

Squamish Transit

Service Effectiveness Review



June 21, 2012

District of
Squamish



ACKNOWLEDGEMENTS

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EXECUTIVE SUMMARY

1.0 Introduction

BC Transit presented preliminary findings of a Service Review of Squamish Transit to District of Squamish Council on June 28, 2011. At the request of the District, that review had examined the previous 2008 Transit Business Plan recommendations and looked at opportunities to improve performance of the existing service.

In partnership with the District, BC Transit undertook public consultation from November 24, 2011 to January 8, 2012 on the service review findings and a number of route restructuring options. An update report provided to the District on February 28, 2012 summarized the consultation results and analyzed transit system performance trend. The main conclusions of this update report were that:

- Public consultation results showed an appetite for smaller improvements layered onto the existing system rather than large scale changes to routing and service design.
- By most measures (cost per hour, ridership per hour, etc.), Squamish Transit compares satisfactorily to its peers and has had excellent ridership growth (+49%¹) over the past five years.

Based on consultation results and recent performance trend, BC Transit proposed that it would be more advisable to undertake a series of smaller, holistic improvements to the system rather than large scale changes to its existing route structure and schedules. From March to June 2012 the District of Squamish, BC Transit and Diversified Transportation Ltd. collaboratively developed and undertook a series of initiatives to examine how the effectiveness of the Squamish Transit System could be further improved.

These initiatives included a review of the ability to share functions with other organizations, an examination of targeted routing and scheduling improvements for the conventional portion of service, a handyDART usage review, fare structure review and a summary of priority bus stop and infrastructure needs.

This report presents the results of these initiatives and provides recommendations for the District's consideration. It also provides an outlook on future service opportunities for the consideration of the District and the transit committee it is proposing to create.

2.0 Function Sharing Discussions

In March and May 2012, BC Transit undertook discussions with Diversified Transportation Ltd., the Sea to Sky School District (School District #48), and the District of Squamish to look for opportunities to share functions and thereby save costs. Section 2.0 of this report provides detail on the background to the discussions, areas covered, information gathered and other considerations.

Key conclusions from these discussions are as follows:

- It appears that facilities-related costs and fueling are the most promising potential areas for reducing costs. However, since the three garage sites are aging or at capacity, pursuing the facilities option would likely require significant capital investment. Options to reduce fuel costs would involve either determining whether a

¹ The report estimated 43% based on forecast 2011/12 ridership. Actual 2011/12 ridership was 204,000, 49% above ridership in 2007/08.

- local bulk contract was possible or creating a shared fueling facility that would be able to take advantage of BC Transit's province-wide bulk fuel contract.
- While transit system operational functions had previously been shared between Whistler and Squamish in the past, there appears to be no significant savings achievable by again merging management of Squamish and Whistler transit systems.
 - During the review, there was a question raised around how Squamish Transit's contract fixed costs compare to other similarly-sized systems. There was also a question of whether the contract contains residual costs related to the 2010 Olympic and Paralympic Winter Games. This review found that Squamish Transit's contract fixed costs for the operation of the system are in the mid-range when compared to its peers. Also, Olympics-related costs were not included in this contract. This is because contract negotiations for costs associated with the system's last Request for Proposals were finalized only after it was confirmed that Squamish Transit would not provide any service in support of the Olympics.
 - In the case of the Sea to Sky School District (SD #48), BC Transit provided SD #48 staff with examples of how it partners with other B.C. School Districts for their consideration and transmittal to their decision makers. Experience from other school districts has shown that partnerships between transit systems and school districts are successful when the school district takes the lead in requesting and developing the partnership.
 - BC Transit has drafted a letter for the School District that it could provide to families of students with a disability outlining transit options and contact information (see Appendix A). There appears to be no current policy or capacity constraints preventing student with a disability from travelling on either the handyDART or conventional portions of Squamish Transit. Within the last two years, there is also no record of students with a disability either having applied for handyDART service or being denied access.
 - Other than the possibility of sharing a facility or fueling, the area that seems to have the most potential for partnership and cost savings / revenue growth in Squamish would be to look at using existing conventional transit system capacity to extend service to the Plateau area of Valleycliffe for school trips in return for a transit pass bulk purchase arrangement with the School District.

3.0 Conventional Transit Routing and Scheduling Improvements

3.1 Background

In collaboration with the District of Squamish and Diversified Transportation Ltd., BC Transit undertook planning and scheduling work with the goal of increasing ridership and resulting revenue by:

- Examining ridership on select route segments to see if minor route changes could be used to improve directness of trips and the reliability and ease of use of the transit system's schedules.
- Interviewing key stakeholders to look at how targeted scheduling and routing changes could be used to increase transit ridership to specific destinations.

3.2 Service Change Proposals for Immediate Implementation

Based on the information collected, the report outlines a series of suggested service changes proposed for immediate implementation, in **Fall 2012** if possible depending on when local approval can be obtained. These changes can all be accomplished through reallocation of existing service and therefore have no cost impact but are expected to increase ridership by 6,100 trips per year and revenue by \$5,900 per year.

Service Option 1: Package of Recommended Changes for Fall 2012

- a - Eliminate the Valley Road loop on the 3 Valleycliffe route** due to low ridership. This change would provide a faster, more direct trip for most 3 Valleycliffe users and would also provide an additional 3-4 minutes into the system's schedules to improve the reliability and ease of use of all routes.
- b - Reduce service on the Vista and Northridge loop of the 3 Valleycliffe route on select trips** due to low ridership and to provide the time necessary to increase service to other destinations at no additional cost.
- c - Delete the Squamish Seniors Centre** deviations which currently occur twice per weekday (at the same time) on the system's three routes and look at the possibility of making use of existing handyDART capacity and subscription trips to provide an alternative to the eliminated service.
- d - Revise schedules to meet key school bell times**, in particular for French Immersion students travelling to and from Squamish Elementary and for Don Ross Secondary School students travelling to after school jobs and activities elsewhere in Squamish.
- e - Increase service to Quest University on evenings and Saturdays** since the majority of Quest students live on campus without personal vehicles and the greatest transit market is for these students to access daily needs off-campus when class is not in session.

3.3 Longer Term Expansion Options

Based on feedback heard through public consultation, as well as discussion from District of Squamish Council, the service review also noted several other services that should be explored in future. These estimates are included here to give the District a sense of their impact based on 2012/13 budgetted transit service costs. Actual costs may vary depending on date of implementation and finalization of operating details.

Longer Term Options for Future Consideration

- Option 2 - Extend Evening Service** – The most frequently requested transit improvement by survey respondents, this option would extend the Friday night evening service across all days of the week from Monday to Saturday.
- Option 3 - Implement Sunday and Statutory Holiday Service** – The second most frequently requested transit improvement by survey respondents, this option would introduce Sunday service to the system as well as service on statutory holidays. Service would operate using one vehicle from roughly 10:00am to 6:00pm, offering trips approximately every 1.5 – 2.0 hours on all routes in the system.
- Option 4 - Introduce Tantalus Road Weekday Commuter Service** - This option would introduce half-hourly service to the dense residential area of Tantalus Road during weekday peak commuter times. Since service would operate between Highlands Mall and Downtown Squamish via Government Road, it would combine with other services on this corridor to offer 15 minute service between Downtown and Highlands Mall during commuter periods.

The report also noted specific neighbourhood pockets in Brackendale, Highlands and Valleycliffe that merit further monitoring and exploration of service options.

4.0 handyDART Usage Review

The April 2012 Squamish Service Audit provided a summary of the Squamish Transit System's handyDART service and its performance. This section expands on the Audit's findings and provides more detail on historical trend and potential demand. The feasibility of increasing local handyDART service and implementing regional paratransit service is also discussed.

4.1 Existing Service Background and Trend

handyDART provides door-to-door service for people with a disability who are unable to use the accessible conventional transit service. handyDART passengers must apply to the system to confirm eligibility. Once registered, passengers prebook trips through the dispatch office. There are currently 211 registered users on the system.

The handyDART portion of Squamish Transit currently uses one wheelchair accessible minibus and one driver to operate eight hours per day on weekdays. In 2011/12, the handyDART vehicle delivered 5,000 passenger trips.

The Squamish handyDART service also has a Taxi Supplement program. Taxi Supplement enables the handyDART office to dispatch trips to taxis during times when the handyDART vehicle is not available, usually because it is fully booked or occasionally to meet a special circumstance trip that is outside regular hours. In 2011/12, Taxi Supplement was used to provide trips to 85 passengers.

Information on institutional users, key destinations and ridership trend are covered in detail in this section of the full report.

4.2 Forecasting Future Demand

While Squamish has fewer seniors and a younger population than the B.C. average, Squamish's seniors population is expected to grow from 8.9% of the 2006 population to 15.2% in 2031 while the 55 and over population will rise from 16% to 26%. This means that by 2031, the municipal population will double and the number of seniors will quadruple. This will have a profound impact on transit services as the demand for door-to-door services like handyDART will see significant growth.

4.3 Examining Existing Demand and Capacity

While a significant future change in demand is on the horizon, there has been a question of whether Squamish's handyDART service is already reaching capacity. The review examined existing handyDART capacity through a number of means: productivity trend, unmet trips, Taxi Supplement usage and booking policies. By each of these measures, there still appears to be available capacity in the system to serve more passengers and trips.

The review also looked at the handyDART operator's current scheduling and dispatch practices and these were found to be in line with best practices employed in transit systems across B.C.

However, one issue that became apparent is different perceptions of capacity in the system from users. For the purposes of this review, BC Transit contacted key staff at several of the most heavily-used handyDART destinations. All stated that they were generally very happy with the level of service provided by handyDART staff but it became clear that there were two very different sets of expectations in terms of how different users were viewing convenience of service and ability to book travel. It seemed that more education around what handyDART is

meant to be (a shared-ride service, not a taxi), as well as more explanation around policies and expectations of passengers would be helpful.

Therefore, based on this review of usage, an expansion to handyDART vehicles and hours is not recommended at this time but more information as described in following section would be useful.

4.4 Ensuring Awareness of the Existing handyDART Service and Policies

handyDART is a vital service within the community. It is also an expensive service, costing funding partners about four times more per passenger than the conventional service. Therefore, the goal should not be to build handyDART ridership in and of itself but instead to ensure that all people who might need the service know about it and have access to it.

With its partners, BC Transit is currently developing two marketing materials to better inform potential passengers about the service. The first piece is a small “Family of Accessible Services” flyer that provides an overview of accessible conventional and handyDART services to help build awareness. The second piece is a handyDART passenger’s guide which provides more information on the service, its policies and how to use it most effectively. It would also seem to be useful to schedule meetings with key staff from major destinations to provide explanation around some of these policies and further build working relationships.

4.5 Potential handyDART Expansion Estimates

Through the process of the review, a number of issues related to future improvements to handyDART service were raised. This section explores those issues and options, provides costs estimates and examines the feasibility of service. Cost impacts included with the estimates are based on 2012/13 budgetted transit service costs.

Potential Option 5 - Expanded Local handyDART Service – While Squamish’s current handyDART service level appears to be meeting present demand, the demographic trend discussed in section 4.2 demonstrates that it is likely that the handyDART service will need to expand at some future point. This estimate looked at costs associated with providing five more hours of handyDART service per day, five days per week in order to augment service at peak times or to provide a longer service day.

Potential Option 6: Paratransit Service to Vancouver - As part of this review, several stakeholders noted that there is a demand for service to Vancouver for medical trips, as there are certain medical procedures that are not offered in Squamish. While there are also a number of alternative transportation options that could be pursued further, as part of this review BC Transit examined the feasibility of providing transit service to meet the medical-related travel described above. The option explored providing paratransit service (a hybrid of handyDART and scheduled conventional service) to the four primary medical facilities in the Vancouver region. However, due to travel time required to serve all four of these facilities and National Safety Code limitations around transit driver shift length, it was determined that the most feasible service option would be to serve two of these destinations on one round trip per day, three days per week.

Special Considerations: This option raises a number of special considerations which are detailed in the report. These include the inefficient nature of the service, the need to negotiate an amendment to the Transit Service boundary through an agreement with Translink, the fact that any passengers travelling to Translink services would have to pay a separate fare and that Squamish

handyDART passengers will not necessarily be eligible for handyDART service in Vancouver. Other considerations relate to unproductive driver time while waiting in Vancouver, protocols for vehicle breakdown in Vancouver and additional costs.

Service Productivity, Conclusions and Alternatives: Due to the number of hours required to transport a relatively small number of passengers, the projected rides per hour for this service is 1.9 while the projected cost per passenger trip delivered is expected to be in the order of \$83. Based on this exceptionally poor expected level of performance, it is extremely unlikely that such a service would be supported for expansion funding through BC Transit's expansion allocation process.

BC Transit would therefore recommend that alternative service options be considered in more detail and supported (which could include funding support). Existing services detailed in the report include Greyhound, Jack Bell carpool services, the Travel Assistance Program (TAP BC), Canadian Cancer Society transportation programs, and Wheels for Wellness.

5.0 Conventional and handyDART Service Option Summary

The following table summarizes the estimated impacts for all service options presented in the above conventional transit and handyDART sections.. All figures are annual and are based on estimates that would require review based on actual date of implementation and confirmed service and operational details.

Service Option Summary: Estimated Additional Annual Impacts

Service Proposal	Buses	Service Hours	Rides	Total Revenue	Total Costs	Net Local Share of Costs	BC Transit Share of Costs	Rides per Hour
Conventional Service: Proposals for Immediate Implementation								
1 Targetted routing and scheduling improvements	0	0	6,100	\$5,900	\$0	\$0	\$0	n/a
Conventional Service: Longer Term Expansion Options								
2 Extend Evening Service	0*	710	8,900	\$8,600	\$92,000	\$40,400	\$43,000	12.5
3 Implement Sunday and Statutory Holiday Service	0*	500	5,900	\$5,700	\$84,000	\$39,300	\$39,000	11.7
4 Introduce Tantalus Rd Weekday Commuter Service	1*	1,900	31,000	\$30,000	\$283,000	\$135,000	\$118,000	16.3
handyDART Service: Potential Expansion Options								
5 Expand Local handyDART Service	1	1,300	3,120	\$5,200	\$152,000	\$44,800	\$101,500	2.4
6 Paratransit Service to Vancouver	1	1,650	3,100	\$5,500	\$257,000	\$134,000	\$118,000	1.9

* The vehicle requirements shown here appear feasible but would need to be confirmed by BC Transit's Fleet Standards department closer to the implementation date. An additional vehicle would increase costs by \$30,000.

5.1 Service Option Conclusions

Based on the findings of this report, the package of conventional transit routing and scheduling improvements presented in Service Option 1 should be approved for immediate implementation, in Fall 2012 if possible depending on when local approval can be obtained.

Conventional Options 2 or 3 could potentially be implemented in 2012/13 or 2013/14 as they likely do not require a vehicle. These evening and Sunday services are less productive than others but offer other community benefits—such as access to part-time jobs and recreation for youth—and tend to improve the overall use and perception of the transit system.

Since conventional Option 4 requires a vehicle, 2014/15 would likely be the earliest implementation date.

Expansion to the handyDART system (Option 5) is not recommended at this time as there still appears to be capacity within the system. However, this option may become feasible at some future point as community demographics change and demand grows.

Option 6 (Paratransit to Vancouver) is strongly not recommended due to its high cost and low productivity. It is extremely unlikely that such a service would be supported for expansion funding through BC Transit's expansion allocation process.

6.0 Fare Structure Review Summary

As part of the Service Review a Fare Structure Review was conducted to identify whether a fare increase would be warranted as the last fare increase was implemented in 2008. The April 2012 Fare Structure Review (attached in Appendix D) recommended that fares be adjusted to keep up with inflation and bring Squamish fares in line with its peer systems. A fare increase will also contribute to improving the cost recovery (the percentage of total costs that are recovered by passenger revenue) of the transit system and therefore revenues received by the District.

The following fare increase has been recommended (current fares in brackets):

CONVENTIONAL	Cash	Tickets (10)	Monthly Passes	Day Passes
Adult	2.00 (1.75)	18.00 (14.50)	44.00 (39.00)	5.00 (3.25)
Senior*	1.50 (1.50)	13.50 (12.00)	25.00 (20.00)	3.75 (2.75)
Student to Gr. 12**	1.50 (1.25)	13.50 (12.00)	25.00 (20.00)	3.75 (2.75)
Semester Pass	-	-	80.00 (80.00)	-
Child 4 yrs. and under	Free	-	-	-
handyDART		One-way trip		
Passenger & companions		\$2.00 (\$1.75)		
Attendants (needed to help passenger travel)		Free		

The Fare Structure Review also recommends that the discount student pass rate currently offered to Valleycliffe families be discontinued and that the two months of free ridership offered to school students in July and August be replaced by a program which offers two monthly passes for summer travel for the price of one.

7.0 Bus Stops and Infrastructure

The review and consultation highlighted several stops where it would be helpful to improve the location or amenities to attract and retain customers. Similarly, it is possible to apply to BC Transit for funding through its Bus Stop Improvement Project for items such as shelters, but these improvements need to be identified and formally approved at the local level.

The top three immediate priorities for improvement to bus stops and related infrastructure are:

- **Bus Stop Priority 1: Garibaldi Way at Tantalus Road** - This stop is one of the most important ones in the system but it has a number of significant challenges due to its location in a landscaping island, a curb that is inaccessible to passengers using wheelchairs or scooters, unpaved surface, adjacent bushes and lack of amenities.

Replacing this stop with another that offers an accessible sidewalk pad and passenger amenities is without a doubt the most important priority for infrastructure improvement in the system.

- **Bus Stop Priority 2: Squamish General Hospital** - As discussed in Section 3.2 – Service Change Proposals for Immediate Implementation, ridership on the Vista / Northridge loop of the 3 Valleycliffe is very low. Other than trips serving school destinations, the only current reason to continue serving this location throughout the day is that the Vista / Northridge loop provides the only logical way to turn a bus around in order to provide service to Squamish General Hospital.

By creating a transit turnaround location at the Hospital—preferably with a shelter or some other covered passenger amenity—it would be possible to reduce service to the Vista / Northridge loop in the majority of trips which would in turn offer a number of benefits to the system and passengers.

- **Bus Stop Priority 3: Southbound Government Road at Mamquam Rd. Stop** - The bus stop located at 40137 Government Road (across the street from Mamquam Road) is a heavily used stop in a fairly dense residential area. An accessible sidewalk pad and bus shelter would be very helpful at this location.
- **Longer Term Bus Stop / Road Network Priority: Tantalus Road** – As noted in section 3.3, prior to implementing service to Tantalus Road, more information is required on the long term road network in this neighbourhood and a bus turnaround location is needed.

7.1 Opportunities to Improve Coordination with District Parks and Engineering

There are several cases where the transit system would benefit from increased coordination with District of Squamish Parks and Engineering. These include coordination around tree trimming, snow removal and road closures, as well as confirmation on how best to coordinate communication between Parks and Engineering functions and the transit system operator.

8.0 Recommendations

It is recommended that the District of Squamish:

- **Receive this report as information, provide comment and approve it to be finalized by District of Squamish and BC Transit staff;**
- **Approve the routing and schedule change proposals presented in Section 3.2 Immediate Service Change Proposals and direct staff to work towards implementing them as soon as possible, optimally in Fall 2012 if local approval can be reached in time;**
- **Approve the revised fare structure presented in Appendix D--and summarized in Section 6.0 of this report--for implementation in April 2013;**
- **Approve creation of a local capital project action plan and budget to address the bus stop and infrastructure priorities identified in Section 7.0. BC Transit's Corporate and Capital Planning Division is available to provide assistance with this.**

BC Transit
June 2012

1.0 INTRODUCTION

BC Transit presented preliminary findings of a Service Review of Squamish Transit to District of Squamish Council on June 28, 2011. At the request of the District, the review had examined the previous 2008 Transit Business Plan recommendations and looked at opportunities to improve performance of the existing service. It also evaluated regional service, including issues surrounding the continuation of the Sea-to-Sky Transit System (since cancelled), connections to Metro Vancouver and alternate means of providing regional service.

In terms of the local transit service operating within Squamish, the review proposed options to create efficiencies. These efficiencies concentrated on changes at the route level and focused mainly on cutting out some of the more underutilized or less direct sections of routes. The review also suggested realigning routes to introduce a transfer point at Highlands Mall.

In partnership with the District, BC Transit undertook public consultation from November 24, 2011 to January 8, 2012 on the service review findings and a number of route restructuring options. The consultations included three open houses held on the Transit Future bus on December 2 and 3, 2011, plus online and paper surveys and one-on-one conversations with passengers and transit staff.



On board the Transit Future Bus during consultations.

An update report provided to the District on February 28, 2012 summarized the consultation results and analyzed transit system performance over the past five years and against its peers. The main conclusions of this report were that:

- The results of the public consultation seem to point to an appetite for smaller improvements layered onto the existing system rather than large scale changes to routing and service design.²
- By most measures, Squamish Transit compares satisfactorily to its peers--especially given the geographic extent of the system—and recent ridership trend has been extremely positive, with a 49% ridership increase over the past five years, one of the highest in the province.³

Based on consultation results and recent performance trend, BC Transit proposed that it would be more advisable to undertake a series of smaller, holistic improvements to the system rather than large scale changes to its existing route structure and schedules. From March to June 2012 the District of Squamish, BC Transit and Diversified Transportation Ltd. collaboratively developed and undertook a series of initiatives to improve the effectiveness of the Squamish Transit System. These initiatives included:

² The most frequent requests for service change, in order, were requests for Sunday service, evening service, more frequent service, reinstatement of the Squamish–Whistler Commuter service, introduction of service to Vancouver, and service on statutory holidays.

³ The report estimated 43% based on forecast 2011/12 ridership. Actual 2011/12 ridership was 204,000, 49% above ridership in 2007/08.

- **Function sharing discussions** to look at opportunities to reduce costs by sharing Squamish Transit functions with the Whistler Transit System, District of Squamish Public Works and the Sea to Sky School District 48 Transportation Services.
- **Minor routing efficiencies** with the goal of improving the consistency and therefore ease of use of the transit system's schedules.
- **Targetted scheduling improvements** to key destinations to improve service reliability and increase ridership.
- **handyDART usage review** to look at community needs and trends on that portion of service to see if it would merit additional service.
- **Fare structure review** to examine Squamish Transit revenue and ridership trends and existing fare structure and make recommendations for consideration by District of Squamish Council.
- **Bus stops and infrastructure review** to suggest priorities for bus stop improvements and additional shelters.

This report presents the results of these initiatives and reviews and recommendations for the District's consideration.

It also provides an outlook on future service opportunities for the consideration of the District and the transit committee it is proposing to create.

2.0 FUNCTION SHARING

In March and May 2012, BC Transit undertook discussions with Diversified Transportation Ltd., the Sea to Sky School District (School District #48), and the District of Squamish and to see if there were opportunities to share functions and thereby save costs. The following describes background to the discussions, the functions discussed and conclusions.

2.1 Diversified Transportation Ltd.

Background: Prior to the most recent Request for Proposals process in 2008, the Squamish Transit System had been operated by Whistler Transit Ltd. At the request of the District, operation of the two systems was separated with the goal of improving Squamish Transit's reliability by having maintenance and management staff on site in Squamish. Given that the District and BC Transit had also just completed the Squamish Transit Business Plan--which outlined a number of expansion options--this separation was also viewed as a strategic step to place more focus on the system to allow it to grow.

Areas Discussed: BC Transit and Diversified Transportation Ltd. senior staff held discussions and looked for opportunities to reduce costs by sharing or changing the following operational function areas:

- **Administration:** Management, on road supervision, handyDART dispatch, clerical support, driver training
- **Vehicle maintenance:** Running repair maintenance, major overhaul maintenance, bus washing, tire management, vehicle painting
- **Facility-related:** facility size, amenities and leasing, fueling, farebox and transfer of revenue.

Information Gathered:

- **Administration:**
 - Through the current separate arrangement, Squamish Transit has the benefit of a manager on-site within the community who also performs all on-road supervision duties and is on call during all hours that the system is in operation⁴.
 - Diversified Transportation provides a fulltime dispatcher/clerk for the system despite the fact that a 0.6 FTE position was what was budgeted in the RFP cost proposal and is what is being paid for through the current Annual Operating Agreement. The 0.4 FTE outside the agreement is funded entirely by the operator.
 - There is no available administration staff capacity at the Whistler Transit office, meaning that an additional position would still need to be funded if administrative functions moved to Whistler.
- **Vehicle maintenance:**
 - Squamish's conventional fleet consists of Dennis Dart vehicles and this type of vehicle has its own distinct maintenance needs. BC Transit's Fleet Maintenance department considers the reliability and level of up keep provided for Squamish's Dart fleet as above average compared to other fleets in the province. The benefit to this reliability is lower major repair costs and reduced vehicle down time.

⁴ Transit System hours are 6:00am – 8:00pm Monday to Thursday, 6:00am to past 11:00pm Friday and 7:00am to past 7:00pm Saturday.

- Given costs for travel between Squamish and Whistler, there would be no cost savings to maintaining and cleaning vehicles in Whistler.
- Tire supply for the region happens in Squamish while major bodywork goes to Vancouver. Therefore, there would be no savings by moving these functions to Whistler.
- **Facility related:**
 - The facility lease that is part of transit system fixed costs includes two outdoor transit vehicle parking spaces previously used to store Squamish Whistler Commuter buses that are now free. The facility lease expires in 2015.
 - There may be some opportunity to share maintenance or administrative facilities with other organizations within Squamish. However, this would need further discussion around separation of organizations for liability and security reasons, costs for relocation of fare box vaults, and possible changes to deadhead costs (the costs associated with vehicles travelling from the garage to the point where they start or end service).
 - Fueling takes place offsite at the Chevron Cardlock, located one block away at 38926 Progress Way. BC Transit has a province-wide bulk fuel contract with Petro Canada but in order to take advantage of this, a community needs either an on-site fueling station or a Petro Canada Cardlock outlet (and there is no Petro Canada Cardlock in Squamish).

Other Considerations: At an April 24, 2012 District of Squamish Committee of the Whole meeting, questions arose around how Squamish Transit's fixed costs (transit system administrative costs not related to driver wages and benefits or vehicle fuel and tire costs) compare to other systems. There was also a question about whether the current contract with Diversified Transportation Ltd. includes residual costs associated with the 2010 Olympic and Paralympic Winter Games. The following sections provide information on these two areas.

- **Contract Fixed Costs:** An analysis of fixed cost per hour of Squamish's peer group of transit systems was undertaken. This metric varies greatly based on local circumstances (i.e. extent of secondary activities that share in these costs) and is further affected by systems that are municipally operated (since municipally-run systems may not actually capture all transit-related overhead in their transit budgets).

The Squamish fixed cost was found to be in the mid-range of its peer group and only slightly above the average for this group.

- **Impact of the 2010 Winter Olympics:** There is a perception that the cost structure associated to current Squamish Transit operations reflects some level of Olympic-related costs.

In 2008, the operation of the Squamish Transit System was re-bid to select a new operator. A total of three bids were received: one was disqualified and of the remaining two, the incumbent operator was selected as the successful proponent due to their local experience and their cost structure being significantly less than the other proponent.

With the 2010 Winter Olympics being in the planning stage at that time, the Request for Proposal (RFP) required proponents to provide separate costing based on two service scenarios – one, providing regular local service, and the other that included an additional “Olympic” layer of service. By the time the contract was awarded, it had been determined that Squamish would not participate in providing additional Olympic service. Therefore, the costing associated to Olympic service was not included in the Annual Operating Agreement.

Key Conclusions:

- There appears to be much community benefit to keeping administrative and vehicle-related functions in Squamish (including retaining jobs within the community), with not much outlook for savings if these functions were moved to Whistler.
- It appears that facilities-related costs and fueling may be the most promising potential areas for reducing costs. However, since the three garage sites are aging or at capacity, pursuing the facilities option would likely require significant capital investment. Options to reduce fuel costs would involve either determining whether a local bulk contract was possible or creating a shared fueling facility that would be able to take advantage of BC Transit's province-wide bulk fuel contract.
- Squamish Transit's contract fixed costs for the operation of the system are in the mid-range when compared to its peers. Olympics-related costs were not included in this contract since contract negotiations for costs associated with system's last Request for Proposals were finalized after it was confirmed that Squamish Transit would not provide any service in support of the 2010 Olympic and Paralympic Winter Games.

2.2 Sea to Sky School District (School District #48)

Background: Squamish Transit already carries a sizable number of school students.

However, there is still a substantial school bussing operation that takes place within the area covered by the transit system. The purpose of this discussion with the School District was to gather more information on current practices and policies and talk about potential opportunities.

Areas Discussed: On May 31, 2012, BC Transit staff spoke with School District staff Rick Hume, Director of Facilities and Services, and Pam Temple-Hurley, Supervisor of Transportation and Grounds (Squamish Area), to share information about the respective organizations, learn more about School District bell times and transportation and accessibility policies, and discuss opportunities to further partner or share services. As part of this discussion, BC Transit summarized the following key ways it already partners or shares services with other school districts in B.C., with examples drawn from two focus areas: Chilliwack and Trail. The School District staff noted that any decisions on policy changes or partnering would need to come from a senior management or School Trustee level but that they would pass this information on.

Examples of How BC Transit Partners with Other BC School Districts

- **Service within urban areas:** There can be opportunity to use existing capacity within transit systems to reduce or eliminate school bussing within urban areas.

Example: In 2002, as a cost saving measure, the Chilliwack School District (SD #33) decided to no longer provide school bussing service within the urban area of the City of Chilliwack irrespective of previous walk limits. They approached BC Transit and the City about the possibility of using existing capacity within the Chilliwack Transit System to provide an alternative for students. In partnership with the operating company, the transit system was able to adjust routes and schedules to provide more tailored service to schools. These adjustments were initially made at no additional cost to the system and resulted in a 17% increase in ridership in the first year alone.

- **Fare vendor retail:** School Districts have the ability to sell transit passes through middle and secondary school offices.

Example: As part of the partnership described above, the Chilliwack School District also began selling student monthly passes and semester passes at its secondary school offices. This provided students and parents with a convenient purchase location and the transit system with a larger network of vendor locations. Since the School District also chose to pass on what would have been its pass sales vendor commission to purchasers, parents and students also received a cost savings while the municipality received the benefit of a consistent stream of revenue.

- **Service to rural areas and areas outside walk limits:** Even if walk limits are retained, there is an ability for School Districts to partner with transit systems to use available capacity on transit trips to serve areas. To support this, there is usually opportunity for the School District to negotiate a bulk transit pass purchase price with the partner local government. School Districts can then provide passes to affected students in lieu of the cost to provide school bussing to an area already being served by transit.

Example: Rather than sending two separate buses (one school and one transit) to outlying communities, the Kootenay Boundary Transit System serving Trail partners with the Kootenay-Columbia School District (SD #20) and provides the service through existing transit system trips. The School District makes a bulk purchase of transit passes and provides these passes to area students.

School service between the Plateau area of Valleycliffe and Howe Sound Secondary may be one area in Squamish where a similar approach would work well since there is available capacity on the trips already taking the rest of Valleycliffe students to this destination but the Plateau area is just outside of walk limits and is currently receiving school bus service for all middle and secondary grades.

- **Shared maintenance and fueling facilities:** Sharing of maintenance and fueling facilities between School Districts and transit systems happens in a number of locations around the province.

In some cases (such as in Terrace, Prince George and Penticton), this sharing happens because the School District contracts its school bussing operations to the same operating company that provides transit service. Therefore, both functions operate out of the same facility with shared maintenance and administrative staff.

However, it is also possible to share a facility between a School District-operated school bus system and a privately-operated transit system, as the following example from Kootenay Boundary (Trail) shows.

Example: In Trail, BC Transit currently leases space in a maintenance facility owned by the Kootenay-Columbia School District (SD #20). The Kootenay Boundary Transit System operates out of this facility, including maintenance and storage of 11 conventional vehicles and 2 handyDART vehicles, office space and fare vault space. While major maintenance of school buses takes place at another School District facility in Castlegar, the shared Trail site also includes storage and day-to-day maintenance and cleaning space for 11 school buses plus a School District office.

In the case of Squamish, School District #48 staff indicated that their Squamish facility (located at 37866 Second Avenue) has three maintenance bays total, with one used as storage and two in use. The site has one mechanic and is used to maintain the School District's Squamish maintenance fleet plus all school buses. Like the transit system and District of Squamish Public Works, the School District is currently fueling their vehicles at the Chevron Cardlock on Progress Way.

Other Considerations: The Sea to Sky School District does not currently provide transportation to students with a disability. Instead, the School District provides a maximum of \$20 per day in transportation financial assistance to families who arrange for their own transportation and apply for the subsidy.

Recently, a perception has arisen that students with a disability were being denied access to handyDART transportation to school. BC Transit investigated this concern with Diversified Transportation Ltd. and School District #48 staff and has determined the following:

- The conventional portion of the Squamish Transit System is fully accessible and serves all area schools and is therefore an option for students with a disability.
- The handyDART portion of the Squamish Transit System already provides transportation for students with a disability and there appears to be no current policy or capacity constraints on providing service. Therefore, students with a disability and their families are welcome to apply for eligibility on the handyDART portion of the Squamish Transit System.
- Over the past two years, Squamish Transit has not received any new handyDART eligibility applications from students with a disability.

Therefore, since none have been received during this period, it would also seem to be the case that none have been denied.

- Rather than BC Transit or Diversified Transportation Ltd. initiating contact with families of students with a disability, BC Transit and the School District propose that the School District provide information to families as the most appropriate course of action. BC Transit has created sample text that could be provided to the School District (attached as Appendix A) that it in turn can provide to families of students with a disability outlining transit options and contact information.

Key Conclusions:

- Examples of how BC Transit partners with other B.C. School Districts was discussed with School District #48 staff and will be formally provided for their consideration and transmittal to their decision makers.
- BC Transit will also provide the School District a letter that it can provide to families of students with a disability outlining transit options and contact information.
- Experience from other school districts has shown that partnerships between transit systems and school districts are successful when the school district takes the lead in requesting and developing the partnership.
- The areas that seem to have the most potential for partnership and cost savings / revenue growth in Squamish are as follows:
 - Potentially looking at using existing conventional transit system capacity to extend service to the Plateau area of Valleycliffe for school trips in return for a transit pass bulk purchase arrangement with the School District.
 - As noted in the Diversified Transportation Ltd. section, potentially examining opportunities to share vehicle maintenance, administrative and fueling with the transit system and District of Squamish Public Works.

2.3 District of Squamish Parks and Engineering

Background: If looking at opportunities to share functions and costs in the Squamish area, the District of Squamish's Parks and Engineering Public Works operation is another natural candidate since it is also a public entity maintaining and operating heavy equipment.

Areas Discussed: On May 31, 2012, BC Transit staff spoke with Brian Barnett, General Manager of Engineering and Parks for the School District to talk about existing Public Works facilities and arrangements.

Information Gathered:

- The District's Public Works maintenance facility currently has two maintenance bays and was characterized as a somewhat small and aging facility.
- District fueling also takes place at the Chevron Cardlock on Progress Way.

Key Conclusions:

- As noted in the above sections, it appears that facilities-related costs and fueling are likely the most promising potential areas for reducing costs but would require capital investment. This would require more work and discussion with the District of Squamish Public Works and Sea to Sky School District on the following areas:
 - Opportunities to share a garage and administrative space
 - Looking for opportunities to reduce fuel costs, either through a local bulk contract or possibly through creation of a shared fueling facility that would be able to take advantage of BC Transit's province-wide bulk fuel contract.

3.0 CONVENTIONAL TRANSIT ROUTING AND SCHEDULING IMPROVEMENTS

3.1 Background

Recent public consultation on transit service options from November 24 – January 8, 2012 showed that there was little appetite among respondents for a major restructuring of the transit system. A discussion of these results was presented to the District in a February 28, 2012 letter. A summary of the public consultation results is also provided again in Appendix B here.

In general, while Transit Future bus open house attendees and on-line survey respondents had many suggestions for adding onto the existing service, when asked to provide their preference for the proposed rerouting options, by far the largest group of respondents (45%) said “don’t change anything.”

In fact, when asked for comments regarding these proposals, the majority of respondents commented on the transit system in general rather than on the proposals. The most frequent comments, in order, were requests for:

1. Sunday service
2. Evening service
3. More frequent service
4. Reinstatement of the Squamish–Whistler Commuter service
5. Introduction of service to Vancouver
6. Service on statutory holidays.

Based on these consultation results and the system’s recent positive ridership trend (49% ridership gain over five years),⁵ BC Transit recommended that there would likely be more ridership to be gained through a series of smaller, holistic improvements to the system rather than wholesale change to routes and schedules. This goal of this planning and scheduling work was to increase ridership and resulting revenue by:

- Examining ridership on select route segments to see if minor route changes could be used to improve directness of trips and the reliability and ease of use of the transit system’s schedules.
- Interviewing key stakeholders to look at how targeted scheduling and routing changes could be used to increase transit ridership to specific destinations.

To look at route segments, BC Transit staff analyzed actual ridership by stop and trip segment in specific areas of the 1 Brackendale, 2 Highlands, and 3 Valleycliffe routes. BC Transit staff also spoke with front line transit staff, looked at current and proposed land use zoning and examined what other transportation alternatives were available to affected areas.

To look at targeting scheduling improvements, BC Transit staff spoke with representatives from:

- Sea to Sky School District (SD #48)
- Quest University
- Capilano University
- Squamish Seniors Centre
- Hilltop House Residential Care Facility
- Shannon Falls Retirement Residence (Formerly Squamish Renaissance Retirement Residence)

⁵ Based on final 2011/12 ridership of 204,000.

A check of schedule running times between points was also performed and transit management and front line staff were also asked for input on what schedule adjustments were most needed. Appendix C presents information from major trip generators as well as finalized 2012/13 School District 48 bell times.

3.2 Service Change Proposals for Immediate Implementation

Service Option 1: Package of Recommended Immediate Changes

Based on the information collected, it is proposed that the following changes be incorporated into revised routing and schedules for immediate implementation, in **Fall 2012** if possible depending on when local approval can be obtained. These changes can all be accomplished through reallocation of existing service and therefore have no cost impact.

Ridership impact from the changes is estimated at an **additional 6,100 passenger trips per year**, representing approximately **\$5,900 in additional revenue** based on the existing fare structure.

a - Eliminate the Valley Road loop on the 3 Valleycliffe route

Description: This change would delete the section of the 3 Valleycliffe that currently routes past Chances Casino via Valley Rd. and Sea to Sky Highway (please see map on following page).

Rationale: Other than a stop adjacent to a housing development on Valley Drive at Guilford Drive, ridership on this section of the route is extremely poor and takes 3-4 minutes per trip (15-20% of the total time for each trip). The housing development could be served by a new stop implemented in the westbound direction on Guilford Drive while the Casino provides its own shuttle service.

Benefit: This change would provide a faster, more direct trip for most 3 Valleycliffe users and would also provide an additional 3-4 minutes into the system's schedules to improve the reliability and ease of use of all routes.

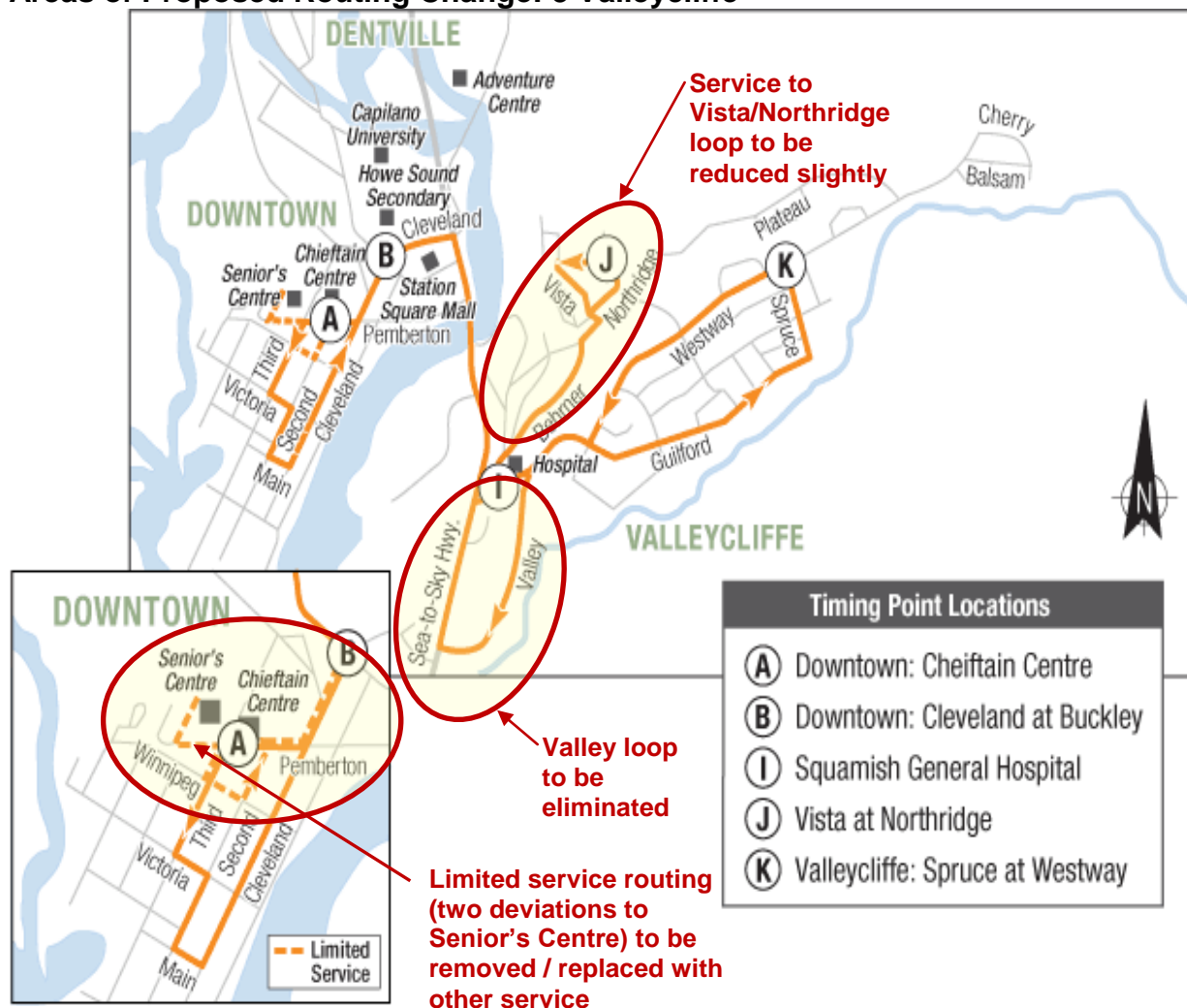
b - Reduce service on the Vista and Northridge loop of the 3 Valleycliffe route on select trips

Description: This change would omit the Vista and Northridge loop on several trips of the 3 Valleycliffe. Maps of the route would show this section using a dotted line to ensure that users were aware that service to this area was more limited.

Rationale: Ridership on the Vista and Northridge loop of the 3 Valleycliffe is also quite poor. At some future point, if a transit turnaround can be implemented at the Hospital, this loop should only extend as far as the Hospital and the remainder of this loop should be eliminated (see section 7.0 for further details). In the meantime, service to this area could be eliminated on several trips to enable improvements to schedule on-time performance an increased service to other destinations, such as Quest University.

Benefit: Again, this change would provide a faster, more direct trip for most 3 Valleycliffe users. Even more so, it provides the time necessary to increase service to other destinations at no additional cost. While a drawback to the proposed change is that it does create a slight inconsistency between trips (most trips will serve Vista/Northridge but not all will), this section of the route is already skipped on two trips in the weekday schedule.

Areas of Proposed Routing Change: 3 Valleycliffe



c - Replace the Squamish Seniors Centre deviations

Description: Currently on two trips per day, each of Squamish's three routes does a loop from the Downtown Chieftain Centre exchange to the Squamish Senior's Centre via a number of senior's housing developments. This change would eliminate these trip deviations. There is the possibility of making use of existing handyDART capacity and subscription trips to provide an alternative to the eliminated service.

Rationale: These two trip deviations are only sporadically used at best and do not meet key Senior's Centre program times. Their inclusion makes trip schedules inconsistent and also reduces the consistency and ease of use of other route schedules.

Benefit: Looking at using service on the handyDART vehicle to serve this destination has a number of benefits. It would take these deviations out of the conventional transit schedule, providing time to keep service on time and making service more direct for other users. The smaller handyDART vehicle can get closer to building entrances and provide more time to board, therefore benefiting those seniors who need these trips the most since they lack the mobility to travel the 300 metres between the Chieftain Centre exchange and the Senior's Centre.

d - Revise schedules to meet key school bell times

Description: This proposal would look at revising schedules serving area schools to meet the 2012/13 bell times. Priorities for adjustment, in order are:

- Meeting morning and afternoon bell times for Squamish Elementary in order to serve French Immersion students traveling to the school from all areas of the community.
- Meeting afternoon bell times at Don Ross Secondary School, particularly for students traveling to Highlands Mall or Downtown Squamish for after school jobs and other activities.
- Continuing to meet bell times for Howe Sound Secondary, in particular for students traveling from the Valleycliffe area.

Rationale: Squamish Elementary already draws 100 students from grades 5 and 6 from around the region, with 80 additional grade 7 students to be added in Fall 2012. Since the School District does not provide school bussing to French Immersion students, these students represent a real potential market for transit, in particular the students in grade 7 who are slightly older and therefore more likely to travel alone and take the bus. The proposed adjustments to Don Ross Secondary and Howe Sound Secondary ensure the system holds onto existing ridership.

Benefit: The scheduling adjustments noted here meet opportunities identified with School District staff and serve students needs not met by the school bus system.

e - Increase service to Quest University on evenings and Saturdays

Description: This proposal would look at taking time saved by eliminating service on select trips to the Vista/Northridge area of Valleycliffe and reallocate it in order to implement several more trips to Quest University on evenings and Saturdays. This change would add trips to Quest on the 2 Highlands route on at least one more late afternoon weekday trip, its 10:05pm Friday evening trip, and would make service to Quest on Saturdays every two hours.

Rationale: Enrollment at Quest continues to grow. The existing service schedule meets class bell times. However, since most Quest students live on campus, the biggest potential market for transit to the University is service in the evening and on Saturdays from Quest to daily needs off-campus.

Benefit: More service to the University at appropriate times accomplished within existing budgets. Quest University staff have expressed interest in marketing the new schedules to students, including placing posters on the service in student residences, including information in student welcome packages and hosting transit-based events to encourage students to familiarize themselves with the system.

3.3 Longer Term Expansion Estimates

Based on feedback heard through public consultation, as well as discussion from District of Squamish Council, the service review also noted several other expansion options that can be considered in future. These estimates are included here to give the District a sense of their impact.

The changes presented here have not been included in those proposed for immediate implementation because they:

- Require more service hours and potentially more vehicles, and therefore increased funding.
- Represent subsequent phases of development
- And/or require further consultation at the neighbourhood level to ensure that the changes are appropriate and are perceived as positive by residents.

Discussion around these items would be helpful to get a sense of Council's unified direction on what it sees as the priority next steps for developing the transit system. It also would provide a starting point for discussion by the District's new Transit Standing Committee. Items could be considered for implementation on their own or as part of development of an overall shared regional vision for transit as part of upcoming work on a long term Transit Future Plan to be starting next year.

Cost impacts included with the estimates are based on 2012/13 budgetted transit service costs. Actual costs may vary depending on date of implementation and finalization of operating details.

Special Note: Changes to Service Within Specific Neighbourhood Pockets

There are pockets of Squamish neighbourhoods that could be served differently by transit. However, changes to these areas have not been included in proposals for implementation in Fall 2012 because usage surveys in some of the existing areas were inconclusive and/or because resident support for new areas was not clearly shown in the public consultations.

In some cases, further conversation is also required from the District on its long term road network and roadway improvement plans. These neighbourhood pockets for further monitoring / exploration include:

- The Depot / Dryden / Kingswood / Eagle Run areas of Brackendale
- The Garibaldi Way / Skyline / Braemar area of the Garibaldi Highlands
- The Plateau area of Valleycliffe

Longer Term Option 2: Extend Evening Service – Except for Fridays—when the last bus departing Downtown Squamish is at 10:05pm—the last trip on the transit system leaves downtown at 6:40pm Monday to Thursday and on Saturday. This option would extend the Friday night evening service across all days of the week from Monday to Saturday.

Initial High Level Estimate – Additional Annual Impacts

Longer Term Option 2: Extend Evening Service

Service Hours: 710	Passenger Revenue: \$8,600
Annual Ridership: 8,900	Total Cost: \$92,000
Vehicles Required: 0*	Net Local Share of Costs: \$40,400
	Provincial Share of Costs: \$43,000

* At present this option appears that it could be implemented with no additional vehicles. This would need to be confirmed by BC Transit's Fleet Standards department closer to the implementation date. An additional vehicle would increase costs by \$30,000.

Longer Term Option 3: Introduce Sunday and Statutory Holiday Service – This option would introduce Sunday and holiday service to the system. Service would operate using one vehicle from roughly 10:00am to 6:00pm, offering trips approximately every hour and a half to two hours on all routes in the system.

Initial High Level Estimate – Additional Annual Impacts

Longer Term Option 3: Introduce Sunday and Statutory Holiday Service

Service Hours: 500	Passenger Revenue: \$5,700
Annual Ridership: 5,900	Total Cost: \$84,000
Vehicles Required: 0*	Net Local Share of Costs: \$39,300
	Provincial Share of Costs: \$39,000

* At present this option appears that it could be implemented with no additional vehicles. This would need to be confirmed by BC Transit's Fleet Standards department closer to the implementation date. An additional vehicle would increase costs by \$30,000.

Option 4: Introduce Tantalus Road Weekday Commuter Service - This option would introduce half-hourly service to the dense residential area of Tantalus Road during weekday peak commuter times (roughly 6:00am to 9:00am and 3:00pm to 6:00pm). Service would operate between Highlands Mall and Downtown Squamish via Government Road, thereby combining with existing services on other routes to offer 15 minute service between Downtown and Highlands Mall during commuter periods.

Note: Prior to implementation, road network and bus turnaround location in the Tantalus area would need to be confirmed.

Initial High Level Estimate – Additional Annual Impacts

Longer Term Option 4: Introduce Tantalus Road Weekday Commuter Service

Service Hours: 1,900

Passenger Revenue: \$30,000

Annual Ridership: 31,000

Total Cost: \$283,000

Vehicles Required: 1**

Net Local Share of Costs: \$135,000

Provincial Share of Costs: \$1118,000

** At present this option appears that it could be implemented with one additional in service vehicle and no additional spare vehicles. This would need to be confirmed by BC Transit's Fleet Standards department closer to the implementation date. An additional vehicle would increase costs by \$30,000.

4.0 HANDYDART SERVICE USAGE REVIEW

The April 2012 Squamish Service Audit provides a summary of the Squamish Transit System's handyDART service and its performance. This section expands on its findings and provides more detail on historical trend and potential demand. The feasibility of increasing local handyDART service and implementing regional paratransit service is also discussed.

4.1 Existing Service Background and Trend

handyDART provides door-to-door service for people with a disability who are unable to use the accessible conventional transit service. handyDART passengers must apply to the system to confirm eligibility. Once registered, passengers prebook trips through the dispatch office. Trips may be either "subscription trips" which occur on a regular basis (such as weekly therapy appointments or travel to day programs, work or school) or may be booked as needed for individual medical appointments, social visits and shopping.

Service Span and Size: The handyDART portion of Squamish Transit currently uses one wheelchair accessible minibus and one driver to operate eight hours per day on weekdays. Service operates between 7:00am and 4:30pm on Tuesdays and Thursdays and starts and finishes one half hour earlier on Mondays, Wednesdays and Fridays to accommodate dialysis patients. In 2011/12, the handyDART vehicle delivered 5,000 passenger trips.

The Squamish handyDART service also has a Taxi Supplement program. During times when the handyDART vehicle is not available—usually because it is fully booked or occasionally to meet a special circumstance trip that is outside regular hours--Taxi Supplement enables the handyDART office to dispatch trips to taxis. Passengers who have their trip completed by taxi pay their handyDART fare to the taxi driver, with taxi companies later reimbursed by the transit system for the total metered rate of the trip less the fare.

Like handyDART, these taxi trips are still a shared-ride service, meaning that multiple passengers may have their travel coordinated on a single taxi trip. Annual budget for Taxi Supplement is \$1,800, or approximately \$150 per month. Actual expenditures are typically below this limit. In 2011/12, Taxi Supplement was used to provide trips to 85 passengers.

Registered Users: There are currently 211 registered users on the system, with 73% having a mobility-related disability of some kind (using a wheelchair, scooter, cane, walker or crutches) and the remaining 27% ambulatory users. Of those who have a mobility-related disability, just under half (43%) use a wheelchair or scooter some or all of the time.

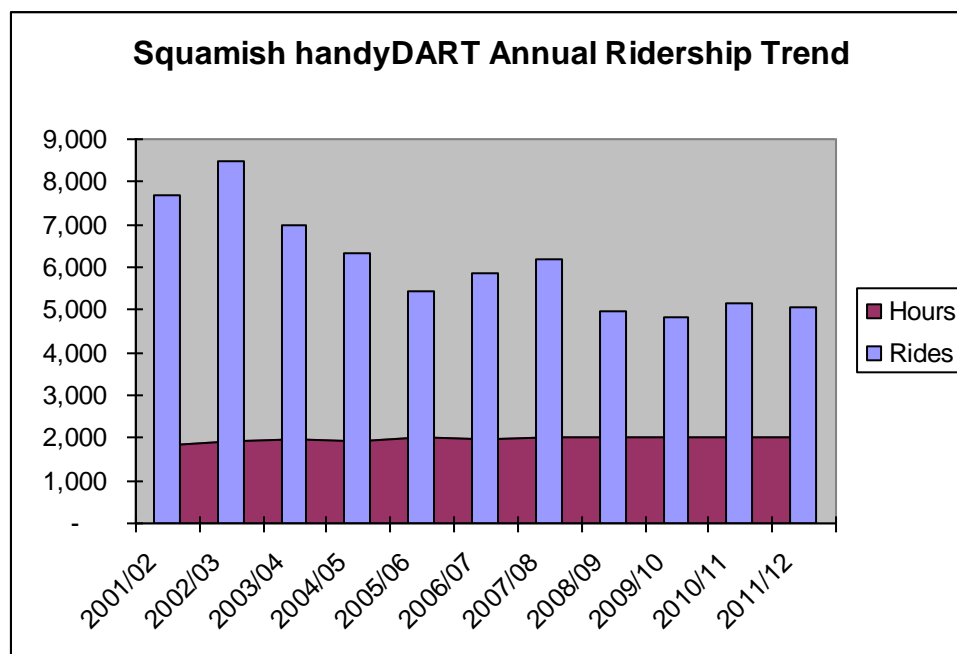
Over 99% of registered users live within 1.5 km of the routes covered by the conventional service. However, there are some who reside outside this area, particularly in Paradise Valley and the upper Squamish Valley where handyDART service is not currently provided due to distance from town.

Institutional Users and Key Destinations: The most frequent destinations and residential locations served daily by handyDART include:

- Squamish General Hospital (General appointments, tests, kidney dialysis)
- Hilltop House Residential Care Facility (Extended care, adult day programs and social programs, baths and personal care)
- Shannon Falls Retirement Residence (Formerly the Squamish Renaissance Retirement Residence; Independent living with meals available)
- The Manor (Seniors residence)
- Squamish Seniors Centre (Social and recreational programs)
- Sea to Sky Community Centre (Adult day programs, social and recreational programs)
- Diamond Head Medical Clinic (Doctors appointments)
- Howe Sound Secondary (Education)
- Brennan Park Recreation Centre (Therapy, recreation)

On any given day, handyDART also serves a variety of other medical and dental destinations as well as shopping and social destinations. The system also provides occasional group social trips for some of the larger senior's residential facilities.

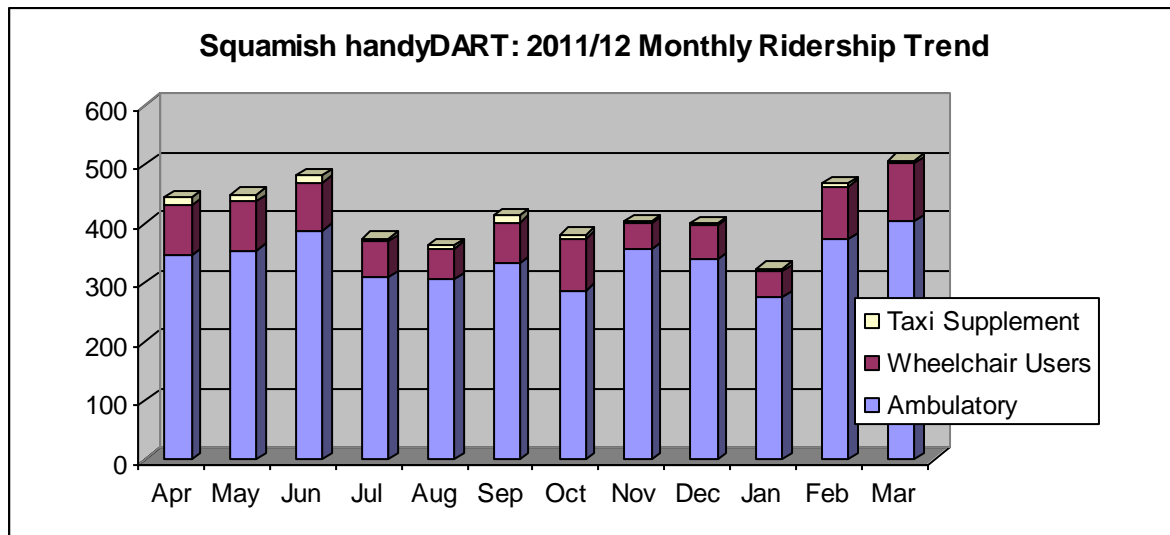
Ridership Trend: The following table shows the performance of the handyDART system over the past 10 years:



In general, the ridership trend shows:

- Flat annual hours, since the level of service (8 hours per day, five days per week) has not changed over the period.
- A significant drop in ridership between 2002/03 and 2005/06 due to:
 - A provincial policy change that decreased funding of physiotherapy appointments, which in turn reduced demand for travel for some people with a disability.

- The introduction of fully accessible low floor buses on the conventional portion of the transit system.



When looking at monthly and weekly ridership statistics (including monthly trend from the past year as shown in the table above), some trends emerge:

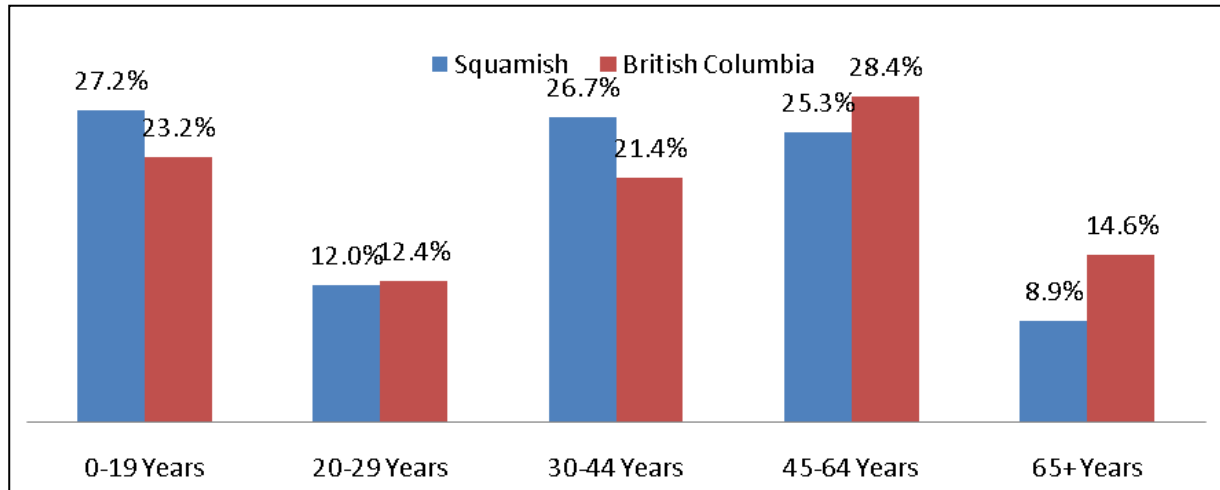
- Generally, handyDART systems across the province show higher ridership in the winter months than in the summer. This is usually because there are some handyDART users who are more able to take the accessible conventional system when the weather is better or whose conditions may be less debilitating in warm weather.
- Squamish handyDART's pattern in 2011/12 somewhat diverged from the provincial pattern in December and January. This may be due to fewer trips taken in these months by passengers travelling to educational destinations (since school would have been out of session for several weeks). It may also point to a higher proportion of social and shopping-related handyDART trips in the Squamish system, since these visits are often cancelled or postponed due to poor weather while medical and therapy appointments are less likely to be cancelled. This past year may also simply reflect the passing of a number of regular clients in January.
- On a weekly basis, Tuesdays are by far the busiest day in the handyDART system while Thursdays are the least busy. From highest to lowest ridership, the days of the week are Tuesday, Wednesday, Monday, Friday and Thursday.

4.2 Forecasting Future Demand

Seniors with a disability make up the majority of Squamish handyDART's ridership. Generally, the proportion of a community's population that is age 65 or older is an indicator of potential demand for handyDART services.

Based on 2006 Census results (the most recent Statistic Canada data available), Squamish's current population is significantly younger than the 40.8 year median age in British Columbia or Vancouver's median age of 39.1. The following table looks at the composition of Squamish's population change from the 2001 to 2006 in comparison to the rest of the province. It shows the seniors population growing but at a slower rate than younger segments of the community.

2001 -2006 Population Growth by Age Group



In general, Squamish has a higher proportion of children under age 19 and a lower proportion of seniors than does British Columbia. In absolute numbers, there are more people aged 19 to 24 years old in Squamish than the total number of seniors over age 70. However, as shown in the following table, this will change over time.

Squamish Population Projection – 2005 Growth Management Study

	2006	2011	2021	2031
Total Population	14,954	20,300	26,100	33,100
% aged 15 - 24 years	12.8	16	13	11
% over age 65	8.9	9	11.9	15.2
Median age Squamish	35.9			38.2
Median age BC	40.8			44.5

Squamish's seniors population is expected to grow from 8.9% of the 2006 population to 15.2% in 2031 while the 55 and over population will rise from 16% to 26%. This means that by 2031, the municipal population will double and the number of seniors will quadruple. This will have a profound impact on transit services as the demand for door-to-door services like handyDART will see significant growth.

4.3 Examining Existing Demand and Capacity

While a significant future change in demand is on the horizon, there still appears to be capacity within the existing service to meet current demand. Across the province, existing handyDART capacity is gauged used a number of means: productivity trend, unmet trips, Taxi Supplement usage and booking policies. The following looks at Squamish Transit's current performance in each of these areas, with comparisons to its peers where appropriate.

Productivity Trend: The table at right shows total annual handyDART ridership, hours and productivity (ridership per hour) for the past ten years. Since the level of handyDART service (the hours available) have not changed during that time, the trend would seem to show that there is still room to grow ridership within existing hours of service. In other words, with the same number of hours, the system has been able to accommodate 20% - 40% more rides in the past.

While the distribution of passengers (how close they live to key destinations and to each other) and the number of group trips definitely has an impact on productivity, there would seem to be sufficient room here to cover ridership growth over the near term.

A review of current scheduling and dispatch practices with the handyDART operator has also shown that they are using all of the standard tools and best practices employed in transit systems across B.C. to maximize how they are using available hours. Therefore, current capacity in the system is more related to passenger demand or perception rather than to a lack in the effective use of resources. Indeed, the proactive and innovative way that dispatch and driving staff are working with the health authority to accommodate dialysis trips is one notable example of how the system is working to make best use of its hours.

Squamish handyDART 10 Year Annual Productivity Trend

Year	Hours	Rides	Productivity
2001/02	1,846	7,687	4.2
2002/03	1,933	8,507	4.4
2003/04	1,968	6,970	3.5
2004/05	1,903	6,325	3.3
2005/06	2,007	5,439	2.7
2006/07	1,980	5,851	3.0
2007/08	2,017	6,171	3.1
2008/09	2,024	4,950	2.4
2009/10	2,008	4,850	2.4
2010/11	2,024	5,139	2.5
2011/12	2,016	5,075	2.5

Unmet Trips and Taxi Supplement Usage: The following table looks in detail at Squamish's handyDART ridership composition over the past four years. In particular, it looks at:

- **Unmet trips** – Instances when a handyDART client called to book a trip but could not do so due to lack of availability
- **Taxi Supplement ridership** – Instances when handyDART trips were dispatched to taxi because the handyDART vehicle was already overbooked or otherwise unavailable.

Squamish handyDART Detailed Ridership Trend

Ride types	2008/9	2009/10	2010/11	2011/12	% change
Ambulatory	3,802	3,648	3,901	4,064	
Wheelchair	990	1,160	1,119	852	
Attendants	152	42	111	159	
Companions	6	-	8	-	
Total	4,950	4,850	5,139	5,075	2%
Unmet trips	0	4	10	5	
Taxi Supplement	154	150	171	85	

There were five unmet trips in Squamish in 2011/12, and four of these were in the same month (April 2011). Looking at results over the past four years shows that this number is not an anomaly. While ideally it would be good to have no unmet trips, Squamish's proportion of unmet trips is fairly low compared to other handyDART systems of a similar size and is definitely lower than those systems showing extreme capacity issues. For instance, the Penticton handyDART system is also served by one vehicle with eight hours a day of service. That system's vehicle carried slightly fewer passengers than Squamish in 2011/12 but experienced over 300 unmet trips.

Similarly, the Taxi Supplement program also has low utilization, carrying on average 7 to 12 rides per month. Since Taxi Supplement acts as the main contingency method of dealing with an excess of passenger demand, this low usage trend would also seem to indicate that there is still some capacity in the system.

handyDART Booking Policies: Examining policies and procedures around booking trips is another way to measure handyDART demand and capacity. For instance, in many handyDART systems around the province it is essentially impossible to make a same day booking for handyDART travel and users are advised to book trips 48 hours or more in advance of travel. Dispatchers are also placed in a position of trying to prioritize by type of travel (medical appointments versus shopping trips, etc.)

In the case of Squamish handyDART, while passengers are advised to book a day ahead if possible to ensure that their needs are met, same day requests for travel are frequently taken and based on dispatch and driver feedback, only rarely cannot be accommodated.

However, one issue that became apparent is different perceptions of capacity in the system from users. For the purposes of this review, BC Transit contacted key staff at several of the most heavily-used handyDART destinations. All stated that they were generally very happy with the level of customer service provided by handyDART staff.

Nevertheless, it became clear that within the user groups there were two very different sets of expectations in terms of how different users were viewing the convenience of service and the ability to book travel. From the conversations with those who were more dissatisfied, there seemed to be room to learn more about handyDART policies and of how best to work with the system. It seems that more education around what handyDART is meant to be (a shared-ride service, not a taxi), as well as more explanation around policies and expectations of passengers would be helpful.

Therefore, based on this review of usage, an expansion to handyDART vehicles and hours is not recommended at this time but more information as described in following section would be useful.

4.4 Ensuring Awareness of the Existing handyDART Service and Policies

handyDART is a vital service within the community. It is also an expensive service, costing funding partners about four times more per passenger than the conventional service. Therefore, the goal should not be to build handyDART ridership in and of itself but instead to ensure that all people who might need the service know about it and have access to it.

The handyDART dispatch office is already in regular communication with major destinations and support organizations for seniors and people with a disability. As well, information on handyDART appears in the Squamish Rider's Guide and this gets distributed throughout the District. However, some organizations had a very different approach to booking trips and how they were perceiving policies.

With its partners, BC Transit is currently developing two marketing materials to better inform potential passengers about the service. The first piece is a small "Family of Accessible Services" flyer that provides an overview of accessible conventional and handyDART services to help build awareness. The second piece is a handyDART passenger's guide which provides more information on the service, its policies and how to use it most effectively.

It would also seem to be useful to schedule meetings with key staff from major destinations to provide explanation around some of these policies and further build working relationships.

4.5 Potential handyDART Expansion Estimates

Through the process of the review, a number of issues related to future improvements to handyDART service were raised. This section explores those issues and options, provides costs estimates and examines the feasibility of service. Cost impacts included with the estimates are based on 2012/13 budgetted transit service costs.

Potential Option 5: Expanded Local handyDART Service

While Squamish's current handyDART service level appears to be meeting present demand, the demographic trend discussed in section 4.2 demonstrates that it is likely that the handyDART service will need to expand at some future point.

When capacity becomes more constrained, the next logical step to expand the system would be to either add an additional vehicle and driver at peak times or to extend the hours of operation to provide a longer service day.

The following estimate could cover either scenario. It shows the additional annual impacts associated with providing five more hours of handyDART service per day, five days per week.

Initial High Level Estimate – Additional Annual Impacts Potential Option 5: Expanded Local handyDART Service

Service Hours: 1,300	Passenger Revenue: \$5,200
Annual Ridership: 3,120	Total Cost: \$152,000
Vehicles Required: 1	Net Local Share of Costs: \$44,800
	Provincial Share of Costs: \$101,500

Potential Option 6: Paratransit Service to Vancouver

As part of this review, the District of Squamish requested that BC Transit examine existing supply and demand of custom transit services in Squamish. As previously noted, an investigation into local service showed that the current service levels are meeting the demand and the operator has also indicated that there is spare capacity in the system.

As part of this review, several stakeholders noted that there is a demand for service to Vancouver for medical trips as there are certain medical procedures that are not offered in Squamish. These procedures include cardiac programs, stroke programs and specialized surgeries. While there are a number of other transportation options that could be pursued further, as part of this review BC Transit examined the feasibility of providing service to meet the medical-related travel described above.

Option Assumptions and Background: It should be noted that in this review it was assumed that not all potential riders will necessarily be active, registered handyDART clients. Also, given the distance to Vancouver, potential users would require a schedule to plan appointments. A service such as this should therefore be available to all Squamish residents.

Scheduled service that accommodates deviations for picking up and dropping off passengers with disabilities is referred to as paratransit service and delivered using a community bus, similar to handyDART vehicles. It should also be noted that cost sharing of paratransit service differs from that of custom service depending on the proportion of service for people with a

disability. Since the intent of this service was to provide scheduled trips available to all community members, conventional cost sharing was used to estimate costs.

Destinations and Service Design: Further investigation into potential destinations revealed that there are 4 primary medial facilities that would need to be served. They are Lions Gate, North Vancouver; St Paul's Hospital, downtown Vancouver; Vancouver General Hospital; and VF Strong (stroke assessments). Given the overall travel time it would take to serve all four of these facilities (dropping off in the morning and picking up in the afternoon), it is not possible to provide service to all these facilities within the limits of a driver shift. The National Safety Code stipulates that the hours of service that a driver may deliver in one shift is limited to 10.5 hours.

Therefore, the most efficient service possible would require that a service day of 10.5 hours be provided to drop riders off at a couple of the key locations. The driver would then wait at one of these locations until the return trip to Squamish would commence.

In the service option reviewed below, a cost estimate for a rudimentary level of service to Vancouver is provided. Service is assumed to consist of one trip per day, 3 days per week. A conservative estimate of 10 round passenger trips per day has been used to forecast revenue.

Initial High Level Estimate – Additional Annual Impacts
Potential Option 6: Paratransit Service to Vancouver

Service Hours: 1,650	Passenger Revenue: \$5,500
Annual Ridership: 3,100	Total Cost: \$257,000
Vehicles Required: 1	Net Local Share of Costs: \$134,000
	Provincial Share of Costs: \$118,000

Special Considerations: When evaluating this proposal as a potential implementation option, the following points related to the feasibility of the service should be carefully considered:

- Service such as this is extremely inefficient and therefore costly due to the one way nature of regional service and the fact that it caters to a focused market segment (health and perhaps shopping trips, excluding commuters). Very recently, the Whistler commuter service was terminated by the District due to cost and local priority considerations. Therefore the implementation of this option needs to be carefully weighed against the other transit priorities in Squamish.
- As service is delivered outside of the approved Transit Service Area, there is currently no governance and funding mechanism to support the implementation of this service. Implementation of this option would be subject to the amendment of the Transit Service Area boundary (Schedule A of the Annual Operating Agreement (AOA)). This can only be achieved with the agreement of Translink since it is the authority governing transit service in the Greater Vancouver Area.
- As noted previously, the option explored cannot provide service to all the major medical destinations due to time constraints related to Collective Agreement rules (maximum length of driver shifts).
- It is important to note that some riders will have to make use of local Translink services to complete their trips. As these are two complete different services, riders will not be able to make transfers and will have to pay full Translink fares. Furthermore, Squamish registered handyDART users are not automatically eligible to make use of Translink handyDART services.

- Once a driver has reached his destination in North Vancouver he/she will essentially lay over until the return trip departs. A Squamish driver will not be able to perform any form of local revenue service in this other jurisdiction.
- There may be additional costs associated to this type of service – for example parking costs as well as alternative transportation costs required to get passengers safely home in the event of a vehicle breakdown.

Service Productivity, Conclusions and Alternatives: Due to the number of hours required to transport a relatively small number of passengers, the projected rides per hour for this service is 1.9 while the projected cost per passenger trip delivered is expected to be in the order of \$83. Based on this exceptionally poor expected level of performance, it is extremely unlikely that such a service would be supported for expansion funding through BC Transit's expansion allocation process.

BC Transit would therefore recommend that alternative service options be considered in more detail and supported (which could include funding support). Existing services include:

- **Greyhound:** this operator provides daily scheduled service between Squamish and Vancouver. Although this service is not accessible, it could be a viable option for users that are able to use conventional transit. This service could be supported by the District through the sale of discounted tickets.
- **Jack Bell carpool services:** although not wheelchair accessible, Jack Bell is considering implementing a pilot project that aims to provide additional seats on vehicles that could be used by non-regular riders on a reservation basis. A contribution to this service could be made via the AOA (Taxi supplement funding).
- **Travel Assistance Program (TAP BC):** a Medical Travel Assistance Program that helps to alleviate some of the transportation costs for eligible B.C. residents who must travel within the province for non-emergency medical specialist services not available in their own community (http://www.health.gov.bc.ca/tapbc/tap_transport.html).
- **Canadian Cancer Society:** in partnership with the Freemasons Cancer Car Program, it provides free rides for cancer patients who have no other means of transportation. Volunteers provide round-trip transportation to primary cancer treatment appointments such as chemotherapy and radiation. This free service is based on need and availability (http://www.cancer.ca/British%20Columbia-Yukon/About%20us/Our%20locations/BC-Greater%20Vancouver/BC-Support%20Service/Volunteer%20drivers%20in%20Greater%20Vancouver.aspx?sc_lang=en)
- Another example of a transportation alternative successfully used elsewhere is **Wheels For Wellness**, which operates out of Nanaimo. This service provides door-to-door non-emergency transportation to medical facilities on Vancouver Island, that are in excess of 75km away from your home. The fare is by donation and Vancouver Island Health Authority provides an operating grant to this organization (<http://www.wheelsforwellness.com/>)

5.0 CONVENTIONAL AND HANDYDART SERVICE OPTION SUMMARY

The following table summarizes the estimated impacts for all service options presented in the above conventional transit and handyDART sections. All figures are annual and are based on estimates that would require review based on actual date of implementation and confirmed service and operational details.

Service Option Summary: Estimated Additional Annual Impacts

Service Proposal	Buses	Service Hours	Rides	Total Revenue	Total Costs	Net Local Share of Costs	BC Transit Share of Costs	Rides per Hour
Conventional Service: Proposals for Immediate Implementation								
1 Targetted routing and scheduling improvements	0	0	6,100	\$5,900	\$0	\$0	\$0	n/a
Conventional Service: Longer Term Expansion Options								
2 Extend Evening Service	0*	710	8,900	\$8,600	\$92,000	\$40,400	\$43,000	12.5
3 Implement Sunday and Statutory Holiday Service	0*	500	5,900	\$5,700	\$84,000	\$39,300	\$39,000	11.7
4 Introduce Tantalus Rd Weekday Commuter Service	1*	1,900	31,000	\$30,000	\$283,000	\$135,000	\$118,000	16.3
handyDART Service: Potential Expansion Options								
5 Expand Local handyDART Service	1	1,300	3,120	\$5,200	\$152,000	\$44,800	\$101,500	2.4
6 Paratransit Service to Vancouver	1	1,650	3,100	\$5,500	\$257,000	\$134,000	\$118,000	1.9

* The vehicle requirements shown here appear feasible but would need to be confirmed by BC Transit's Fleet Standards department closer to the implementation date. An additional vehicle would increase costs by \$30,000.

5.1 Service Option Conclusions

Based on the findings of this report, the package of conventional transit routing and scheduling improvements presented in Service Option 1 should be approved for immediate implementation, in Fall 2012 if possible depending on when local approval can be obtained.

Conventional Options 2 or 3 could potentially be implemented in 2012/13 or 2013/14 as they likely do not require a vehicle. These evening and Sunday services are less productive than others but offer other community benefits—such as access to part-time jobs and recreation for youth—and tend to improve the overall use and perception of the transit system.

Since conventional Option 4 requires a vehicle, 2014/15 would likely be the earliest implementation date.

Expansion to the handyDART system (Option 5) is not recommended at this time as there still appears to be capacity within the system. However, this option may become feasible at some future point as community demographics change and demand grows.

Option 6 (Paratransit to Vancouver) is strongly not recommended due to its high cost and low productivity. It is extremely unlikely that such a service would be supported for expansion funding through BC Transit's expansion allocation process.

6.0 FARE STRUCTURE REVIEW SUMMARY

As part of the Service Review a Fare Structure Review was conducted to identify whether a fare increase was warranted. The full April 2012 report is also included in Appendix D.

The review found that the adult cash fare and adult monthly pass prices are below the average of peer systems (\$1.75 vs \$1.94). Squamish also performs below its peers in terms of the average fare indicator, which measures average fare paid by all riders with all fare products (\$0.96 vs. \$1.19).

The low average fare in Squamish suggests that the current fare structure may not be capturing the optimum level of revenue per passenger. In addition, cost recovery which measures the percentage of total costs that are recovered by passenger revenue, is also lower than its peers (13.1% vs. 19.7%). When the percentage of cost recovery is low, the percentage of costs that must be recovered by other funding sources (typically municipal property taxes) is high.

The last increase to cash fares took place in 2008. Since then, according to the Bank of Canada,⁶ the value of \$1.75 has increased to just over \$2.00 in 2011. A cash fare increase of \$0.25, from \$1.75 to \$2.00 is therefore proposed to keep up with inflation. A \$2.00 cash fare also offers the qualitative advantage of ease of use; it is easier to drop a toonie into the farebox than to have to search for enough coins to make up the current \$1.75 fare. A \$2.00 fare will also simplify the driver's responsibility to check fares, thereby reducing potential fare disputes and confrontation. For simplicity, it is suggested that discounted fares be merged to \$1.50 so that all concession riders pay the same fare.

All prepaid fares would also change to realign with guidelines. In this regard it should be noted that monthly pass prices are currently heavily discounted when compared to peer transit systems. To bring pass prices into better alignment, prices must be significantly increased. Large percentage increases in fares are not recommended because of the negative impact on ridership that may result. For this reason, moderate increases have been proposed to bring the fare structure closer to the recommended guidelines.

The proposed fare increase is summarized below (current fares in brackets):

CONVENTIONAL	Cash	Tickets (10)	Monthly Passes	Day Passes
Adult	2.00 (1.75)	18.00 (14.50)	44.00 (39.00)	5.00 (3.25)
Senior*	1.50 (1.50)	13.50 (12.00)	25.00 (20.00)	3.75 (2.75)
Student to Gr. 12**	1.50 (1.25)	13.50 (12.00)	25.00 (20.00)	3.75 (2.75)
Semester Pass	-	-	80.00 (80.00)	-
Child 4 yrs. and under	Free	-	-	-
handyDART		One-way trip		
Passenger & companions		\$2.00 (\$1.75)		
Attendants (needed to help passenger travel)		Free		

With respect to implementing fare changes, BC Transit recommends that if possible fare increases should NOT be scheduled for September or January since this is when potential riders are making their travel decisions for the rest of the year or semester. July is considered the best time for an increase, followed by the spring months. In addition, timing a fare increase with service expansion is desirable. Please see the Fare Structure Review for further details.

⁶ <http://www.bankofcanada.ca/rates/related/inflation-calculator/>

7.0 BUS STOPS AND INFRASTRUCTURE

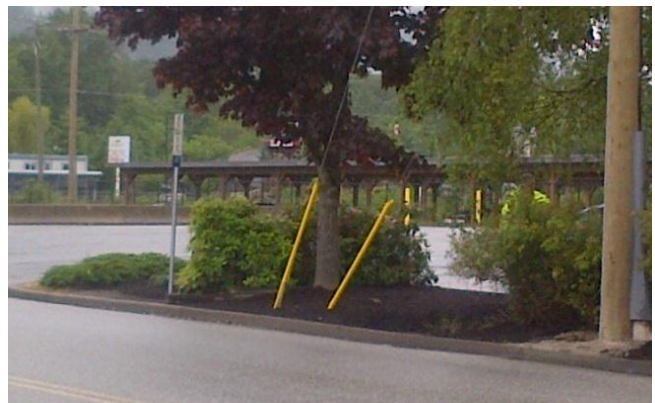
The review and consultation highlighted several stops where it would be helpful to improve the location or amenities to attract and retain customers. Similarly, it is possible to apply to BC Transit for funding through its Bus Stop Improvement Project for items such as shelters but these improvements need to be identified and formally approved at the local level.

The top three priorities for improvement to bus stops and related infrastructure are:

Bus Stop Priority 1: Garibaldi Way at Tantalus Road

Issues and Opportunities: This stop is located on the north side of Garibaldi Way, just west of Tantalus Road and serves the #1 Brackendale heading to Brackendale and the #2 Highlands to Downtown. This stop is located in the island of a gas station parking lot. This stop is one of the most important ones in the system but it has a number of significant challenges:

- There is a curb around the island that is inaccessible to passengers using wheelchairs or scooters.
- The surface of the island is covered in bark mulch, which makes it a wet place to stand and a difficult surface to navigate for those with mobility issues or using walkers or strollers.
- The bushes in the landscaping make it difficult for passengers and approaching transit vehicles to see each other
- The stop does not offer a bench or shelter.



Existing stop location and challenges at Garibaldi Way, west of Tantalus Rd.

Replacing this stop with another that offers an accessible sidewalk pad and passenger amenities is without a doubt the most important priority for infrastructure improvement in the system.

An alternative location for the stop could be situated on Garibaldi Way east of Tantalus Road. This alternate location would require an existing culvert be extended and the stop would need to be far enough back from the crosswalk at Tantalus to ensure good sightlines for crossing pedestrians when a bus is in the stop.

In the longer term, it would be optimal to locate an exchange in the vicinity of Highlands Mall, as



Potential alternative stop location, east of Tantalus Rd.

recommended in the 2008 Squamish Transit Business Plan. Such an exchange would enable buses to be more clearly grouped by destination (To Downtown, etc.) and would enable the eventual route restructuring of the system envisioned in the long term.

Bus Stop Priority 2: Squamish General Hospital

Issues and Opportunities: As discussed in Section 3.2 – Service Change Proposals for Immediate Implementation, ridership on the Vista / Northridge loop of the 3 Valleycliffe is very low. Other than trips serving school destinations, the only current reason to continue serving this location throughout the day is that the Vista / Northridge loop provides the only logical way to turn a bus around in order to provide service to Squamish General Hospital.

By creating a transit turnaround location at the Hospital—preferably with a shelter or some other covered passenger amenity—it would be possible to reduce service to the Vista / Northridge loop in the majority of trips. This would make service more convenient and direct to the majority of Valleycliffe passengers, offer hospital-bound passengers better amenities and pedestrian links to the hospital, and would boost the transit system's profile at a major destination and employer.



Existing road structure and parking access at Squamish General Hospital

It would also save 4 minutes per trip (15-20% of total Valleycliffe trip time) that could be invested in other areas of service or improved schedule reliability.

Bus Stop Priority 3: Southbound Government Road at Mamquam Rd. Stop

Issues and Opportunities: The bus stop located at 40137 Government Road (across the street from Mamquam Road) is a heavily used stop in a fairly dense residential area. It is served by both the 1 Brackendale and the 2 Highlands routes. It is also quite exposed to passing traffic and the elements.

An accessible sidewalk pad and bus shelter would be very helpful at this location.



Existing stop at 40137 Government Road.

Longer Term Bus Stop / Road Network Priority: Tantalus Road – As noted in section 3.3, prior to implementing service to Tantalus Road, more information is required on the long term road network in this neighbourhood and a bus turnaround location.

7.1 Opportunities to Improve Coordination with District Parks and Engineering

There are several cases where the transit system would benefit from increased coordination with District of Squamish Parks and Engineering. These include:

- Confirmation on how best to coordinate communication between Parks and Engineering functions and the transit system operator.
- A tree trimming program focused on improving visibility of bus stop signs (such as those on the east side of Government Road north of the Mamquam River) and maintaining sightlines at intersections used by transit vehicles (such as the exit from Brennan Park Recreation Centre).
- Provision of up-to-date copies of transit route maps and identification of priority areas for plowing and sanding when it snows (such as areas of the Highlands, including the direction of travel of buses around route loops).
- A process to ensure that existing protocols to advise the transit system of road closures and detours (such as for road work or special events) are followed.

8.0 RECOMMENDATIONS

It is recommended that the District of Squamish:

- **Receive this report as information, provide comment and approve it to be finalized by District of Squamish and BC Transit staff;**
- **Approve the routing and schedule change proposals presented in Section 3.2 Immediate Service Change Proposals and direct staff to work towards implementing them as soon as possible, optimally in Fall 2012 if local approval can be reached in time;**
- **Approve the revised fare structure presented in Appendix D--and summarized in Section 6.0 of this report--for implementation in April 2013;**
- **Approve creation of a local capital project action plan and budget to address the bus stop and infrastructure priorities identified in Section 7.0. BC Transit's Corporate and Capital Planning Division is available to provide assistance with this.**

BC Transit
June 2012

APPENDIX A: SAMPLE LETTER TO SEA TO SKY SCHOOL DISTRICT (To be provided by the School District to families of students with a disability)



June 18, 2012
File: SQU.1

Pam Temple-Hurley
Supervisor of Transportation and Grounds (Squamish Area)
School District #48 (Sea to Sky)
PO Box 250
Squamish BC, V8B 0A2

Dear Ms. Temple-Hurley:

SUBJECT: Accessible Transit Options on Squamish Transit

I would like to provide you with the following information on accessible transit options within Squamish so that you can in turn pass it on to your students with a disability and their parents.

The Squamish Transit System provides a range of accessible transit travel through its conventional and handyDART services. The two service types are outlined here and each may fit the needs of some students better than others. It is also possible for eligible students to use both types of service.

Conventional Transit provides scheduled service to all area secondary schools and most neighbourhoods within the District. Schedules are timed to meet school bell times. The buses used are all low floor vehicles equipped with ramps to allow passengers using wheelchairs or scooters to board as well as the ability to kneel lower to the sidewalk curb to make it easier for all passengers to access the bus. Each bus can carry up to two passengers using a wheelchair or scooter at a time. Cost to use the conventional transit system for students is \$1.25 in cash fare per trip or unlimited travel on the system Monday to Saturday on a \$20 monthly pass.

Please feel free to call 604-892-5559 to speak with an information agent to hear more about this service and to plan trips. It is also possible to arrange a private time to try out the accessible features and practice boarding and alighting from the bus using a wheelchair or other mobility aid.

handyDART provides door-to-door service for people with a disability who are unable to use conventional transit service without assistance some or all of the time. handyDART passengers must first register with the handyDART office before they can use the service. Passengers then book travel by calling dispatch. Cost for handyDART is \$1.75 per one way trip.

To register for handyDART or for more information, please phone 604-892-3567 on Monday through Friday between the hours of 8:00 a.m. and 4:30 p.m. The handyDART staff will then send you an application form. Once registered with the system, the transit staff can help acquaint new users with the service.

More information on Squamish Transit's accessible conventional and handyDART services can be found online at <http://www.bctransit.com>. Thank you for the opportunity to share this information with students and their families.

Sincerely,
Johann van Schaik
Senior Regional Transit Manager
South Coast Region

APPENDIX B: PUBLIC CONSULTATION RESULTS SUMMARY

Squamish Transit System Survey - Summary

The survey had 187 respondents, 25% of whom completed the paper version, and 75% of whom completed the survey online. (Multiple, identical responses from identical IP addresses were discounted.) Surveys were completed between November 24, 2011 and January 8, 2012.

81% of respondents were current users of the Squamish Transit System. Bus route usage was fairly evenly divided:

Response	Chart	Percentage	Count
Route 1 - Brakendale		69%	152
Route 2 - Highlands		74%	163
Route 3 - Valleycliffe		60%	132
Total Responses			219

Usage by time of day and day of week was also fairly consistent:

	Yes	No	Total
Mon-Fri 6:30 a.m. - 8:00 a.m.	125 (79%)	33 (21%)	158
Mon-Fri 8:00 a.m. - 10:00 a.m.	174 (94%)	11 (6%)	185
Mon-Fri 10:00 a.m. - 2:00 p.m.	156 (91%)	16 (9%)	172
Mon-Fri 2:00 p.m. - 4:00 p.m.	161 (92%)	14 (8%)	175
Mon-Fri 4:00 p.m. - 6:00 p.m.	168 (93%)	13 (7%)	181
Mon-Fri 6:00 p.m. - 7:00 p.m.	143 (86%)	23 (14%)	166
Friday evenings	142 (89%)	17 (11%)	159
Saturdays	177 (95%)	9 (5%)	186

When questioned about the proposed changes to their transit system, the preferred option was “no change”:

Response	Chart	Percentage	Count
Option 1		16%	45
Option 2		22%	61
No change		45%	125
Other		16%	44
Total Responses			275

This held true for the following three questions regarding proposed route changes specific to the Highlands, Valleycliffe, and Downtown areas respectively:

Highlands:

Response	Chart	Percentage	Count
Option A		13%	34
Option B		16%	41
No change		46%	120
Does not impact me		17%	45
Other		8%	21
Total Responses			261

Valleycliffe:

Response	Chart	Percentage	Count
Option A		10%	25
Option B		8%	20
No change		43%	110
Does not impact me		32%	82
Other		8%	21
Total Responses			258

Downtown:

Response	Chart	Percentage	Count
The proposed Downtown bus circulation		23%	59
No change		51%	133
Does not impact me		17%	43
Other		9%	24
Total Responses			259

When asked for comments regarding these proposals or the Squamish Transit System in general, the majority of respondents commented on the transit system in general rather than on the proposals. The most frequent comments, in order, were requests for Sunday service, evening service, more frequent service, reinstatement of the Squamish–Whistler Commuter service, introduction of service to Vancouver, and service on statutory holidays:

Comments	# of responses	% of responses
Sunday service	46	18%
Evening service	40	15%
More frequent service	31	12%
Reinstate Squamish-Whistler Commuter	19	7%
Service to Vancouver	14	5%
Holiday service	12	5%
Operate smaller buses	9	3%
More service to Quest University	8	3%
Don't reduce service to Hospital	8	3%
Shorter / Quicker routes	6	2%
More trips to Brennan Park / Seniors' Centre	6	2%
Service to Plateau Drive	5	2%
Don't cut service to Glacier View	5	2%
Thanks for / Continue Squamish transit service	4	2%
More frequent service to Highlands	4	2%
The transit system is useless	3	1%
Introduce a discounted family fare / U Pass / cheaper fares	3	1%
Survey is poor	2	1%
Improve reliability and on-time performance	2	1%
Don't cut service to casino	2	1%
Bus children to school	2	1%
Other*	28	11%
Total^	259	100%
No response	53	28%**

* unique comments made by a single respondent assigned to "Other" category

^ multiple responses allowed

** expressed as a percentage of total number of respondents

APPENDIX C: SCHEDULE INFORMATION FOR MAJOR DESTINATIONS

Note: Bell times shown for area schools reflects those approved for the 2012/13 school year.

	Phone #’s (604)	Time Start	Time End	Comments
Education / Recreation				
Quest University	898-8000	0900 1300	1200 1600	Enrollment: 375 (current) Projected: 500 for Sep 2012, then +100 each year, up to 800 max. ±99% of students live on campus. ±75% have no vehicle. Need transportation to & from part-time jobs after classes end. Dean: Melanie Koenderman melanie.koenderman@questu.ca
Capilano University	986-1911	0830	2030	Enrollment: 138 (FT: 80, PT: 58). Cheryl @ Registrar’s office: 984-4900
Howe Sound Secondary School	892-5261	0855	1515	Enrollment: 634; Friday dismissal: 14:32
Don Ross Secondary School	898-3671	0830	1458	Enrollment: 360; Friday dismissal: 14:00
Mamquam Elementary School	898-3601	0852	1500	Enrollment: 310
Squamish Elementary School	892-9307	0853	1502	Enrollment: 332 Includes 100 Gr 5 & 6 French Immersion students (transferred from Mamquam Elementary, Sep 2011; 80 additional Gr. 7 students transferring from Mamquam to Squamish Elementary in Sep 2012)
Brennan Park Recreation Centre	898-3604	0930 0915 1530 1800 0945 1300	1330 1630 2130 2230 1200 1500	Majority of programs operate weekdays only. Parents & Tots Preschool School age Adult Seniors
Squamish Seniors’ Centre	848-6898	0900 1815	1400 2100	Biggest draw: every 3 rd Thur, 11:30–13:30 (monthly Soup & Sandwich day) Dance programs

Fare Structure Review

District of Squamish



April 2, 2012

District of Squamish



GLOSSARY

Average Fare – Total revenue from fare sources divided by ridership from fare sources.

Canadian Urban Transit Association – CUTA is the association for providers of urban transit services and the voice of the public transit industry in Canada

Conventional transit – Serves the general population in urban settings using mid-sized, large or double-deck buses. The buses are accessible and low-floor and run on fixed routes and fixed schedules

handyDART – Custom door-to-door service for those passengers who cannot use conventional transit due to a disability. Riders must be registered with the handyDART office before they can use the service. Also known as custom transit, handyDART stands for handy Dial-a-Ride-Transit.

Cost recovery – Reflects annual total revenue divided by total cost. This ratio indicates the proportion of costs recovered from total revenue. A strong cost recovery is desirable, as it reduces the subsidy from the taxpayer. This factor, however, is a municipal policy decision

Performance measures – Statistical ratios combining system outputs and transit service area statistics to benchmark performance within the industry and operational trends over time

Total revenue – Includes passenger and advertising revenue; excludes property tax and fuel tax revenue

1.0 OVERVIEW

BC Transit has prepared this report for the District of Squamish to assess the Squamish Transit System's current fare structure and make recommendations on how its effectiveness can be improved.

The report will draw attention to historic revenue and ridership trends, as well as compare the District of Squamish Transit System's fare structure to its peer transit systems and to BC Transit's recommended fare guidelines. It will conclude with BC Transit's recommendations for maximizing fare revenue for the District.

1.1 Ridership and Revenue History

The table below outlines some key performance statistics for the District of Squamish. Discussion involving these figures will be presented in Section 3.1 "Comparison to Peer Systems" below.

TABLE 1: KEY FACTS AND FIGURES

5 year Average Ridership Growth	5.61%
5 year Average Revenue Growth	2.26%
2010/11 Total Ridership	202,558
2010/11 Ridership from Fare Sources ^{*7}	169,859
2010/11 Total Revenue	\$193,382
2010/11 Total Revenue from Fare Sources ^{**}	\$162,219
Average Fare	\$0.96
Cost Recovery	13.1%
Date of Last Fare Adjustment	September 1, 2008

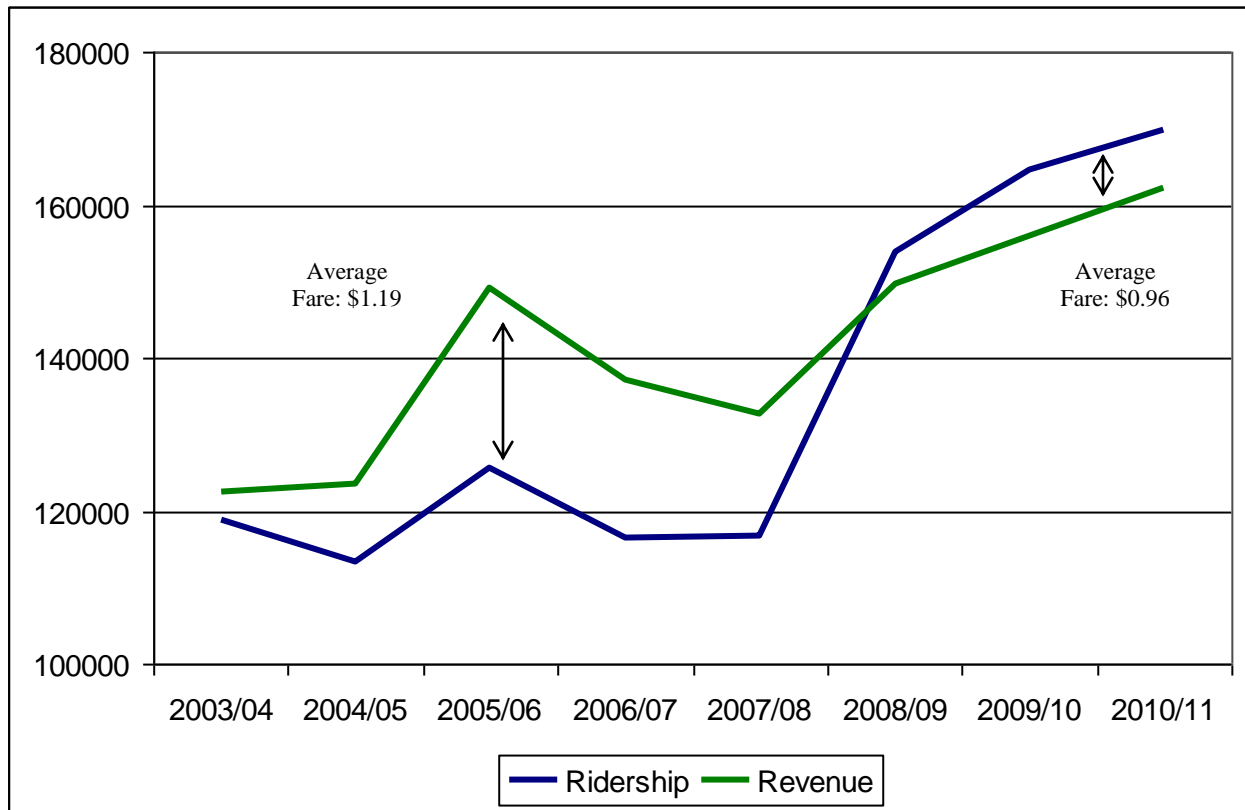
*Excludes BC Bus Pass ridership

**Excludes advertising, BC Bus Pass, and miscellaneous revenue

⁷ Please note that all analyses are based on ridership and revenue from fare sources which exclude BC Bus Pass, advertising, and miscellaneous revenue as these are not affected by a fare adjustment.

The graph below shows the ridership and revenue trends through time since 2003/04. Ridership and revenue tend to track together. Both measures seem to have gone through a period of rapid growth from 2007-2008. Since then, they have continued to grow but at a lower rate. The gap between the ridership line and the revenue line correlates with the average fare. The average fare appears to have been at its highest (the gap between ridership and revenue is at its widest) from 2005-2006 and seems to have become increasingly lower since. In 2008, the revenue line crosses below the ridership line which visually depicts the average fare falling below \$1.00 per passenger.

EXHIBIT 1: RIDERSHIP AND REVENUE TRENDS



1.2 Ridership and Revenue Composition

The charts below indicate how ridership and revenue are divided by fare type:

EXHIBIT 2: 2010/11 RIDERSHIP BY FARE SOURCE

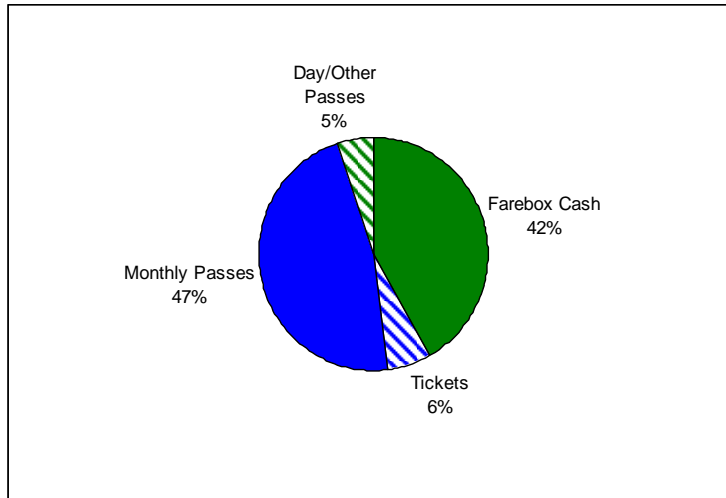
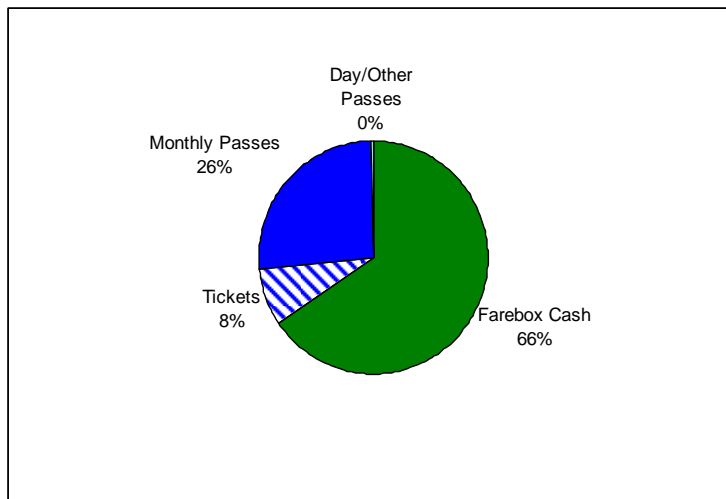


EXHIBIT 3: 2010/11 REVENUE BY FARE SOURCE



The charts show that the largest portion of ridership comes from monthly passes whereas the largest portion of revenue comes from farebox cash. This effect appears to be a result of heavily discounting student and senior pass prices as compared to cash fares. Further discussion involving these figures will be presented in Section 3.2 “Comparison to BC Transit Fare Guidelines” below.

2.0 CURRENT FARES

2.1 Current Fare Structure

The following two tables outline the conventional fare structure and the handyDART fare structure currently used in the Squamish Transit System.

TABLE 2: CONVENTIONAL FARES

	Cash Fares	20 Tickets	Monthly Passes	Day Passes
Adult	\$1.75	\$29.00	\$39.00	\$3.25
Senior*	\$1.50	\$24.00	\$20.00	\$2.75
Student to Gr. 12**	\$1.25	\$24.00	\$20.00	\$2.75
Semester Pass	-	-	\$80.00	-
Child 4 yrs. and under	No Charge	-	-	-

*Reduced fare for seniors age 65+, with valid ID.

**Reduced fare for students up to grade 12 in full-time attendance with valid Student ID.

In addition to the above fare structure, Valleycliffe area students can purchase bus passes for unlimited travel during the school year for \$10.00 per month and youth under the age of 18 years ride for free during the months of July and August.

TABLE 3: handyDART FARES

	One-Way Trip
Passenger & companions	\$1.75
Attendants (needed to help passenger travel)	No Charge

3.0 PERFORMANCE EVALUATION

3.1 Comparison to Peer Systems

In order to judge what all of the above information means to the District of Squamish, we must have some point of reference. In the next two sections, the report outlines how the Squamish Transit System compares to its peers on some important performance indicators.

TABLE 4: COMPARISON TO PEER SYSTEMS

	Squamish Transit System	Average of Tier 3*	Average of Regional**
Adult Cash Fare	\$1.75	\$1.94	\$1.88
Adult Monthly Pass Price	\$39.00	\$46.25	\$46.00
Average Fare	\$0.96	\$1.11	\$1.01
Cost Recovery	13.1%	19.7%	22.3%

*Average of 12 Tier 3 communities including Cranbrook, Fort St. John, Nelson, Powell River and Terrace.

**Average of 4 South Coast communities including Central Fraser Valley, Chilliwack, Squamish and Whistler.

As evidenced in the above table, Squamish's adult cash fare and adult monthly pass price are below the average of both of its peer groups. When compared to the national average, Squamish's prices are inexpensive with the national average cash fare at \$2.45 and the average adult monthly pass priced at \$64.42⁸.

The Squamish Transit System also performs below its peers in terms of the average fare indicator. The average fare indicator measures the average fare paid by all riders including those who paid by cash, ticket, pass, and even those who didn't pay at all, and excluding riders with BC Bus Passes. The national average fare is \$1.75⁹. The low average fare in Squamish suggests that the current fare structure may not be capturing the optimum level of revenue per passenger. The cost recovery indicator, on which Squamish measures lower than its peers, measures the percentage of total costs that are recovered by passenger revenue. When the percentage of cost recovery is low, the percentage of costs that must be recovered by other funding sources (including taxation) is high.

⁸ Source: Canadian Urban Transit Association (CUTA) – Canadian Transit Fact Book – 2010 Operating Data

⁹ Source: Canadian Urban Transit Association (CUTA) – Canadian Transit Fact Book – 2010 Operating Data. Note that the CUTA definition of average fare would include BC Bus Pass but it is logical to exclude it from the analysis because no other provinces offer a similar program.

3.2 Comparison to BC Transit Fare Guidelines

The table below compares Squamish's current transit fare structure to BC Transit's recommended fare guidelines. The adult cash fare is the base from which other fares are calculated.

TABLE 5: COMPARISON TO BC TRANSIT FARE GUIDELINES

	BC Transit Fare Guideline	Squamish Fare Structure
CASH FARES		
Adult	Base Fare	\$1.75
Senior	85% of Base Fare	86% of Base Fare
Student	85% of Base Fare	71% of Base Fare
TICKETS		
Adult	9 times Base Fare	8.3 times Base Fare
Senior	9 times Senior Fare	8 times Senior Fare
Student	9 times Student Fare	9.6 times Student Fare
MONTHLY PASSES		
Adult	20 - 30 times Base Fare	22 times Base Fare
Senior	20 - 30 times Senior Fare	13 times Senior Fare
Student	20 - 30 times Student Fare	16 times Student Fare
DAY PASSES		
Adult	2.5 times Base Fare	1.9 times Base Fare
Senior	2.5 times Senior Fare	1.8 times Senior Fare
Student	2.5 times Student Fare	2.2 times Student Fare

When compared to BC Transit's fare guidelines, Squamish's fare structure conforms in most areas (cash fares, tickets and day passes). Discount monthly passes, however, are under-priced compared to the guideline. As a result, revenue from passes is quite low compared to the ridership produced by monthly pass holders (see Section 1.2 "Ridership and Revenue Composition" above). Another result is that farebox cash accounts for a higher than ideal proportion of revenue (prepaid fares offer greater stability and predictability of revenue for the District and are therefore preferred to cash). The following section outlines a proposed fare structure that would more closely align Squamish's fare structure with both the District's peer transit systems and with BC Transit's guidelines, as well as increase revenue.

4.0 FARE STRUCTURE PROPOSAL

4.1 Proposed Fare Structure

TABLE 6: PROPOSED FARE STRUCTURE (CURRENT FARES IN BRACKETS)

	Cash Fares	10 Tickets	Monthly Passes	Day Passes
Adult	\$2.00 (\$1.75)	\$18.00 (\$14.50)	\$44.00 (\$39.00)	\$5.00 (\$3.25)
Senior*	\$1.50 (\$1.50)	\$13.50 (\$12.00)	\$25.00 (\$20.00)	\$3.75 (\$2.75)
Student to Gr. 12**	\$1.50 (\$1.25)	\$13.50 (\$12.00)	\$25.00 (\$20.00)	\$3.75 (\$2.75)
Semester Pass	-	-	\$80.00 (\$80.00)	-
Child 4 yrs. and under	No Charge	-	-	-

*Reduced fare for seniors age 65+, with valid ID.

**Reduced fare for students up to grade 12 in full-time attendance with valid Student ID.

TABLE 7: PROPOSED handyDART FARES (CURRENT FARES IN BRACKETS)

	One-Way Trip
Passenger & companions	\$2.00 (\$1.75)
Attendants (needed to help passenger travel)	No Charge

Although the last fare adjustment was in 2008, the last increase to cash fares took place in 2003. Since then, according to the Bank of Canada¹⁰, the value of \$1.75 has increased to just over \$2.00 in 2011. The above fare structure therefore raises adult cash fares by \$0.25 to \$2.00 to keep up with inflation. A \$2.00 cash fare also offers the qualitative advantage of ease of use; it is easier to drop a toonie into the farebox than to have to search for enough coins to make up the current \$1.75 fare. For simplicity, it is suggested that concession fares be merged to \$1.50 so that all concession riders pay the same fare. All prepaid fares would also change to realign with guidelines.

First, it is recommended that tickets be sold in single sheets of 10 instead of two sheets of 10 at a time (20 tickets). Although prices would increase, a lower initial cash outlay would be required to purchase a sheet of tickets, and the savings would be more evident. The price of \$18.00 for 10 tickets would align prices with the recommended guideline of 10 rides for the price of 9.

Second, monthly pass prices should be addressed. The prices are currently heavily discounted when compared both to peer transit systems and to BC Transit guidelines. In order to bring pass prices into alignment, pass prices must be significantly increased. Large percentage increases in fares are not recommended because of the negative impact on ridership that may result. For this reason, we propose moderate increases to bring the fare structure closer to the recommended guidelines. The result would have adult passes priced at 22 times the adult cash fare and concession prices set at 17 times the average cash fare. Day passes should also be increased to 2.5 times the related cash fare.

¹⁰ <http://www.bankofcanada.ca/rates/related/inflation-calculator/>

Next, we recommend the elimination of the Valleycliffe Bus Pass Program. This program is not equitable as all students in the District should have the same opportunity to ride transit at the same price. Student passes are already heavily discounted across the board. In order to mitigate the removal of the Valleycliffe Bus Pass Program, we recommend the introduction of a discounted semester pass in its place. Semester passes, currently priced at 4 times the monthly pass price would be discounted by 20%, further encouraging student ridership. This discount also acts to maintain the \$20 monthly rate for those families who purchase four monthly passes at once.

Finally, the program which allows youth under the age of 18 years to ride for free in the months of July and August has encouraged fare evasion by young-looking adults. It is recommended that this program be amended to reduce the likelihood of fare evasion while continuing to encourage regular student ridership. Our recommendation is to offer all students up to Grade 12 two-for-one passes in the months of July and August. Another option would be bundle the passes with other value-added services. For example, selling passes at the regular rate and including admission to the District's recreation facilities at Brennan Park. As always, children under the age of 5 years will continue to ride for free.

It is suggested that handyDART prices increase with inflation to \$2.00 for passengers and their companions. When handyDART prices are equal to adult cash fares, other fare products, such as tickets, can be used by handyDART passengers. Pricing of handyDART fares in line with adult cash fares is a standard guideline. Attendants, who may be required to assist the passenger, ride for free.

By closer aligning the fare structure with BC Transit guidelines, the Squamish Transit System may begin to see positive changes in its performance indicators. The proposed structure, if implemented, is likely to capture more revenue per passenger thereby increasing the average fare and cost recovery performance indicators. By shifting more of the costs to transit users, reliance on municipal taxation is decreased. The proportion of revenue from prepaid sources may increase thereby increasing consistency and reliability of revenue and decreasing the reliance on farebox cash.

The following section details the expected changes in revenue that could result from the proposed fare adjustment.

5.0 CONCLUSIONS

5.1 Estimated Results

It is recommended that the District of Squamish consider implementing the proposed fare structure above. The expected change in revenue is outlined in the table below:

TABLE 8: ESTIMATED RESULTS

	Estimated Revenue Increase	% Increase in Revenue from Fare Sources*
Year 1	\$13,500	8.0%
Year 2	\$19,000	11.0%
Year 3	\$19,000	11.0%

*Fare sources include farebox cash, tickets, and passes. BC Bus Pass revenue and advertising revenue are excluded from the calculation.

Although the last time cash fares were increased in Squamish ridership continued to increase, it is prudent to assume a decrease in ridership. Therefore, the above estimates take into account a short-term 0.3% drop in ridership for every 1% increase in fares¹¹.

As evidenced by the table above, the proposed fare structure, if implemented, would increase revenue to the District by \$51,500 over the next three years from the conventional service as well as an increase of \$3,900 from the handyDART service over the same time period. It would reduce the amount of municipal taxes per residence by an estimated average of \$2.46 per year, or by 4% of transit's share of municipal taxes. Further, the proposed fare structure would bring the Squamish Transit System's fare structure closer to aligning with inflation, with its peer transit systems, and with BC Transit fare guidelines.

¹¹ This rule-of-thumb is called the Simpson-Curtin rule and is commonly applied in transit fare analyses

5.2 Implementation Strategies

Although there is a risk that ridership may decrease due to a fare increase, a variety of strategies may be used to mitigate the risk:

- **Strategic Timing:** If possible, fare increases should NOT be scheduled for September or January since this is when potential passengers are making their travel decisions for the rest of the year or semester. July is considered the most optimal time for an increase, followed by May and other spring months. **Please also note that BC Transit requires at least eight weeks notice after Council approval to implement a fare change.**
- **Pairing with Service Improvements:** Linking a fare increase to service increases or improvements will mitigate ridership loss impacts since riders will see the benefit of increased pricing. However, if a service increase is being planned for September, it can still be beneficial to schedule the fare increase for several months earlier.
- **Offering new programs or benefits to transit customers:** An example of a benefit that could be offered in the Squamish Transit System is a Family Travel Program. This program enables adult passengers to bring up to four children aged 12 years and younger on board the transit bus for free. The adult is either a parent or guardian over 19 years of age and pays the fare using a monthly pass, post secondary monthly, semester pass, or a BC Bus Pass. The Family Travel Program would have a negligible impact on revenue but may encourage ridership.

6.0 RECOMMENDATIONS

It is recommended that the District of Squamish:

- 1. Receive this report as information**
- 2. Approve the revised fare structure as presented in Section 4.1**
- 3. Direct staff to work with BC Transit to implement the fare change**