



TRANSIT COMMITTEE MEETING AGENDA

WEDNESDAY, SEPTEMBER 13, 2017
BOARD ROOM
175 INGRAM STREET, DUNCAN, BC

1:00 PM

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1. <u>APPROVAL OF AGENDA</u>	
2. <u>ADOPTION OF MINUTES</u>	
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Recommendation That the minutes of the Regular Transit Committee meeting of July 12, 2017 be adopted.	
3. <u>BUSINESS ARISING FROM THE MINUTES</u>	
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Recommendation For information	
8. <u>UNFINISHED BUSINESS</u>	

9. **NEW BUSINESS**

NB1 Verbal Report from the Manager, Facilities and Transit Management Division Re:
Update on New Route 44 Saturday Service from Duncan to Victoria

10. **QUESTION PERIOD**

11. **CLOSED SESSION**

Motion that the meeting be closed to the public in accordance with the *Community Charter* Part 4, Division 3, Section 90, subsections as noted in accordance with each agenda item.

CS M1 - Closed Session Minutes of the May 10, 2017 Transit Committee

CS R1 - Report from the Manager, Facilities and Transit Management Division Re:
Land Acquisition {Sub (1)(e)}

12. **ADJOURNMENT**

The next Transit Committee Meeting will be held Wednesday, November 8, 2017 at 1:00 PM, in the Board Room, 175 Ingram Street, Duncan, BC.

Committee Members

Director K. Davis, Chairperson
Director M. Clement, Vice-Chairperson
Director S. Acton
Director B. Day
Director L. Iannidinardo

Director S. Jackson
Director K. Kuhn
Director J. Lefebure
Director K. Marsh

Director I. Morrison
Director A. Nicholson
Director A. Stone
Director T. Walker

Minutes of the Transit Committee Meeting held on Wednesday, July 12, 2017 in the Regional District Board Room, 175 Ingram Street, Duncan BC at 1:00 PM.

PRESENT: Chair, K. Davis
Director S. Acton
Director B. Day
Director L. Iannidinardo
Director S. Jackson
Director J. Lefebure
Director I. Morrison
Director A. Nicholson <after 1:04 PM>
Director A. Stone
Director T. Walker

ALSO PRESENT: Jim Wakeham, Manager, Facilities and Transit Management
Erin Annis, Transit Analyst, Facilities and Transit Management
Rob Grant, GIS Supervisor
Meghan Kueber, Transit Assistant, Facilities and Transit Management
Michelle Lewers, Recording Secretary

GUESTS: Myrna Moore, Regional Transit Manager, BC Transit
Shilpa Paniker, Senior Planner, BC Transit
Colin Oakes, Manager, First Canada
Bruce Pesowsky, General Manager, Oak Transit <after 1:05 PM>
Carol Blatchford, Cowichan Community Services

ABSENT: Director M. Clement

APPROVAL OF AGENDA

It was moved and seconded that the agenda be approved.

MOTION CARRIED

ADOPTION OF MINUTES

M1 Regular Transit Committee meeting of May 10, 2017

It was moved and seconded that the minutes of the Regular Transit Committee meeting of May 10, 2017 be adopted.

MOTION CARRIED

M2 Special Transit Committee meeting of May 24, 2017

It was moved and seconded that the minutes of the Special Transit Committee meeting of May 24, 2017 be adopted.

MOTION CARRIED

BUSINESS ARISING FROM THE MINUTES

- BA1** The May 24, 2017 R1 Report - Duncan-Victoria Saturday Express Transit Pilot Service was updated at today's meeting under report R2.

INFORMATION

- IN1** Verbal report, from Manager, Facilities and Transit Management Division Re: CVRD Transit Web Map and Google Transit Update.

A presentation was given by Meghan Kueber, Transit Assistant (Summer Student) and Rob Grant GIS Supervisor, on ability for transit stops and routes to be incorporated in the CVRD web map. This is a very helpful tool for transit customers and it should be finalized by the end of summer. This initiative will lead into the next level of online assistance being Google Transit which is targeted for completion in the 1st quarter of 2018, as all CVRD stops need to be identified and submitted to BC Transit's data base.

REPORTS

- R1** Report from the Manager, Facilities and Transit Management Division Re: 2016/17 Customer and Local Government Survey Reports from BC Transit.

The Manager, Facilities and Transit Management Division provided detailed information and results from 2 recent BC Transit surveys that are undertaken yearly. Summarized comments from the public regarding Cowichan Valley transit service indicated that there was good improvement in many areas. Feedback from local government representatives regarding the overall BC Transit service in the past year suggested the service had improved greatly and that local governments are happy with their service.

- R2** Report from the Manager, Facilities and Transit Management Division Re: Update on Duncan-Victoria Saturday Express Transit Pilot Service Implementation.

The Duncan – Victoria Saturday Pilot Service routing was further reviewed by staff and BC Transit, and it was confirmed that the Duncan Train Station stop could be added but that due to the tight schedule, the U turn stop at Koksilah would have to be removed. Also to be consistent with the other CVRD transit service fare policy, children age 4 years and under should travel for free.

It was moved and seconded that it be recommended to the Board:

- 1. That the May 24, 2017 Board Resolution No. 220.2 be rescinded.**
- 2. That cash-only fares of \$10.00 per one-way trip be implemented for the Duncan-Victoria Saturday Express transit pilot service but that children age 4 years and under have free fare for consistency with existing fare policy on local and Cowichan Valley Commuter routes, be approved.**
- 3. That the May 24, 2017 Board Resolution No. 220.3 be rescinded.**
- 4. That the Duncan-Victoria Saturday Express transit pilot service use the same general routing as the Duncan Commuter Route 66 with modifications to add service to the Duncan Train Station area and to**

remove the Koksilah bus stop, be approved.

MOTION CARRIED

R3 Report from the Manager, Facilities and Transit Management Division Re: Proposed 3 - Year Transit Service Expansion Plan (2018/19 - 2020/21)

The Manager, Facilities and Transit Management Division provided detailed information and history regarding the proposed next 3 - year transit service expansion plan and the associated costs, and the reasons for the changes to the current 3 - year plan.

With respect to the next 3 - year transit expansion plan, two key items were identified that will affect budgets and thus had an impact on delaying expansion requests: The new transit maintenance and operations facility and the anticipated Request for Proposal for operating companies once the facility has been built.

It was moved and seconded that it be recommended to the Board:

1. That the 3 year service expansion initiatives outlined in BC Transit's letter of May 15, 2017, and the accompanying Expansion Memorandum of Understanding be approved.
2. That the 200 hour commuter system required hours for April 2018 implementation, be approved and the associated costs be included in the 2018 CVRD Transit Budget for Function 106, be approved.
3. That the 1,500 hour conventional system expansion targeted for March 2018 implementation, be approved and the associated local costs be included in the 2018 CVRD Transit Budget for Function 107, be approved.
4. That transit service expansion hours and associated costs for 2019/20 to 2020/21 be incorporated into the 5 year financial plan for Transit Budget Functions 106 and 107, be approved.

MOTION CARRIED

R4 Report from the Manager, Facilities and Transit Management Division Re: New Transit Service Agreement and Annual Operating Agreement with BC Transit

It was moved and seconded that it be recommended to the Board:

1. That the Transit Service Agreement with BC Transit effective April 1, 2017, be approved.
2. That the Annual Operating Agreement with BC Transit be approved for 12 months commencing April 1, 2017, be approved.

MOTION CARRIED

UNFINISHED BUSINESS

Directors were advised to RSVP to Erin Annis, Transit Analyst, Facilities and Transit

Management by the end of Wednesday, July 12 if they were planning on attending the transit public event (re: new buses) tomorrow at the Duncan Train Station (11:30 AM – 12:30 PM).

ADJOURNMENT

1:54 PM **It was moved and seconded that the meeting be adjourned.**

MOTION CARRIED

The meeting adjourned at 1:54 PM.

Chair

Recording Secretary

Dated: _____



all island express

August 27, 2017

Chair and Board
Cowichan Valley Regional District (CVRD)

Tofino Bus Services Inc. (TBSI) is pleased to announce that we have applied the Passenger Transportation Board to add more route locations in the CVRD as route points to our Passenger Transportation Licence. TBSI already has authority to pick up passengers along our route throughout many communities in the CVRD, and has been providing service to Duncan for over 2+ years. However, in an effort to further improve our daily inter-city bus service to CVRD communities, we are applying to add multiple CVRD communities as formal designated route points. This elevates route points in the CVRD to being reservable stops on our daily schedule, ensuring year-round connection to our network of routes.

TBSI has been operating as an inter-city bus service on Vancouver Island since 2002. Most recently in 2015, TBSI expanded to provide daily inter-city bus service to all major centres on Vancouver Island — between Victoria – Nanaimo – Courtenay – Port Hardy — and of course on our legacy route, Victoria – Nanaimo – Port Alberni – Tofino.

With 15 years of inter-city bus experience, and as a Vancouver Island owned and operated company, TBSI's proven team looks forward to providing communities in the CVRD specific, year-round, daily bus service to residents and visitors in your community.

The TBSI application to the Passenger Transportation Board of BC to add communities in the CVRD as a route points is identified as Application number 233-17. Specifically the CVRD is mentioned in Route 2 of the application. More information about the application, including an explanatory paper by TBSI, is available at www.ptboard.bc.ca/bus.htm. Please note:

- The Passenger Transportation Board will consider written comments it receives by **Wednesday, September 13, 2017**
- Send comments to the Passenger Transportation Board at Box 9850 STN PROV GOVT, Victoria BC V8W 9T5, or by fax at 250-953-3788, or email at ptboard@gov.bc.ca.
- The Board forwards comments to TBSI. Comments from private individuals are subject to a privacy and confidentiality agreement that TBSI made with the Board.

Sincerely,

Dylan Green, Founder and President, Tofino Bus Services Inc.

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Tofino Bus—All Island Express!¹

Passenger Transportation Board application number 233-17; route numbers: 1 (Nanaimo–Tofino), 2 (Victoria–Tofino), 4 (Nanaimo–Campbell River) and 5 (Campbell River–Port Hardy)

2017 housekeeping application to modernize licence conditions on its routes Nanaimo–Campbell River–Port Hardy and Victoria–Nanaimo–Tofino

This paper provides the operating and business basis for the application by Tofino Bus Services Inc. (TBSI) on its existing BC Transportation Licence to: 1) change existing flag-drop locations to reserve-drop locations; 2) specifically designate reserve drop locations between Victoria–Nanaimo; 3) designate Duncan as a route point; 4) increase route frequency between Victoria–Nanaimo to match actual and historical operational frequency. This Explanatory Paper has been prepared by TBSI for public information.

Background

Tofino Bus Services Inc. (TBSI) has been a licenced inter-city bus operator on Vancouver Island since 2002. In 2015, TBSI expanded its routes to include Courtenay, Campbell River, Port Hardy, and many small communities in between. TBSI provides daily, year-round service to more island communities than any other scheduled bus operator. At present, some TBSI buses travel the slower Old Island Highway (19A), in case any riders are waiting for pick-up at smaller communities (flag-drop locations) along that highway. However, less than 2% of our riders request such a pick-up, whereas over 98% of riders are travelling inter-city between the larger centres on Vancouver Island.

TBSI is applying to the Passenger Transportation Board to change all our small flag-drop locations to reserve-drop locations, for which reservations can easily be made by telephone, smartphone, computer or at any Island bus station (Of the 2% flag-drop passengers, 90+% already pre-reserve their pick-up). This will enable TBSI buses to travel the faster Inland Island Highway (19), dropping down to the Old Island Highway only for reserved pick-ups. In this way, travel times for all passengers will improve, with no loss of service to any small community. For example, travel times between Campbell River and Victoria will shorten by up to 30 minutes, simply by changing our flag-drop locations to reserve-drop.

TBSI is also applying to specify reserve-drop locations along the Victoria–Nanaimo corridor and to specifically designate Duncan as a route point. This will be consistent with the licence design of our other routes, and better enable us to clearly communicate these route points to the public. TBSI is already authorized for pick-ups at any route points between Victoria–Nanaimo.

TBSI is also applying to update the licenced route frequency to match the schedule that has been in operation since 2015, by removing the seasonal minimum and increasing the minimum frequency to 3 per day. Duncan will also be added as a route point, a location we have been servicing for over 2 years.

This licence modernization better reflects the way bus travellers use the inter-city bus service.

Proposed PTB licence changes

1. TBSI is applying to change all flag-drop (fd) locations to reserve-drop (rd) locations.
2. TBSI is applying to add reserve-drop (rd) locations along the Victoria–Nanaimo corridor, remove seasonal minimum frequencies, add Duncan as a route point, and increase route frequency Victoria–Duncan–Nanaimo to 3 per day, to match actual current and historic operations. (Route 2).

* * *

More information about the application is available at:

- More information about the application, including an explanatory paper by Tofino Bus Service Inc. is available at www.ptboard.bc.ca/bus.htm
- The Passenger Transportation Board will consider written comments it receives by **Wednesday September 13, 2017**
- Send comments to the Passenger Transportation Board at Box 9850 STN PROV GOVT, Victoria BC, V8W 9T5, or by fax at (250) 953-3788 or email at ptboard@gov.bc.ca.
- The Board forwards comments to the Tofino Bus Services Inc. Comments from private individuals are subject to a privacy and confidentiality agreement that the Tofino Bus Service Inc. made with the Board.

¹ Tofino Bus Services Inc., PO 207, 346 Campbell St., Tofino BC, V0R 2Z0, info@tofinobus.com
(250) 725-2871



STAFF REPORT TO COMMITTEE

DATE OF REPORT September 7, 2017

MEETING TYPE & DATE Transit Committee of September 13, 2017

FROM: Facilities & Transit Division
Community Services Department

SUBJECT: 2016/17 BC Transit Annual Performance Summary (APS) Report of Cowichan Valley Transit Systems and Comparative to Peer Systems

FILE:

PURPOSE/INTRODUCTION

The purpose of this report is to provide an overview of the BC Transit Annual Performance Summary (APS) data for the Cowichan Valley transit systems as well as the Information and Performance Summary (IPS) comparative report for Cowichan and peer transit systems.

RECOMMENDED RESOLUTION

For Information.

BACKGROUND

Each year BC Transit issues a performance summary report for the various transit systems. The 2016/17 APS report for the Cowichan Valley transit systems is included as Attachment A. This report outlines key initiatives, revenue and ridership performance, operational performance, and costs for each service type. APS ridership figures are based on BC Transit's official ridership calculation methodology and are reported for the provincial fiscal year period (April 1, 2016 – March 31, 2017).

The IPS report is a general comparative report of peer transit systems and is included as Attachment B. The IPS groups the transit systems by tiers which for conventional service, are defined according to population size for the transit services provided. For custom (handyDART) service, this has historically been tiered based on service size (hours, fleet size, and rides). It is very important to note that no two systems are directly comparable. This report provides a snapshot of other systems performance but several factors including the availability of universally required fare products (UPASS) in some jurisdictions, population density and geography, number and composition of operating companies, age of fleet, etc. all impact the data presented. Data for the Cowichan Valley transit systems is separated into two tables:

Table 1 – Conventional: Cowichan is a Tier 2 system.

Table 2 – Custom (handyDART): Cowichan is a Tier 3 system. BC Transit is considering changing Cowichan to a Tier 2 system in the future for more appropriate comparisons.

The Cowichan Valley Commuter service is shown separately under the conventional information section as this is a unique service with no direct comparable systems.

ANALYSIS

The 2016/17 APS report indicates that Cowichan Valley transit systems are performing very similarly to last year. Total combined system ridership declined 1% in 2016/17. No service expansions were implemented in 2016/17, but service changes were made to restructure Ladysmith area routes and to adjust weekday trip times in Youbou and Honeymoon Bay in October 2016. These changes also included the removal of Sunday and statutory holiday service from

these areas due to low ridership demand. This may have had a small effect on ridership numbers reported in 2016/17. An additional Saturday morning trip from Mill Bay to Duncan was also added.

Overall service hours were up slightly as a result of increased use of hours on the Cowichan Valley Commuter system to deal with construction delays related to the new McKenzie interchange.

Total system revenues were also up 1% and total costs and operating costs both increased 3% year over year, which is consistent with typical inflationary increases. Increased maintenance and repair expenditures associated with the aging fleet of local buses also contributed to cost increases in 2016/17, which should subside with some new fleet coming in 2017 and 2018.

Overall 2016/17 CVRD Transit System Performance Summary – all systems combined
(including Cowichan Valley Commuter)

Performance Measure	2016/17 Total	2015/16 Total	Change
Ridership	466,322	470,160	-1%
Service Hours	48,118	47,843	1%
Rides per Hour	9.7	9.8	-1%
Revenue	\$1,040,577	\$1,030,088	1%
Total Cost	\$5,392,449	\$5,238,503	3%
Operating Cost <i>(Excludes fleet lease costs as a non-variable cost)</i>	\$4,776,505	\$4,640,962	3%
Operating Cost Recovery <i>(Revenue divided by operating cost)</i>	22%	22%	0
Revenue per Ride	\$2.23	\$2.19	2%
Operating Cost per Hour	\$99.27	\$97.00	2%
Operating Cost per Ride	\$10.24	\$9.87	4%

Comparison of APS Results to Cowichan Valley System Performance Targets:

The attached APS also includes a comparison to system performance targets adopted by the CVRD in 2015 as a means to review results against clear, established benchmarks specific to the Cowichan Valley. The table below summarizes actual system performance compared to targets.

1	Conventional / Local System (Ladysmith included)			
	<i>Youbou system results are shown separately for consistency with service standards and performance targets established specific to that system.</i>			
Performance Measure	System Target	2016/17 Actual	2015/16 Actual	Variance to Target
<i>Rides per Hour</i>	15	12	12	-3

<i>Cost per Ride</i>	\$7.00	\$8.04	\$7.71	\$1.04
<i>Cost Recovery</i>	24%	18%	18%	-25%

Comments: The conventional system (including Ladysmith) did not meet system targets in 2016/17. It remains fairly stable with performance similar to 2015/16 actuals, but since service changes were made in October 2016 (partial year), it is expected that ridership and revenue figures will improve. Service changes to Ladysmith area routes have shown improvement in ridership figures and overall system revenues are up. Total costs have also increased 3% due to inflationary changes, increased maintenance costs associated with the aging fleet, as well as transfer of maintenance work previously performed by the Town of Ladysmith to the maintenance provider in Duncan. These factors contributed to a higher cost per ride in 2016/17.

2	Youbou System			
Performance Measure	System Target	2016/17 Actual	2015/16 Actual	Variance to Target
<i>Rides per Hour</i>	4	1.8	2.1	2.2
<i>Cost per Ride</i>	\$25.00	\$36.23	\$28.42	\$11.23
<i>Cost Recovery</i>	7%	5.3%	6.8%	24%

Comments: Ridership and revenues were down in 2016/17 for the Youbou system (Youbou and Honeymoon Bay area routes). This is likely attributable to the October 2016 service changes which removed the Sunday and statutory holiday service due to low ridership demands. Over time this should result in operating cost savings to the system. Total costs were up 7% in 2016/17 due to higher maintenance and repair expenditures for the community buses.

3	Custom (handyDART) System			
Performance Measure	System Target	2016/17 Actual	2015/16 Actual	Variance to Target
<i>Rides per Hour</i>	3	2.2	2.2	-0.8
<i>Cost per Ride</i>	\$28.00	\$30.70	\$30.80	\$2.70
<i>Cost Recovery</i>	6%	6%	5.8%	0

Comments: The custom system is now meeting cost recovery targets of 6% due to growth in ridership (1%) and revenues (5%) in 2016/17. The custom pilot registration program and changes to custom boundaries implemented in 2016 are helping to contain costs which were up just 1% year over year. The maintenance costs on the ARBOC buses have been much higher than BC Transit expected. The standard of 3 rides per hour is likely too optimistic given the large distances that the service covers.

4	Commuter System			
Performance Measure	System Target	2016/17 Actual	2015/16 Actual	Variance to Target
<i>Rides per Hour</i>	15	17.2	17.4	2.2

Cost per Ride	\$13.00	\$12.69	\$12.53	-\$0.31
Cost Recovery	40%	47%	48%	18%

Comments: The commuter system exceeded established targets again in 2016/17 due to small growth in ridership (1%) and revenues (1%). The cost per ride was up in 2016/17 as a result of increased hours and costs associated with highway congestion.

FINANCIAL CONSIDERATIONS

From a financial perspective, total combined system costs were up slightly at 3%. BC Transit and corresponding CVRD budgets will incorporate this information into future forecasting for increases.

COMMUNICATION CONSIDERATIONS

Not applicable.

STRATEGIC/BUSINESS PLAN CONSIDERATIONS

This report supports the Sound Fiscal Management component of the Corporate Strategic Plan as it addresses corporate performance measurement of the CVRD transit system.

Referred to (upon completion):

- Community Services (*Island Savings Centre, Cowichan Lake Recreation, South Cowichan Recreation, Arts & Culture, Public Safety, Facilities & Transit*)
- Corporate Services (*Finance, Human Resources, Legislative Services, Information Technology, Procurement*)
- Engineering Services (*Environmental Services, Recycling & Waste Management, Water Management*)
- Land Use Services (*Community & Regional Planning, Development Services, Inspection & Enforcement, Economic Development, Parks & Trails*)
- Strategic Services

Prepared by:



Erin Annis
Transit Analyst

Reviewed by:



Jim Wakeham
Manager



John Elzinga
General Manager

ATTACHMENTS:

Attachment A – BC Transit 2016/17 Annual Performance Summary

Attachment B – BC Transit 2016/17 Information and Performance Summary System Comparative Report

Cowichan Valley Regional Transit System



The Annual Performance Summary (APS) is a key component of the Annual Partnership Communications Calendar. It provides a snapshot of transit investment and performance within your community as compared to previous years, to budget, to system level performance targets and to peer communities.*

This information is intended to support local decisions on service priorities and potential investments into service and capital initiatives. Upon alignment of future initiatives through the Transit Improvement Program (TIP)/ three-year Expansion MOU process, this information is used to update your three year budget forecasts and inform BC Transit's Service and Capital Plan.

2016/17 BC Transit Initiatives

BC Transit's shared services model continues to achieve transit system costs across British Columbia well below those of industry averages including lower costs per hour and per passenger.

In 2016/2017, BC Transit continued to focus its efforts on enhancing the efficiency and effectiveness of service. Among those efforts was the emphasis on optimizing the use of existing service hours and improving the return on investment for our stakeholders. The Custom Registration Program was expanded further across the province with the aim of facilitating more effective and appropriate use of specialized handyDART resources while supporting the future sustainability of the overall transit program. Most recently, BC Transit refocused five staff members solely on driving operational and customer service excellence in their respective regions. These Regional Transit Managers of Operations will monitor key performance indicators in their region. This includes the use of tools, such as secret riders and to place increased emphasis on effective and efficient service delivery while streamlining operational processes with service providers.

Several other initiatives are underway to mitigate the increasing cost of transit service provision. The Compressed Natural Gas (CNG) program has successfully proved the reliability of, and investment in, the technology. Both the Kamloops and Nanaimo fleets converted to 100% CNG vehicles resulting in significant improvements in fuel efficiency, lower costs, and the reduction of harmful emissions. The program will help pave the way for further deployments and savings to other local government partners across the province. Timing for CNG implementation, however, will be evaluated on a case by case basis in terms of schedule and scope for major fleet replacements as well as the availability of infrastructure to support CNG operations. BC Transit's contracting strategy continues to effectively contain lifts associated to the provision of service while ensuring operational sustainability. Shortened amortization periods of vehicles and the pooling of lease fees by vehicle type and year, are managing the volatility of maintenance costs while increasing the overall service reliability of the provincial fleet. Combined with on-going savings on fuel, these initiatives have again positively contributed to performance indicators related to operating costs.

* The Cowichan Valley Regional APS report provides performance information for the conventional service business units (813, 835 & 880), the custom service business unit (715) and the commuter service business unit (805).

2016/17 Cowichan Valley Regional Initiatives and Highlights

There are a number of initiatives that took place within the Cowichan Valley Regional Transit System during 2016/17 which aimed to help improve the overall operation and customer experience of local transit. Below is a summary of the various transit initiatives undertaken between April 1, 2016, and March 31, 2017.

Service Planning & Changes

- A service review was conducted in Spring/Summer of 2016 to look at how to better optimize the Ladysmith transit service, and address schedule gaps for Youbou and Honeymoon Bay routes. After a comprehensive review and public consultation, it was agreed to by all partners that the local transit service be revised to reallocate service hours from lower performing routes to improve overall performance and efficiency without increasing costs.
- On October 3, 2016, service changes were implemented as follows:
 - Ladysmith transit service was combined with the Cowichan conventional service and electronic fareboxes were added to Ladysmith buses for consistent ridership and data collection;
 - New express Route 36 between Duncan and Ladysmith was added;
 - Four routes in Ladysmith were combined into two for more efficient local service: Routes 31 and 32 were merged to become new Route 31 Ladysmith – Alderwood and Route 34 and 35 became the new Route 34 Ladysmith – Chemainus with service along Highway 1 and River Road to/from Chemainus.
 - Route 33 Waterfront was discontinued due to very low ridership.
 - Sunday and statutory holiday service in Ladysmith, as well as in Youbou and Honeymoon Bay was also discontinued due to very low ridership.
 - One additional evening trip was added to the Route 20 Youbou in order to make it consistent with service levels on Route 21 Honeymoon Bay, with some morning trip time changes as well.
 - A new Saturday morning trip from Mill Bay to Duncan was also added with the cost neutral reallocation of hours within the CVRD system.
- BC Transit and the CVRD worked to confirm and approve three year expansion priorities including additional service frequency on higher performing routes as well as a new Saturday service between Cowichan and Victoria for 2017/18.

Infrastructure

- There has been a longstanding need to confirm a long-term transit maintenance facility solution within the Cowichan Valley. The Cowichan Valley Regional District and BC Transit began the process to pursue the development of a new operations and maintenance facility. With the support of the recently announced Federal/Provincial Public Transit Infrastructure Fund (PTIF) in July, 2016, work to develop a new facility is advancing. A 4.5 acre site has been acquired very close to the existing transit maintenance and operations facility.
- BC Transit, CVRD, and MoTI staff are reviewing options for additional South Cowichan parking capacity to support growing Park and Ride demand associated with the Cowichan Valley Commuter Service. Work on interim improvements is expected in 2017/18 while options for longer-term permanent Park and Ride solutions are advanced.

- A second shelter was added at the main Village Green Mall transit hub in December 2016 as part of the BC Transit Shelter Improvement Project.
- Bus stop improvements including asphalted pull outs along Crofton Road, Cowichan Lake Road and Cowichan Bay Road were completed with Ministry of Transportation and Infrastructure funding. Cowichan Bay improvements also included a new bench and much safer customer waiting area.

Marketing & Customer Experience

- Customer service is a major priority for all partners associated with the Cowichan Valley Transit System. A Customer Appreciation event was hosted on May 18, 2016 in support of the growing regular Cowichan Valley Commuter transit riders. Staff from BC Transit and the CVRD, along with local elected officials and the General Manager from First Transit attended the Frayne Road Park and Ride bus stop early in the morning to meet and greet the riders and hand out bookmarks that provided recipients a free coffee and donut from Serious Coffee.
- There were numerous local marketing initiatives implemented over the year including:
 - Cowichan Valley Free Swim or Skate with Last Month's Bus Pass*
 - School's Out Transit Special – Free Rides for Kindergarten to Grade 12 students
 - Grad Pass
 - Remembrance Day – Free Rides for Veterans & Canadian Forces November 4-10 and free for all on Nov 11
 - Explore BC By Bus – Cowichan Featured in March 2017 – Ride & Seek Adventure
 - Transit Driver Appreciation

*Free Swim or Skate changed to Free Swim or Gym in 2017 for the summer

Traditionally, potential custom transit clients were required to complete a registration form to become an eligible user of the service. There was a need to institute a more active and comprehensive application process in order to best match services with client needs. A new custom registration process was implemented in July 2016 in Cowichan Valley, which involves an in-person assessment with an Occupational Therapist who assesses client abilities and determines what type of transit service best suits their needs. Since that time, the following objectives have been achieved:

- The accuracy and quality of handyDART eligibility evaluations has been enhanced greatly.
- Capacity for those who cannot use conventional transit as an option is preserved and increased, and
- Mobility options for people with disabilities has been expanded via a dialogue with applicants about their specific abilities and the transit options available to them.
- This program is being rolled out in other regions across the province.

The tables that follow offer summary data for each of the three systems operating in the Cowichan Valley: Conventional, Custom and Commuter.

Cowichan Valley **Conventional Service** (includes Ladysmith & Youbou)

Data from April 1, 2016 to March 31, 2017

Local Investment Measures	2016/17 Actual	2015/16 Actual	YoY Var	2016/17 AOA Budget	AOA Budget Var	TFP Target	TFP Target Var
Revenue service hours	33,848	33,812	0%	34,245	-1%	N/A	N/A
Total cost*	\$3,606,596	\$3,488,228	3%	\$3,814,662	-5%	N/A	N/A
Operating cost	\$3,105,655	\$3,003,717	3%	\$3,292,702	-6%	N/A	N/A
Fleet size**	17	17	0%	17	0%	N/A	N/A
Return on Investment	2016/17 Actual	2015/16 Actual	YoY Var	2016/17 AOA Budget	AOA Budget Var	TFP Target	TFP Target Var
Passenger trips (Ridership)	364,774	369,975	-1%	368,450	-1%	N/A	N/A
Total revenue	\$518,802	\$516,995	0%	\$523,555	-1%	N/A	N/A
Revenue per trip	\$1.42	\$1.40	1%	\$1.42	0%	N/A	N/A
Performance	2016/17 Actual	2015/16 Actual	YoY Var	2016/17 AOA Budget	AOA Budget Var	TFP Target	TFP Target Var
Operating cost per service hour	\$91.75	\$88.84	3%	\$96.15	-5%	N/A	N/A
Operating cost per passenger trip	\$8.51	\$8.12	5%	\$8.94	-5%	\$7.00	22%
Passenger trips per service hour	10.8	10.9	-1%	10.8	0%	15	27%
Operating cost recovery	16.7%	17.2%	-3%	15.9%	5%	24%	-30%

*Total cost includes the local share of lease fees whereas operating costs do not include lease fees

**2016/17 Local fleet includes 12 Darts, 5 Arbocs (2 Ladysmith & 3 Youbou Arbocs)

Key Conventional Service Outcomes

Revenue service hours have remained flat between 2015/16 and 2016/17 due to no service expansions. This along with the Ladysmith-Conventional service merge has resulted in operational efficiencies that have resulted in a minor increase of 3% in year-over-year total costs. This service merge also included the transfer of responsibility for maintenance, storage and cleaning of the 2 ARBOCs (previously assigned solely to the Ladysmith service by the Town of Ladysmith Public Works staff) to the Berk's Intertruck facility as of October 2016.

There has been a slight drop in total rides as a result of less BC Bus Pass revenue stemming from the recent changes to the program where clients now receive the transportation subsidy directly and have the choice of how to use it. The BC Bus pass revenue has decreased significantly, but the overall fare revenue has resulted in a fairly minor decrease in overall revenue.

In terms of key performance indicators, the operating cost per service hour has only slightly increased as result of virtually no year-over-year change in revenue service hours delivered and relatively flat total costs. Similarly, the small decrease in ridership combined with the small increase in total costs has meant a slight lift in the operating cost per passenger and a corresponding small decrease in overall cost recovery.

Youbou System:

Youbou transit system costs were up 7% in 2016/17 largely attributable to growing fleet maintenance costs associated with the light duty ARBOC buses as a main contributor. Revenues were also down 16% in 2016/17 likely due to service changes to remove Sunday and statutory holiday service.

A service change was made in October 2016, and longer term this should decrease operating costs. As with any schedule change, it also takes time for riders to adapt. More recent ridership results from 2017 show a small upward trend on the Honeymoon Bay route. A post-implementation review was undertaken in the summer of 2017. Results of this feedback will be analyzed to determine the overall effectiveness of the service changes.

Custom Service (handyDART)

Data from April 1, 2016 to March 31, 2017

Local Investment Measures	2016/17 Actual	2015/16 Actual	YoY Var	2016/17 AOA Budget	AOA Budget Var	TFP Target	TFP Target Var
Revenue service hours	9,600	9,468	1%	9,817	-2%	N/A	N/A
Total cost *	\$747,423	\$739,062	1%	\$770,867	-3%	N/A	N/A
Operating cost	\$651,433	\$644,207	1%	\$674,863	-4%	N/A	N/A
Fleet size	6	6	0%	6	0%	N/A	N/A
Return on Investment	2016/17 Actual	2015/16 Actual	YoY Var	2016/17 AOA Budget	AOA Budget Var	TFP Target	TFP Target Var
Passenger trips (Ridership)	21,216	20,918	1%	21,297	0%	N/A	N/A
Total revenue	\$39,030	\$37,143	5%	\$38,256	2%	N/A	N/A
Revenue per trip	\$1.84	\$1.78	4%	\$1.80	2%	N/A	N/A
Performance	2016/17 Actual	2015/16 Actual	YoY Var	2016/17 AOA Budget	AOA Budget Var	TFP Target	TFP Target Var
Operating cost per service hour	\$67.86	\$68.04	0%	\$68.74	-1%	N/A	N/A
Operating cost per passenger trip	\$30.70	\$30.80	0%	\$31.69	-3%	\$28.00	10%
Passenger trips per service hour	2.2	2.2	0%	2.2	2%	3	-27%
Operating cost recovery	6.0%	5.8%	4%	5.7%	6%	6%	0%

*Total cost includes the local share of lease fees whereas operating costs do not include lease fees

Key Custom Service Outcomes

There was a 1% increase in actual revenue service hours utilized between 2015/16 and 2016/17. There was a 1% increase in total costs primarily due to tire costs, fleet maintenance and accident repairs when compared to budget. The costs associated with the new custom transit registration program have also impacted the 1% increase in total costs.

Total passenger trips have increased by a marginal 1% associated with the additional actual service hours delivered over 2015/16. The increase in total rides has also helped increase total revenue by 5%. Revenue from both cash fares and tickets increased over the previous year. All key performance indicators were flat over 2015/16 other than the operating cost recovery, which increased by 4% due to increased passenger rides and revenue. The system is now meeting the cost recovery target identified by the CVRD and BC Transit in the service standards.

Commuter Service*Data from April 1, 2016 to March 31, 2017*

Local Investment Measures	2016/17 Actual	2015/16 Actual	YoY Var	2016/17 AOA Budget	AOA Budget Var	TFP Target	TFP Target Var
Revenue service hours	4,670	4,563	2%	4,540	3%	N/A	N/A
Total cost	\$1,038,430	\$1,011,213	3%	\$1,089,491	-5%	N/A	N/A
Operating cost	\$1,019,417	\$993,038	3%	\$1,070,139	N/A	N/A	N/A
Fleet size	8	8	0%	8	0%	N/A	N/A
Return on Investment	2016/17 Actual	2015/16 Actual	YoY Var	2016/17 AOA Budget	AOA Budget Var	TFP Target	TFP Target Var
Passenger trips (Ridership)	80,332	79,267	1%	76,065	6%	N/A	N/A
Total revenue	\$482,745	\$475,950	1%	\$474,551	2%	N/A	N/A
Revenue per trip	\$6.01	\$6.00	0%	\$6.24	-4%	N/A	N/A
Performance	2016/17 Actual	2015/16 Actual	YoY Var	2016/17 AOA Budget	AOA Budget Var	TFP Target	TFP Target Var
Operating cost per service hour	\$218.29	\$217.63	0%	\$235.72	-7%	N/A	N/A
Operating cost per passenger trip	\$12.69	\$12.53	1%	\$14.07	-10%	\$13.00	-2.4%
Passenger trips per service hour	17.2	17.4	-1%	16.8	3%	15	15%
Operating cost recovery	47.4%	48%	-1%	44.3%	7%	40%	19%

Key Commuter Service Outcomes

There was a small increase in total service hours delivered as a result of the additional run time required due to the ongoing congestion and construction over the Malahat and into Victoria. Total service costs have naturally increased as well due with a year-over-year increase of 3%.

The Cowichan Valley Commuter continues to perform well as total rides grew by 1% over 2015/16. Total revenue also increased by 1% over the previous year with tickets and passes experiencing the largest variance. All key performance indicators finished the year flat as a result of the relatively minor year-over-year revenue and cost changes. The Commuter continues to exceed performance

targets for ridership and cost recovery established by the CVRD and BC Transit. Operating cost per passenger trip is also below the established target which is good.

Future Priorities

- Ongoing project development with the construction of the planned new Operations & Maintenance Facility
- Implementation of Saturday service pilot between Cowichan and Victoria in October 2017
- 2018 implementation of 1,500 hour expansion to the local conventional system
- Continue to work with MOTI on expansion opportunities for South Cowichan Park and Ride
- Cowichan Valley Conventional Transit System is receiving 6 new 30' medium duty Vicinity buses in Summer 2017, with more new 35' medium duty Vicinity buses estimated to be delivered at the end of the 2017/18 fiscal year in order to replace the aging Dennis Dart fleet
- Continued development of Google Transit initiatives to assist customers with trip planning

Key Performance Indicator (KPI) Glossary

Key Performance Indicator	Definition
Fleet size	The total number of transit vehicles providing a given type of service for the year.
Operating cost per passenger trip	Total cost for the year less the local contribution to lease fees (debt service) per total passenger trips for the year.
Operating cost per service hour	Total cost for the year, not including taxi, less the local contribution to lease fees (debt service) per total revenue service hours delivered for the year.
Operating cost recovery	Total revenue for a system for the year divided by total cost for the year less the local contribution to lease fees (debt service).
Passenger trips	Total passenger trips for the year. An estimated measure of system ridership.
Passenger trips per service hour	Total passenger trips for the year, not including taxi, per total revenue service hours delivered for the year.
Revenue per trip	Total revenue, less advertising revenue, for a system for the year per non-Taxi Saver trips for the year.
Revenue service hours	Total revenue service hours delivered for the year. (Does not include Taxi)
TFP Target	The Transit Future Plan (TFP) or system performance targets for rides per hour, cost per trip, and cost recovery adopted in 2015 and reflected in the service standards document.
Total cost	Total AOA cost, which includes the local contribution to lease fees (debt service) but not the provincial contribution.
Total revenue	Total revenue for a system for the year, which include fares (cash, ticket, passes but not including Taxi Saver recoveries) and advertising revenue.

BC Transit supplied 2016/17 Transit Systems Information and Performance Summary (Year end Actuals)

FOR CONVENTIONAL /LOCAL (Fixed Route) Systems - Tier 2

Transit System	Total Hours	Revenue Kms	Total Rides	Total Revenue	Total Costs	Total Operating Costs	Fleet Size	Rides / Hr	Operating Cost/Hr	Operating cost per ride	Operating Cost Recovery
Tier 2 - System Average	28,296	759,231	511,171	\$668,612	\$2,968,782	\$2,588,141	13	19	\$91.47	\$5.06	25.83%
Campbell River	24,066	712,252	603,498	\$653,932	\$2,453,286	\$2,087,777	10	25	\$86.75	\$3.46	31.32%
Chilliwack	32,742	772,247	650,266	\$911,715	\$3,110,088	\$2,739,537	12	20	\$83.67	\$4.21	33.28%
Comox Valley	28,572	800,927	570,356	\$677,638	\$2,972,484	\$2,635,830	13	20	\$92.25	\$4.62	25.71%
Cowichan Valley**	33,848	1,205,724	364,774	\$518,802	\$3,606,596	\$3,105,655	17	11	\$91.75	\$8.51	16.71%
Penticton	23,054	489,181	428,665	\$562,708	\$2,456,669	\$2,180,787	8	19	\$94.59	\$5.09	25.80%
Vernon Regional	27,493	575,054	449,468	\$686,876	\$3,213,568	\$2,779,262	16	16	\$101.09	\$6.18	24.71%

Note: The Cowichan Valley system travels higher kms (longer distances) than most peer systems due to geographic dispersion of population

FOR COMMUTER / CONNECTOR Systems

Transit System	Total Hours	Revenue Kms	Total Rides	Total Revenue	Total Costs	Total Operating Costs	Fleet Size	Rides / Hr	Operating Cost/Hr	Operating cost per ride	Operating Cost Recovery
Cowichan Valley Commuter***	4,670	176,040	80,332	\$482,745	\$1,038,430	\$1,019,417	8	17	\$218.29	\$12.69	47.36%
Fraser Valley Express	12,392	660,471	113,701	\$403,874	\$1,588,418	\$1,363,364	6	9	\$110.02	\$11.99	29.62%
North Okanagan Connector	3,799	172,754	81,302	\$80,879	\$585,492	\$489,373	3	21	\$128.82	\$6.02	16.53%

Note: These commuter/connector services vary significantly from system to system in terms of their scope, service models and costs.

Figures reflect the conventional portion only of systems which include a custom or paratransit component.

**Cowichan Valley includes Ladysmith and Youbou as part of the overall conventional figures reported above.

***The Cowichan Valley Commuter is shown separately as a unique transit service.

Operating costs do not include lease fees or CVRD funded items (stop maintenance)

BC Transit Supplied 2016/17 Transit Information and Performance Summary (year end actuals)

CUSTOM (handyDART) Service Comparative - Tier 3

Transit System	Total Hours	Total Passengers (= rides)	Total Revenue	Total Costs	Total Operating Costs	Fleet Size	Rides/ Hr	Operating Cost/ Hr	Operating Cost / Ride	Operating Cost Recovery
Tier 3 - Custom Average	4,533	11,414	\$22,104	\$387,609	\$337,992	3	2.5	\$74.57	\$29.61	6.54%
Alberni - Clayoquot	5,482	16,568	\$33,088	\$498,884	\$434,979	4	3.0	\$79.35	\$26.25	7.61%
Cranbrook	3,669	8,494	\$23,023	\$310,422	\$264,243	3	2.3	\$72.02	\$31.11	8.71%
Kitimat	4,320	5,926	\$16,176	\$177,302	\$176,424	N/A	1.4	\$40.84	\$29.77	9.17%
Kootenay Boundary	4,524	9,285	\$14,655	\$455,338	\$394,916	4	2.1	\$87.29	\$42.53	3.71%
Prince Rupert	1,771	6,031	\$7,861	\$127,819	\$110,445	1	3.4	\$62.36	\$18.31	7.12%
Cowichan Valley	9,600	21,216	\$39,030	\$747,423	\$651,433	6	2.2	\$67.86	\$30.70	5.99%
Fort St. John	8,187	26,505	\$55,136	\$705,679	\$626,358	5	3.2	\$76.51	\$23.63	8.80%
Squamish	2,024	5,362	\$9,143	\$278,235	\$245,607	2	2.6	\$121.35	\$45.81	3.72%
Sunshine Coast	3,594	7,383	\$9,919	\$381,269	\$316,227	4	2.1	\$87.99	\$42.83	3.14%
Terrace Regional	2,157	7,372	\$13,004	\$193,715	\$159,287	2	3.4	\$73.85	\$21.61	8.16%

Note: The Cowichan Valley handyDART system has more hours and rides than most Tier 3 systems. BC Transit is considering changes to group Cowichan Valley Custom in Tier 2 in future years.



STAFF REPORT TO COMMITTEE

DATE OF REPORT September 6, 2017

MEETING TYPE & DATE Transit Committee of September 13, 2017

FROM: Facilities & Transit Division
Community Services Department

SUBJECT: Update on 2018 Conventional Service Expansion (1,500 Hours)

FILE:

PURPOSE/INTRODUCTION

The purpose of this report is to update the Committee on priorities and timing for the 1,500 hour conventional transit service expansion in 2018, and an associated fare review.

RECOMMENDED RESOLUTION

For Information.

BACKGROUND

Expansion of local transit service is a short-term priority in the Transit Future Plan to increase Cowichan Valley ridership figures. Between 2014 and 2016, provincial transit funding was limited to inflationary increases only and all conventional service expansions were put on hold. During this time, the CVRD and BC Transit worked to define and adopt clear service standards and performance targets to prioritize areas for future service changes and investment. The service standards formally adopted in 2015 highlighted the need to address existing gaps in trip frequency during the week on well performing routes as a top priority. They also identified the ongoing need to review routes that are not meeting performance targets established to consider potential changes to use service more efficiently.

Each year BC Transit and the CVRD review and sign a three-year transit service expansion plan known as the Expansion Memorandum of Understanding (EMOU), outlining service priorities for the conventional, custom, and commuter systems. In July 2017, the Board approved a 1,500 hour conventional system expansion targeted for implementation in March 2018. Local costs payable by the CVRD for this expansion have been included in the draft 2018 budget for Function 107. BC Transit and CVRD staff have started working on the details for this expansion and the following areas have been identified as priorities for the 1,500 hours:

- Service improvements to Route #6 (Crofton-Chemainus) to add a weekday morning trip to bridge the existing 3.5 hour gap in trips between ~6:00 a.m. and 9:30 a.m.;
- Service improvements to Route #7 (Cowichan Lake via Gibbins) to add a later weekday evening trip after 5:00 p.m.;
- Service changes on Route #3 (Quamichan) to reconfigure this route to provide more direct service between Duncan and the Lane/Sherman Road areas and to address existing gaps in weekday trip frequency;
- Service changes on Route #4 (Maple Bay) to reconfigure this route by removing poorly used segments and to add on the Marchmont/Mckinstry area for direct service to and from Duncan; and

- Service changes on Route #5 (Eagle Heights) to remove poorly used segments and offer a more direct route. Weekday trip times offered on Route #5 will also be reviewed.

Public consultation about the proposed service changes will occur in late October /early November through online and onboard surveying as well as open houses. To allow adequate time to develop route concepts, conduct public consultation, and develop scheduling and Rider's Guide materials, a revised implementation date of July 2018 is recommended for the 1,500 hour expansion. Implementing changes in July also has the added benefit of not disrupting transit schedules during the school year.

Every three to five years, BC Transit also conducts a review of system fares (prices as well as fare products offered) to provide local government partners with options and recommendations for fare changes. The last fare changes in the Cowichan Valley were implemented in October 2014. BC Transit has initiated a fare review for our system. Fare recommendations will be presented at the November Committee meeting with the intent that changes will coincide with the reprinting of the Rider's Guide for implementation of service improvements on local routes in July 2018.

ANALYSIS

The service changes identified for implementation are based on route performance data and service standards information. Standards for trip frequency on conventional / local transit routes generally call for a two-hour minimum interval. Although some routes do not yet meet this standard, Route #6 (Crofton-Chemainus) is prioritized for expansion as it continues to exceed ridership targets but still has a 3.5 hour gap in weekday morning service with trips departing Village Green Mall at 6:00 a.m. and 9:25 a.m. respectively.

Route #7 (Cowichan Lake via Gibbins) also performs well but does not meet service standards for operating spans which generally call for local transit routes to operate until 6:00 p.m. on weekdays. The last trip departing Duncan currently leaves Village Green Mall at 5:00 p.m. Monday to Thursday, leaving customers with no transit connection to get home along Gibbins, Menzies, and Cowichan Lake Road. Staff did receive complaints and this issue was raised via a customer petition following implementation of service changes in 2014, which removed the 6:35 p.m. Route #7 trip to Cowichan Lake via Gibbins.

Routes #3 (Quamichan), #4 (Maple Bay) and #5 (Eagle Heights) have consistently under-performed with respect to ridership targets identified. Issues identified on these routes through on-board ride counts conducted in March and May 2017, as well as in public consultation feedback, indicate that these routes are generally too long, indirect, and in some cases, too infrequent. City of Duncan residents have long cited a need for more direct access between neighbourhood areas east of the TransCanada Highway (i.e. Marchmont / McKinstry areas) and downtown Duncan as their current option using Route #3 is approximately a forty-minute trip, making the bus an unfeasible option for many. Changes identified in the background section above, will address these issues and should enable these routes to operate more in line with service standards and performance targets set out.

It is important to note, that in order to fix the service gaps and improve the performance of the routes and trips throughout the overall system, a significant amount of hours would be required. Thus due to only having 1,500 hours available, staff have identified various routes that can be adjusted and incorporated within the system and the budgeted hours. While not all local routes meet service standards at this time, the recommended changes outlined are prioritized based on performance data, ride count information, and public feedback.

FINANCIAL CONSIDERATIONS

In July 2017, the Board approved \$54,442 as the CVRD's cost for implementing the 1,500 hour expansion targeted for March 2018. With a new implementation date of July 2, 2018, the CVRD's share of costs will be reduced by approximately \$21,000 to \$33,442 in 2018 (six vs. ten-month cost).

Staff are planning to present a fare review in November 2017, with recommendations to coincide with the service expansion in July 2018. Since fare change options and impacts are not known at this time, no additional fare revenues have been included in the draft 2018 budget for Function 107.

The above two items will potentially affect the 2018 budget and they will be discussed as part of the November budget review.

COMMUNICATION CONSIDERATIONS

Staff will work with BC Transit in planning and preparing the public consultation and marketing campaign related to the service changes.

STRATEGIC/BUSINESS PLAN CONSIDERATIONS

This report supports the Sound Fiscal Management component of the Corporate Strategic Plan as it addresses corporate performance measurement and service delivery reviews with respect to the CVRD transit system.

Referred to (upon completion):

- Community Services (*Island Savings Centre, Cowichan Lake Recreation, South Cowichan Recreation, Arts & Culture, Public Safety, Facilities & Transit*)
- Corporate Services (*Finance, Human Resources, Legislative Services, Information Technology, Procurement*)
- Engineering Services (*Environmental Services, Recycling & Waste Management, Water Management*)
- Land Use Services (*Community Planning, Development Services, Inspection & Enforcement, Economic Development, Parks & Trails*)
- Strategic Services

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