13	17.70	17.96	19.49	20.90
	Rides/hour	21.83	22.64	21.71	20.64	20.08	21.54	20.50	21.05	23.20	24.34
	Cost/Ride	\$3.06	\$3.13	\$3.37	\$3.42	\$3.85	\$4.22	\$4.28	\$4.52	\$3.97	\$3.98
	Operating cost/hr			\$69.35	\$66.56	\$72.70	\$85.08	\$81.33	\$87.56	\$83.63	\$90.44
	Total cost/hr	\$66.78	\$70.84	\$73.09	\$70.51	\$77.35	\$90.97	\$87.80	\$95.18	\$92.02	\$96.90
Kootenay Boundary	Population	13,200	13,200	13,200	12,900	12,900	13,400	12,900	12,900	12,900	13,000
	Buses	9	9	7	7	7	7	8	8	8	8
	Service Hours	11,871	11,998	12,685	12,198	11,814	11,888	12,133	12,450	13,023	12,948
	Passengers	360,396	343,611	383,485	383,773	349,414	327,757	345,778	342,762	369,021	362,514
	Total Revenue	\$261,951	\$252,644	\$284,235	\$303,297	\$306,815	\$294,206	\$310,275	\$322,303	\$348,636	\$358,660
	Total Cost	\$1,081,196	\$1,207,989	\$1,281,404	\$1,189,201	\$1,274,286	\$1,295,008	\$1,406,130	\$1,550,663	\$1,663,848	\$1,706,370
	Operating Cost			\$1,121,539	\$1,041,662	\$1,079,932	\$1,098,889	\$1,180,200	\$1,269,662	\$1,382,712	\$1,434,865
	Cost Recovery	24.23%	20.91%	22.18%	25.50%	24.08%	22.72%	22.07%	20.78%	20.95%	21.02%
	Rides/Capita	27.30	26.03	29.05	29.75	27.09	24.46	26.80	26.57	28.61	27.89
	Rides/hour	30.36	28.64	30.23	31.46	29.58	27.57	28.50	27.53	28.34	28.00
	Cost/Ride	\$3.00	\$3.52	\$3.34	\$3.10	\$3.65	\$3.95	\$4.07	\$4.52	\$4.51	\$4.71
	Operating cost/hr			\$88.41	\$85.40	\$91.41	\$92.44	\$97.27	\$101.98	\$106.17	\$110.82
	Total cost/hr	\$91.08	\$100.68	\$101.02	\$97.49	\$107.86	\$108.93	\$115.89	\$124.55	\$127.76	\$131.79
Castlegar	Population	8,400	8,400	8,500	10,500	10,500	10,600	10,300	10,400	10,400	10,400
	Buses	2	2	2	2	2	2	2	2	2	2
	Service Hours	3,700	3,746	4,297	4,477	4,381	4,406	4,502	4,508	4,545	4,664
	Passengers	45,804	53,315	54,976	44,577	43,298	35,825	40,053	37,655	34,733	40,686
	Total Revenue	\$43,512	\$54,952	\$56,229	\$56,815	\$56,400	\$51,775	\$55,921	\$52,187	\$57,277	\$61,876
	Total Cost	\$271,108	\$275,468	\$345,230	\$338,426	\$323,396	\$315,221	\$359,251	\$406,081	\$404,055	\$433,631
	Operating Cost			\$316,230	\$305,843	\$289,183	\$288,095	\$332,845	\$383,940	\$381,887	\$414,430
	Cost Recovery	16.05%	19.95%	16.29%	16.79%	17.44%	16.42%	15.57%	12.85%	14.18%	14.27%
	Rides/Capita	5.45	6.35	6.47	4.25	4.12	3.38	3.89	3.62	3.34	3.91
	Rides/hour	12.38	14.23	12.79	9.96	9.88	8.13	8.90	8.35	7.64	8.72
	Cost/Ride	\$5.92	\$5.17	\$6.28	\$7.59	\$7.47	\$8.80	\$8.97	\$10.78	\$11.63	\$10.66
	Operating cost/hr			\$73.59	\$68.31	\$66.01	\$65.39	\$73.93	\$85.17	\$84.02	\$88.86
	Total cost/hr	\$73.27	\$73.54	\$80.34	\$75.59	\$73.82	\$71.54	\$79.80	\$90.08	\$88.90	\$92.97
Creston	Population	10,700	10,800	10,800	9,200	9,200	9,400	9,200	9,500	9,500	9,500
	Buses	2	2	2	2	2	2	2	2	3	3
	Service Hours	4,257	4,340	3,785	3,799	3,875	3,838	4,005	5,060	5,086	4,836
	Passengers	24,029	24,147	25,725	26,847	19,483	18,933	18,480	21,910	22,607	20,840
	Total Revenue	\$26,317	\$23,999	\$24,629	\$23,747	\$26,839	\$25,025	\$27,190	\$31,855	\$31,717	\$30,854

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	Total Cost	\$169,501	\$172,467	\$172,403	\$182,340	\$210,676	\$183,499	\$217,381	\$278,287	\$293,842	\$316,687
	Operating Cost			\$158,748	\$168,901	\$196,480	\$182,414	\$215,083	\$256,609	\$268,341	\$296,206
	Cost Recovery	15.53%	13.92%	14.29%	13.02%	12.74%	13.64%	12.51%	11.45%	10.79%	9.74%
	Rides/Capita	2.25	2.24	2.38	2.92	2.12	2.01	2.01	2.31	2.38	2.19
	Rides/hour	5.64	5.56	6.80	7.07	5.03	4.93	4.61	4.33	4.44	4.31
	Cost/Ride	\$7.05	\$7.14	\$6.70	\$6.79	\$10.81	\$9.69	\$11.76	\$12.70	\$13.00	\$15.20
	Operating cost/hr			\$41.94	\$44.46	\$50.70	\$47.53	\$53.70	\$50.71	\$52.76	\$61.25
	Total cost/hr	\$39.82	\$39.74	\$45.55	\$48.00	\$54.37	\$47.81	\$54.28	\$55.00	\$57.77	\$65.49
Kaslo	Population	1,500	1,500	1,600	2,600	2,600	2,600	2,600	2,600	2,600	2,600
	Buses	1	1	1	1	1	1	1	1	1	1
	Service Hours	642	603	586	588	595	592	641	605	574	576
	Passengers	1,559	1,892	1,836	1,530	1,986	1,677	1,806	940	1,058	1,190
	Total Revenue	\$5,162	\$6,020	\$5,688	\$4,251	\$5,511	\$4,894	\$5,206	\$4,485	\$6,977	\$4,712
	Total Cost	\$32,789	\$37,084	\$36,653	\$31,850	\$34,611	\$34,896	\$30,249	\$38,983	\$44,789	\$43,714
	Operating Cost			\$32,647	\$27,845	\$30,395	\$30,665	\$26,696	\$38,943	\$44,743	\$43,968
	Cost Recovery	15.74%	16.23%	15.52%	13.35%	15.92%	14.02%	17.21%	11.51%	15.58%	10.78%
	Rides/Capita	1.04	1.26	1.15	0.59	0.76	0.65	0.69	0.36	0.41	0.46
	Rides/hour	2.43	3.14	3.13	2.60	3.34	2.83	2.82	1.55	1.84	2.07
	Cost/Ride	\$21.03	\$19.60	\$19.96	\$20.82	\$17.43	\$20.81	\$16.75	\$41.47	\$42.33	\$36.73
	Operating cost/hr			\$55.71	\$47.36	\$51.08	\$51.80	\$41.65	\$64.37	\$77.95	\$76.33
	Total cost/hr	\$51.07	\$61.50	\$62.55	\$54.17	\$58.17	\$58.95	\$47.19	\$64.43	\$78.03	\$75.89
Kootenay Lake West	Population								13,700	13,700	13,700
	Buses								2	2	1
	Service Hours								3,517	3,567	3,517
	Passengers								15,034	18,190	20,351
	Total Revenue								\$29,454	\$31,639	\$38,319
	Total Cost								\$237,172	\$253,670	\$243,593
	Operating Cost								\$237,172	\$253,093	\$244,733
	Cost Recovery								12.42%	12.47%	15.73%
	Rides/Capita								1.10	1.33	1.49
	Rides/hour								4.27	5.10	5.79
	Cost/Ride								\$15.78	\$13.95	\$11.97
	Operating cost/hr								\$67.44	\$70.95	\$69.59
	Total cost/hr								\$67.44	\$71.12	\$69.26
Nakusp	Population	10,500	10,600	10,700	7,000	7,000	7,100	7,000	7,000	7,000	7,000
	Buses	1	1	1	1	1	1	1	1	1	1
	Service Hours	2,105	2,126	2,108	2,127	2,140	2,064	2,054	2,028	1,996	2,022
	Passengers	4,992	5,613	5,755	4,683	5,500	5,129	5,095	6,251	6,048	6,443
	Total Revenue	\$13,271	\$14,838	\$14,987	\$12,397	\$11,851	\$13,814	\$12,850	\$13,196	\$13,570	\$15,483
	Total Cost	\$79,027	\$87,002	\$86,676	\$92,332	\$97,837	\$107,648	\$115,875	\$110,590	\$123,860	\$129,792
	Operating Cost			\$80,196	\$84,671	\$89,721	\$99,128	\$106,878	\$100,526	\$114,038	\$120,822
	Cost Recovery	16.79%	17.05%	17.29%	13.43%	12.11%	12.83%	11.09%	11.93%	10.96%	11.93%
	Rides/Capita	0.48	0.53	0.54	0.67	0.79	0.72	0.73	0.89	0.86	0.92
	Rides/hour	2.37	2.64	2.73	2.20	2.57	2.48	2.48	3.08	3.03	3.19
	Cost/Ride	\$15.83	\$15.50	\$15.06	\$19.72	\$17.79	\$20.99	\$22.74	\$17.69	\$20.48	\$20.14
	Operating cost/hr			\$38.04	\$39.81	\$41.93	\$48.03	\$52.03	\$49.57	\$57.13	\$59.75
	Total cost/hr	\$37.54	\$40.92	\$41.12	\$43.41	\$45.72	\$52.16	\$56.41	\$54.53	\$62.05	\$64.19
Nelson and Area	Population	21,600	21,800	22,000	20,100	20,100	18,000	20,200	20,300	20,300	20,300
	Buses	1	1	1	1	1	1	1	1	1	1

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	Service Hours	1,756	2,075	2,000	2,008	1,980	1,956	1,937	2,001	1,992	2,016
	Passengers	3,317	3,283	3,143	3,345	4,944	5,170	4,152	5,081	5,033	5,735
	Total Revenue	\$9,728	\$11,444	\$9,707	\$10,567	\$12,067	\$15,860	\$15,177	\$10,106	\$10,309	\$12,015
	Total Cost	\$78,038	\$94,240	\$96,618	\$95,242	\$97,134	\$102,412	\$112,583	\$110,142	\$128,230	\$132,932
	Operating Cost			\$82,904	\$82,099	\$83,950	\$94,896	\$105,476	\$103,635	\$121,737	\$122,415
	Cost Recovery	12.47%	12.14%	10.05%	11.09%	12.42%	15.49%	13.48%	9.18%	8.04%	9.04%
	Rides/Capita	0.15	0.15	0.14	0.17	0.25	0.29	0.21	0.25	0.25	0.28
	Rides/hour	1.89	1.58	1.57	1.67	2.50	2.64	2.14	2.54	2.53	2.84
	Cost/Ride	\$23.53	\$28.71	\$30.74	\$28.47	\$19.65	\$19.81	\$27.12	\$21.68	\$25.48	\$23.18
	Operating cost/hr			\$41.45	\$40.89	\$42.40	\$48.52	\$54.45	\$51.79	\$61.11	\$60.72
	Total cost/hr	\$44.44	\$45.42	\$48.31	\$47.43	\$49.06	\$52.36	\$58.12	\$55.04	\$64.37	\$65.94
Nelson - Stocan Valley	Population	4,500	4,600	4,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700
	Buses	1	1	3	3	3	3	3	3	3	4
	Service Hours	1,715	3,552	5,671	5,692	5,661	5,674	5,949	6,125	6,046	6,110
	Passengers	9,006	19,256	20,275	21,167	35,456	35,070	41,436	46,076	47,174	49,523
	Total Revenue	\$14,431	\$27,980	\$50,446	\$46,790	\$70,581	\$67,995	\$78,945	\$93,058	\$97,470	\$99,307
	Total Cost	\$80,160	\$164,741	\$233,466	\$234,899	\$255,203	\$363,386	\$392,354	\$319,591	\$367,660	\$437,680
	Operating Cost			\$219,926	\$217,529	\$237,825	\$339,903	\$363,573	\$290,362	\$352,690	\$391,732
	Cost Recovery	18.00%	16.98%	21.61%	19.92%	27.66%	18.71%	20.12%	29.12%	26.51%	22.69%
	Rides/Capita	2.00	4.19	4.31	7.84	13.13	12.99	15.35	17.07	17.47	18.34
	Rides/hour	5.25	5.42	3.58	3.72	6.26	6.18	6.97	7.52	7.80	8.11
	Cost/Ride	\$8.90	\$8.56	\$11.51	\$11.10	\$7.20	\$10.36	\$9.47	\$6.94	\$7.79	\$8.84
	Operating cost/hr			\$38.78	\$38.22	\$42.01	\$59.91	\$61.11	\$47.41	\$58.33	\$64.11
	Total cost/hr	\$46.74	\$46.38	\$41.17	\$41.27	\$45.08	\$64.04	\$65.95	\$52.18	\$60.81	\$71.63
Central Kootenay Combined	Population	38,100	38,500	39,000	32,400	32,400	30,400	32,500	46,300	46,300	46,300
	Buses	4	4	6	6	6	6	6	8	8	8
	Service Hours	6,218	8,356	10,365	10,415	10,376	10,286	10,581	14,276	14,175	14,241
	Passengers	18,874	30,044	31,009	30,725	47,886	47,046	52,489	73,382	77,503	83,242
	Total Revenue	\$42,592	\$60,282	\$80,828	\$74,005	\$100,010	\$102,563	\$112,178	\$150,299	\$159,965	\$169,836
	Total Cost	\$270,014	\$383,067	\$453,413	\$454,323	\$484,785	\$608,342	\$651,061	\$816,478	\$918,209	\$987,711
	Operating Cost			\$415,673	\$412,144	\$441,891	\$564,592	\$602,623	\$770,638	\$886,301	\$923,670
	Cost Recovery	15.77%	15.74%	17.83%	16.29%	20.63%	16.86%	17.23%	18.41%	17.42%	17.19%
	Rides/Capita	0.50	0.78	0.80	0.95	1.48	1.55	1.62	1.58	1.67	1.80
	Rides/hour	3.04	3.60	2.99	2.95	4.62	4.57	4.96	5.14	5.47	5.85
	Cost/Ride	\$14.31	\$12.75	\$14.62	\$14.79	\$10.12	\$12.93	\$12.40	\$11.13	\$11.85	\$11.87
	Operating cost/hr			\$40.10	\$39.57	\$42.59	\$54.89	\$56.95	\$53.98	\$62.53	\$64.86
	Total cost/hr	\$43.42	\$45.84	\$43.74	\$43.62	\$46.72	\$59.14	\$61.53	\$57.19	\$64.78	\$69.36