

# *The Urban Transit Test Project*

*Final Report*

*April 24, 2006*

*Study 7026*



Submitted by:

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This project was made possible with the kind support of the City of Bathurst, the National Homelessness Initiative, the Federation of Canadian Municipalities, the Moving on Sustainable Transportation Program of Transport Canada, and the Canadian Urban Transit Association

# Urban Transit Test Project Study 7026 Bathurst Progress Report

## Table of Contents

<b>1. Executive Summary</b> .....	3
<b>2. Description of the Feasibility Study</b> .....	4
2.1 Goals and Objectives.....	5
2.2 The Market Potential- Transit Demand .....	6
<b>3. The Final Report and Results of the Urban Transit Test Project</b> .....	7
3.1 Testing Service Types, Routes and Options.....	6
3.2 Operating Cost Comparisons .....	9
3.3 Ridership .....	11
3.4 Revenues and Fuel Consumption.....	12
<b>4. Recommended and the Preferred Options for Bathurst</b> .....	13
4.1 Financing Options.....	14
4.2 Selection of Vehicles.....	15
<b>5. Economic Benefits of Moving Forward</b> .....	16
<b>6. The Link between Quality of Life and Public Transit</b> .....	19
<b>7. Expected Environmental Benefits</b> .....	20
<b>8. Municipal Environmental Performance</b> .....	21
<b>9. Reaching Maturity: Barriers and Challenges</b> .....	22
<b>10. Shelters</b> .....	23
<b>11. Managing the Service</b> .....	24
<b>12. Project Activity Report</b> .....	27
<b>13. Summary of Recommendation</b> .....	32
<b>14. List of Available Documents</b> .....	33
<b>15. Project Performance Tables</b> .....	32
<b>16. Spreadsheets</b> .....	33
<b>17. Transit Map</b> .....	37

## 1. Executive Summary

The Urban Transit Test Project was conducted from June 6, 2005 to March 15, 2006. Our goal was to test the options and potential to provide an efficient, financially sustainable, reliable transit system for a small urban center with a fare structure and revenue based to cover the total cost of the service provided without the need for Municipal subsidy. Yearly advertising revenues, HST rebates, fuel tax rebates are also part of the yearly revenue. Currently the only inner City motorized modes of transportation options are the high priced personal automobile or taxis.

The golden rule of business is that it takes between 3-5 years to establish a new business. The same rule should be applied to public transit.

Public transit is the fastest, most economically efficient and easiest way for vast reductions in both air quality pollutants, the greenhouse gases that are threatening our planet, to address the needs of the vulnerable, assist low to middle income citizens with energy and transportation cost relief, stimulate the economic growth, entice new businesses to come to the area, increase population and improve quality of life in communities.

The current fuel crisis is not temporary. Already we are starting to hear about gas rationing, shortages, soaring prices and changes in international oil policies. Governments will not be able to sustain the financial cost of regulating the resource for long. Cities that have not invested in energy efficiency, conservation and renewable energy will be hit hard economically as will their citizens and local economy and will be left behind in terms of prosperity. Public transit is considered renewable energy and is critical to the future sustainability of Cities.

Canadians have reported to a survey conducted for Infrastructure Canada in 2004 that it is the opinion of Canadians that the four areas that make up a desirable community, and where performance falls short of the ideal, are affordable housing, modern infrastructure, public transit and quality educational institutions.

Statistics Canada confirms that the population of the City of Bathurst has consistently declined by 10% over the past 10 years. The National trend which has existed for several years of the outward migration of Canadian citizens to urban centers is strongly evident in Bathurst and Northern NB in general. The larger urban centers are benefiting greatly from this trend through an increase in their population which leads to an increase in their per capita transfers and higher tax base which contributes to a stronger local economy which in turn leads to more employment opportunities and lower unemployment. Some citizens are flocking to the larger urban centers for reasons such as employment, the availability of universities for achieving higher learning, to have greater access to concerts, theatre, events and to have a higher quality of life for themselves and their children.

Families and youth are very vulnerable to the soaring energy/ vehicle costs and cost of living impacts and in Bathurst and Northern NB in general many are slipping further down the scale in terms of disposable and household income due to the cost of goods and services, food, energy and transportation and debt. Therefore we are seeing them repositioning and relocating themselves to urban areas to attempt to lower their cost of living while increasing their quality of life. This would include equal opportunities to be able to work and have access to affordable transportation to and from the work place.

The availability of affordable public transit is a pivotal key to the success of the other NB urban centers. St. John, NB for example, established public transit bus services in the 1800's. The existence and availability of public transit is part of the foundation services of urbanization and growth. In order to reap

the rewards of population growth a community needs to lay the foundation required to encourage it to happen. This would mean ensuring that public transit bus service is available.

For the centers that are facing the impact of the outward migration, serious decisions need to be made in order to achieve a “turn around”. Choosing to implement public transit is critical in assisting Bathurst to achieve this goal.

Governments are now attempting to assist cities to expand their transit capacity to help cushion the "energy price shock" that is happening, that is expected to last for years and as a means of reducing greenhouse gas emissions. Bathurst is very fortunate that both the Federal and Provincial governments have recognized the transit initiative in the City and are trying to help the City and its citizens through the availability of the funding in the Infrastructure Gas Tax Agreements and the fact that public transit in the City of Bathurst is considered eligible for the funds. This opportunity will greatly help our City.

A recent petition received by the City in support of keeping transit services operating produced 1008 signatures from City citizens plus many letters of support and a relentless number of phone calls and personal appeals.

Although transit service has been interrupted, we hope that the City will allow it to resume as soon as possible so that it may join this years 40 th birthday celebrations of the Incorporation of our City.

*Brenda Kelley, Bathurst Sustainable Development*

## **2. Description of the Feasibility Study**

The City of Bathurst is a member of the Partner's for Climate Change Program (PCP), which is a group of over 138 Municipalities in Canada along with dozens of other Municipalities across the world. They have signed an International Resolution making a commitment to reducing their Citywide Greenhouse gas emissions. These emissions, which scientists now confirm are impacting Climate Change and air quality, are produced by all sectors of the City including the transportation sector.

The City of Bathurst is currently in Milestone #4 of the PCP program. During the Inventory Milestone, the transportation sector of the City was identified as producing the highest level of Citywide GHG emissions, 48, 125 tones of CO<sub>2</sub> per year.

In the City of Bathurst, some form of automated transportation is absolutely necessary to reach most critical destinations. Without the option of a public transit bus system, citizens need to be able to afford to own and drive a personal automobile or taxi and continue to produce high levels of GHG emissions from their choice of transportation. All shopping for basic needs such as food, medical and business has been centralize in the past few years. Many areas of the City have no supporting services at all. Citizens living in these areas of the City are forced to travel to the City center and shopping hub in order to both work and obtain basic goods and services. In response to years of public requests and demands for public transit, the City of Bathurst and Bathurst Sustainable Development embarked on a feasibility study to introduce a wider range of transportation options in their community, to learn from the experience of others, to define its unique transportation needs and to design a system that draws on that experience to meet those needs.

In 2004, the City of Bathurst completed Phase 1 of a Feasibility Study on implementing a transit bus service in our City. The City of Bathurst contracted Bathurst Sustainable Development (BSD) and Entra Consultants to conduct the study.

The objective of the study was to develop an effective transit system that provides the level and quality of transportation that the community needs in the most cost-effective manner possible. BSD conducted a Transit Survey as well as Public Consultations for the City in addition to the consultants work. The final report is available online in both official languages at [www.bathurstsustainabledevelopment.com](http://www.bathurstsustainabledevelopment.com).

The conclusions were that it is feasible for the City to implement a small transit service, consisting of two main routes, operating from 7am to 7 pm, Monday to Saturday, with a fleet of two 42 passenger (seating) each transit buses operating during normal hours, and a third bus also operating during peek commuter hours if necessary and to be used for maintenance rotation of the buses. It will need three years to reach maturity of 150,000 rides annually.

The fare is designed to be \$3.00 cash to the coin box on the bus or \$100 for a monthly pass (unlimited rides) or \$27 for a punch pass of ten rides.

The City then embarked on testing the conclusions of the Feasibility Study by conducting The Urban Transit Test Project. The testing of transit services began June 6, 2005 and ended March 15, 2006.

### *2.1 Goals and Objectives of the Test Project*

The system being designed is to be developed so that it is not a financial burden or debt to the Municipality. The goal is to implement and operate a 100% financially sustainable transit service for a small urban City even though the City only has a population of approximately 13,000.

Eighty per cent of the citizens and streets in the City of Bathurst can be serviced with the proposed bus routes presented as the “best option” in the consultants report.

Riders are willing to pay up to \$3.00 cash fare to ride the bus or \$100 for a monthly pass.

Citizens can be encouraged to participate in addressing climate change if they have the option of making the transition from using their personal automobiles to using public transit service for commuting to and from their workplace.

A small, two route, three bus system, is financially sustainable once it reaches maturity (for the purpose of this test- the target is to reach a demand or sales of 344 monthly transit passes or cash fares in the equivalent amount).

Small municipalities can design a basic transit system that is both cost effective and beneficial to residents.

The cost estimate projections to operate the service, as stated in the Consultant’s report, are accurate in a test environment.

The availability of transportation impacts the homeless and at risk population by providing accessible transportation to reach community support services.

## *2.2 Market Potential- Transit Demand*

Ridership potential was based on a survey conducted in the Feasibility Study (from rider per capita national averages and from demographics researched by the Consultant.) The results indicated a total of approximately 55,000 annual trips from just the survey respondents. The respondents total 25% of the survey population. If the survey respondents were representative of the population at large, the sample size would factor these results to approximately 375,000 annual trips. Because of the propensity of survey respondents to over-estimate their actual use of transit, this value was reduced by a conservative 60 percent, for an estimated potential ridership of approximately 150,000 single rides.

This ridership level represents a rate of approximately 11.5 rides per capita per year, compared to the Canadian average for small systems of 14.5 trips per capita. To further ensure reasonable estimates, it was assumed that this rate would not be achieved until the third year of operation, with initial trip rates as low as the lowest rate in the country (6.6 trips per capita), and that mature rates would reach the 11.5 trips per capita rate, approximately 80 per cent of the Canadian average. In the second year, a middle rate of 9.1 trips per capita was assumed.

The average fare required to achieve sustainability at the mature ridership levels is approximately \$2.70 per trip. Based on recommended cash fare of \$3.00, this average fare can be achieved with approximately 50 percent of riders using cash, 25 percent using 10-ride tickets, and 25% percent using monthly passes.

### 3. Final Report and Results

Transit bus service to the general public commenced on June 6, 2005. The entire month was a “Free Ride” period. Complimentary Transit passes were available to all citizens from our Transit Pass vendor locations which are located at: City Hall, the KC Irving Civic Center, Jean Coutu Pharmacy.

#### 3.1 Testing Service Types, Routes and Options

During our test project we took full advantage of the opportunity to test various items and obtain real time costs and facts such as variations in:

- *Revenues, costs and rider counts from hourly vs. 30 minute service.*
- *Seasonal variations in driving times of the schedule.*
- *Issues with positioning of bus stops.*
- *Variations of printed schedule formats.*
- *Rider responses to “turnarounds”.*
- *Rider support at various off route areas that have been demanding or lobbying for service.*
- *Best options for hours of service.*
- *Physical and social barriers for potential riders.*
- *Fuel efficiency and maintenance requirements of specific vehicles,*
- *Realistic growth rates.*
- *Driver and public policies required.*
- *Options for transit links to neighbouring communities.*
- *Optimum positioning and direction of buses to peak work force locations.*
- *Vendor Sales Locations and formats.*
- *Public opinion about bus options.*
- *Accounting requirements.*
- *Public safety issues.*
- *Variations in driver skills and abilities.*
- *Variations in driver public relations skills: “service and attitude matter”.*

The partnership of an excellent company such as Dupont Industries, who supplied our buses, maintenance agreement, training for our drivers and manager and technical assistance, provided us with high quality support.

Having the opportunity during the test project to actually be able to operate provides you with the “reality check” we needed so that when we move into Phase III, actually implementing the service we can design it so that it reflects what works, available funding, peak routes, scheduling needs and realistic targets. During the test project we tested service options based on the premise that riders “will walk 500 meters to the nearest bus stop” and it has been determined that most will.

#### Option 1

One is a mix of hourly and 30 minute service operating 12 hours per day from 7am to 7pm. From 7am 9:30 am there are two buses in operation. From 4pm to 6:30 pm there are two buses in operation both providing 30 minute service. From 9:30 until 4pm daily there is just one bus operating on an hourly schedule. During this testing period there was no service on Saturdays. We tested this service from July to September. There are no transfers required. Two buses are required to operate this service with a third bus available for rotation and servicing days. Operating on this schedule requires 3 full-time drivers, one who drives part-time and performs maintenance duties the other hours.

## **Option 2**

In September we began to test an optional service type: 30 minute service all day. We added 4 service times each day to Bridge Street and Rough Waters as far as the former Save Easy and began traveling up to the far end of Vanier to service another call center called Can Jet. We also received approval from the Public Utilities Board to go outside the City so that we may test providing service to a major call center, Client Logic who currently has 350 employees working on various shifts and is located 2 km past the City line on Route 8 at the Chaleur Mall. There are no transfers required. Two buses are required to operate this service with a third bus available for rotation and servicing days. Saturday service was started, hourly from 9am- 5:15 pm.

We were able to provide service to a larger area raising our coverage to 80% of the City within a 500 meter walking distance to the nearest bus stop including service to Bridge Street and Rough Waters. We had been under enormous pressure from citizens in both the Bridge Street and Rough Waters area to provide service to them. Bridge Street citizens rode fairly well but Rough Water's produced only 1 regular rider. It was not possible to go further up Rough Waters due to the poor quality of the road, the lack of population density within a reasonable distance from the main route and scheduling.

## **Option 3**

In mid March, we were scheduled to make the transition to the next year of service. After compiling the cost of the various service options during the test project and based on available partnership funding that had been secured for April 1, 2006, we concluded in early February that the best service option for Bathurst was Option 1 but we also knew that unless a significant amount of partnership funding could be found to support the cost of operations next year while the service grows, Option 3 would have to be the compromise until our rider counts and revenues mature. Option 3 consists of one bus in operation on hourly service. Depending on exactly where you are located in the City some areas such as the heavy commercial area on St. Peter's Ave. would still receive 30 minute service while areas on the ends of each route would experience a mix of 60- 90 minute service during other times of the day.

When we were operating on Saturday's we were operating along the same route on the same type of hourly service proposed for Option 3. Rider counts averaged around 85 riders per Saturday. If we extrapolate the data for Saturdays it gives us the true field cost for fuel, maintenance and wages we could anticipate if that service type were to operate 5 days per week.

### *Transit Link Testing*

In January, after having received approval from the Public Utilities Board, we added and began testing the addition of a transit link and the system of transfers which consisted of four runs per day to the Town of Beresford, just past the Bathurst City limits. The route travels along highway 134 in a straight North-western direction for 10 km. The majority of the 4500 population living in Beresford works and commutes by car to the City of Bathurst. We had been receiving a lot of requests for Beresford.

The riders coming from or going to Beresford who are coming from or going to the hospital or Can Jet have to transfer at Superstore. All other riders going to or from Beresford to the down town core or East Bathurst do not need to transfer. Saturday service remained at hourly service from 9am- 5:15 pm, with no Saturday service to Beresford.



There were many who encouraged us to try service to Beresford. Even the Town of Beresford said they couldn't figure out why we did not include service to Beresford in our original design since so many of the residents of Beresford commute to the City for work. Many, many people in Bathurst also told us that they believed that service to Beresford should be included. So we decided to try it. With only a slight modification to the schedule we were able to slip in 4 runs however they were not at optimal times but at least it gave us an opportunity to see what were the true cost and time required to service Beresford as well as early indications of the potential for rider numbers.

Beresford Service produced an average of 9 - 16 riders per day. If we had been able to provide service at optimum times rider numbers would have been higher. After testing we concluded that in order to service the Town of Beresford properly service to that Town should be part of the Regional Fleet Initiative. Costs to operate one bus to Beresford on an hourly schedule 8 hours per day would be approximately \$105,000 leasing, fuel, maintenance fees and driver included for one bus.

### *Saturday Service*

Saturday service began in September operating from 9am to 5 pm traveling along the same primary route. Service to Bridge Street was reduced to three trips per Saturday. Saturdays cost approximately \$16,000 per year in fuel, maintenance, and driver wage costs.

### *3.2 Operating Costs Comparisons*

We were most fortunate and grateful to have the City assist us with the accounting of the project costs and revenues through the use of their electronic general ledger system at City Hall.

Since the Federal Transit Gas Tax Agreement has been passed and signed by our Province, which was part of Bill C66, the following operating costs comparison chart has at the bottom of each service option column the cost reduction after the leasing fees and bus parts costs, which are eligible expenditures under the Transit Gas Tax Agreement, are removed since they will no longer be incurred the following year so long as the Municipality accepts the Transit funding and uses the funds to purchase the necessary buses and bus parts.

The cost of the project assistants has also been reduced to reflect the difference between the "additional" time and human resources required conducting all of the test project activities and what resources would be needed once the test project goes into Phase III and implements the service. The Test Project had many additional project activities and expenditures that are not part of the day to day operations of the transit service but were in fact "additional" activities conducted specifically as part of the test project.

Additional yearly revenues can be raised from advertising. During the test project over \$13,000 in advertising revenues were received. Potential for advertising ranges from \$20,000 per year to \$60,000 or more depending on if there are just 2 buses with exterior and interior ad space in service with no shelters or if there are three buses with several bus shelters installed throughout the City. Each shelter can generate between \$4000 - \$6,000 in National advertising revenue.

**Total Costs Per Year**

<b>Item</b>	<b>Option 1</b>	<b>Option 2</b>	<b>Option 3</b>
Total km per year	94,380 km 363 km per day 22 km per hour 2 buses peek commute 1 bus hourly non peek 5 days per week 16.5 hr per day No Saturdays	146,436 km 528 km per day 22 km per hour 2 buses in service 30 minute service 6 days per week 24 hr per day Saturdays (8 hrs 1 bus)	62,920 km 242 km per day 22 km per hour 1 bus in service Hourly service 5 days per week 11 hr per day No Saturdays
<b>Costs per hour</b>	<b>\$84.59 per hour</b>	<b>\$68.93 per hour</b>	<b>\$85.79 per hour</b>
Drivers/ Maintenance Manager	6971	10,816	4647
Transit Manager	1818	1818	1508
Communications Assistant	500	500	500
Materials/ Supplies	573	573	200
Printing/ Communications	321	321	200
Plant Rental/ Winter Storage	1100	517	517
Leasing Fees	9308	9308	6204
Maintenance (.55 rate)	4325	6711	2883
Fuel	3542	5891	2561
Insurance	1333	1333	888
Dues	100	100	100
Lubricants	50	50	20
Administration	200	200	200
Uniforms	100	100	20
Total Costs Monthly Cost	30,241	38,238	20,448
<b>Total Yearly Cost</b>	<b>362,892</b>	<b>458,856</b>	<b>245,376</b>
<b>(Purchase Buses and parts)</b>			
<b>Less Leasing Fees</b>	-111,696 (3)	-111,696 (3)	-74,448 (2)
<b>Less Bus Parts</b>	-23,388	-39,096	-13,000
<b>Total Operating Costs Per year</b>	<b>227,808</b>	<b>308,064</b>	<b>157,928</b>
# of paid rides required per year/day	75,936 (292 day)	102,688 (329 day)	52,642 (202 day)
Adjusted Cost per Hour for Implementation Purposes	53.10 per hour	46.28 per hour	55.21 per hour

### 3.3 Ridership

The pay per ride service began July 1. The following monthly totals have been obtained from on the bus daily rider counts. The data is collected by the bus drivers using a manual, hand held counter. Riders were not divided into age categories for the purpose of the total rider counts per month. The rider numbers were verified by the BSD transit staff during weekly revenue processing of the single ride tickets and cash deposited in the coin boxes on the buses and through the total monthly sales of single ride tickets and monthly passes through the four vendor locations.

PEI Transit has a mix of 30, 60 and 90 minute service depending on the time of day and your location. They have 3 times the population of the City of Bathurst and are obtaining approximately 8000 riders per month within their first 6 months of operations.

Therefore it is reasonable to assume that Bathurst did well to achieve a level of 3000 riders per month and that it will both maintain and increase its rider counts as it matures. As rider counts and revenues grow over the next three years it is possible that the service could eventually implement Option 1 which would increase rider numbers.

All transit systems in Canada are experiencing steady, sustained growth in rider numbers by as much as 2.5- 5 % per year.

Month	Year	# riders per month
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*(Option 1 Service Type Tested)*

June	2005	5821	19 days of service	Free Ride Month
July	2005	1998	20 days of service	Pay per ride service begins
August	2005	2375	22 days of service	

*(Option 2 Service Type Tested)*

September	2005	3333	25 days of service	Saturday service begins
October	2005	3945	25 days of service	
November	2005	4791	25 days of service	(Free Pass MOU with FCS completed)
December	2005	3449	25 days of service	

*(Option 2 Service Type with Beresford Link Tested)*

January	2006	3021	23 days service	(Beresford tested, 4 runs per day) (5 days of stormy weather and icy sidewalks) (5 days of school closures) (1 Holiday) (3 days no sidewalks 75% of City)
February	2006	2653	24 days service	(Council announcement February 27) (8 days stormy weather (freezing rain) (All Vendor Sales locations closed)
March	2006	1286	13 days of service	(March 13, Council votes to end test Project)

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**Total Rider Count for Test Project: 32, 672**

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Following the test project, it is apparent that unless we have significant funding to help cover our operating costs for the next year or two while the service grows we will not be able to continue to offer 30 minute service with two buses on the road running in opposite directions for 12 hours per day with the level of ridership we attained during the testing. It was apparent that the growth of ridership would be at a slower than projected rate, yet a steady pace, but that in order to cover operating costs we would have to start with hourly service unless we find a partner to assist us with operating using Option 1.

### 3.4 Revenues

Transit was Free for the month of June. \$100,000 in Complimentary Passes were distributed to Family and Community Services and the Homelessness Association in our City as part of the City's Contribution to the project in lieu of a cash contribution. The Pay per rider period was from July, 2005 until March 15 2006 for a total of 36.5 weeks.

#### Total Revenues Collected

Daily Passes (cash to the coin boxes)	\$26,151.93
Book of Ten Single Ride Tickets	\$10,158.71
Monthly Passes	\$7011.96
Advertising	\$13,026.08
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Actual Total Cash Revenues	\$56,348.68
Total Value of Complimentary Passes Distributed	\$100,000
Our target for cash revenue was	\$96,000 Cash Fares

*\* We may well have reached our cash revenue target it had not been for the complimentary pass program. \$66,654 worth of complimentary passes were returned to the coin boxes. However, we will never know what the true impact of the free passes was and if those riders who have been paying riders if free passes had not been available. The only way to answer this question would be to operate for an additional year for comparison purposes.*

#### Fuel Consumption and Mileage

	Total km traveled	Total fuel consumption
June	8186	4466 (litres)
July	8523	4477
August	8573	4477
September	12783	6764
October	14244	6783
November	14030	7153
December	13031	7410
January	13872	7163
February	12752	6569
March	5205	2764
<hr/>		
<b>Total Km</b>	<b>111,199</b>	<b>58,026</b>

#### **4. The Recommended and the Preferred Options for Bathurst**

In Bathurst, the reality is that it will be at least two to three years before our rider levels and revenues will grow to where they can sustain the costs to operate the Preferred Option 1 and probably will require an increase in population or a heightening of the energy crisis before they would be able to sustain Option 2.

The Federal Gas Tax Transit funding will provide the financing to purchase buses and bus parts and to remove the leasing costs and bus parts costs from our proposed yearly operating budget in all three options. The amount proposed for Bathurst Transit is \$376,000.

The only affordable option for transit for our City at our current stage of development, with no financial assistance from our City was identified to be Option 3, hourly service but in fact depending on exactly where you are located in the City some areas such as the heavy commercial area on St. Peter's Ave. would still receive 30 minute service while areas on the ends of each route would experience 60- 90 minute service during other times of the day. The annual operating cost, before partnership funding, would be \$157,928 which would require a total of 52,642 riders per year or 202 daily riders per at a cash fare of \$3.00 each to financially sustain the service independently. Based on no partnership funding.

Special events such as "Earth Day" and "Clean Air Day" could be used to offer discounted rider fares.

Partial funding from various external sources in Year 1-3 would help the service while it grows. Sources of yearly partnership funding could come from the Municipality choosing to assist transit with covering the cost of fuel, from Family and Community Services guaranteeing to purchase a specific number of passes, from advertising and from projects that are developed. Other sources could be the Federation of Canadian Municipalities Green Municipal Fund, The National Homelessness Initiative and the Restigouche Chaleur Economic Development Fund.

If the Federal Gas Tax Transit Funds contract allows for 20% of the funds to be used for project administration costs then this would also assist with over all costs.

The anticipated 15.5 tax credit on monthly transit passes is expected to generate an increase in rider counts and revenues however it is impossible to anticipate how much of an increase would be achieved.

The benefits of transit are huge to commercial businesses, health and wellness programs, in terms of jobs that transit creates, the stimulation to the local economy, economic spin offs and population growth. Often, transit is a deciding factor in whether or not a new business decides to locate in your City which means if they do the Municipality will reap the rewards of the increase in business taxes and levies. Some communities partially fund their transit systems through business levies.

Some Cities still tend to do everything they can to make more and more parking lots and use these as sources of revenue for the Municipality. Cities with public transit often use this money to obtain sustained support for public transit by placing a tax on these parking spaces.

***\* It is imperative that at least 20% of the Gas Tax Transit funds be allowed to be used for operating costs. Since the Bathurst Transit service is so young it would be very helpful if a portion of the gas tax funds could be used to pay for such items as fuel and maintenance.***

4.1 Financing Options

**Total Costs Per Month/ Year**

	<b>Option 1</b>	<b>Option 3</b>
Drivers/ Maintenance Manager	6971	4647
Transit Manager	1818	1508
Communications Assistant	500	500
Materials/ Supplies	573	200
Printing/ Communications	321	200
Plant Rental/ Winter Storage	1100	517
Leasing Fees	9308	6204
Maintenance	4325	2883
Fuel	3542	2561
Insurance	1333	888
Dues	100	100
Lubricants	50	20
Administration	200	200
Uniforms	100	20
<b>Total Costs Monthly Cost</b>	<b>30,241</b>	<b>20,448</b>
<b>Total Yearly Cost</b>	<b>362,892</b>	<b>245,376</b>
<b>(Purchase Buses and parts)</b>		
<b>Less Leasing Fees</b>	-111,696 (3)	-74,448 (2)
<b>Less Bus Parts</b>	-23,388	-13,000
<b>Total Operating Costs Per year</b>	<b>227,808</b>	<b>157,928</b>
# of paid rides required per year/day	75,936 (292 day)	52,642 (202 day)
Adjusted Cost per Hour for Implementation Purposes	53.10 per hour	55.21 per hour

**Financing Partnership for Year 1**

<b>NHI Funding</b>	55,000	55,000
<b>Restigouche Chaleur Development Fund</b>	114,808	
<b>FCM Funding</b>	75,000	75,000
<b>Portion of Cash from Rider Fares/ Ads</b>	33,000	27,928
<b>Total</b>	<b>266,004</b>	<b>157,928</b>

*\*The list of financing options for Option 1 exceeds the amount required to cover expenditures. This has been done due to the fact that not all requests for funding and partnerships requests from these sources may be approve. Also if the Gas Tax Transit Contract provides for the allowance of 20% of Transit Gas Tax Funds to be used to cover*

*certain administrative, consultant, or other project costs this would total \$75,200 reducing the need for additional funding partners. Fiscal Constraints for Small Municipalities*

Our City is experiencing challenges as a Municipality with avoiding deficits in their utilities budgets due to soaring energy costs. They have recently lost a portion of their tax base due to the closure of our local mill. We believe that all Councillors' would vote to allow transit to operate if 100% of the financial risk was removed. Our Council wants transit to find a way to confirm our rider revenues for next year in advance of the year before they will allow transit to resume operating. They lack confidence that we will generate the rider revenues required. This poses a huge challenge for the new transit service getting back in operation. The solution is to find funding support to help us through Year 1 and 2.

What is needed is permission to be given to Bathurst by both the Provincial and Federal government that Bathurst be allowed to use a portion of the Federal Gas Tax money, preferably 20%, to cover part of our operating costs or to use as collateral to guarantee our rider fares to Council at the beginning of the fiscal year so they will allow us to operate. At the end of the fiscal year if we have brought in our riderfare targets then the collateral amount from the gas tax money can be spent on capital items such as shelters.

The actual revenues next year should be in the \$60,000 - \$90,000 range since citizens know how to use the service now but for the purpose of the financial plan we suggest making the financial commitment required from the Transit Service to be a **portion** of the rider revenues which would be \$27,928. It is hoped in this way Council will agree to let the service operate once we have confirmed the other funding partners.

#### *Structure*

The service could be operated in house by the Municipality by forming a Transit Department, or service could be 100% contracted out or a Community Transit Association/ Commission formed, who can incorporate and operate the service with some assistance from the Municipality. In this way the Municipality can then still access and be eligible for any major funding programs for transit and can assist the Community Transit Association to obtain lower rates for such large and high cost items as public liability insurance, purchasing or leasing costs of buses and offering access to Municipal fuel rates.

Another option is for the partnering NGO community environmental group to resume transit operations for the City and again be contracted to manage the service.

The benefit of the service remaining not for profit and under the umbrella of the Municipality is that the transit service is eligible for certain funding that a private profit orientated transit business is not eligible to receive.

#### *4.2 Selection of Vehicles*

A successful RSP was awarded to Dupont Trolley Inc. who supplied the Test Project with three 1995 semi refurbished transit buses. According to the Bus History Association's Bus Industry magazine, Spring 2006 Edition, who published a story on the new transit service in Bathurst these buses would be described as: "three MCI TC40102A Classics which retain the livery of their former operator Connecticut Transit". Buses # 408, # 394 and # 266 comprised the Bathurst fleet during the Urban Transit Test project.

Rarely do transit bus companies lease buses for just a one year period. Most bus companies either want you to purchase the buses or finance the purchase through the Municipality over a 5 to 10 year period. For the test project, we were in no position, nor did we want to purchase the necessary buses. We were

fortunate to find Dupont Trolley's Inc. who is willing to lease buses by the month. The buses we used for our test project were 1995 Classics which had been semi refurbished by Dupont. They seat 42 passengers.

To our great surprise, the size of these buses stirred complaints from non riders in our City. Public perception was that these buses were too big. The public seemed to be very troubled about the fact that they could only see a few riders at the front of the bus and that the rest of the bus appeared to be empty. Most of these complaints were coming from citizens who had never used the bus or ever viewed the inside of the bus. It is apparent that these complaints were coming from citizens who were unaware of the capacity of the Family Section at the front of the bus to hold 9 riders plus when just the first two regular rows of seats are added in the total count in this front section is 18 riders, yet from the outside of the bus the length of this section is only as long as the first window on the bus. Also, when two riders are sitting side by side in the same row, from outside the bus the passenger in the aisle seat becomes a silhouette of the passenger sitting in the window seat so the person on the outside looking into the bus only sees one passenger in that row, the one sitting in the window seat.

Codiac Transit in Moncton conducted a test a few years ago on using smaller buses. They discovered that the smaller buses, when used for the regular daily routes required 3 times the level of maintenance and maintenance costs and that these smaller buses simply cannot sustain the heavy work load and impacts when compared to the larger full size transit buses.

Some of our citizens expressed concern that the buses were polluting the environment because they were operating on diesel fuel and at less than capacity. Some citizens tried to make the case that less pollution would be produced if each of the bus riders would travel in an individual car, which of course is completely false.

Each bus, once we reach maturity, has the potential to remove as many as 45 cars off of the roads per hour resulting in a major reduction in greenhouse gas emissions and air pollutants produced than if each of those citizens had traveled by individual car in the form of a personal automobile or taxi.

Other comments included that the buses were blocking traffic, were frightening pedestrians, slowing traffic and were generally taking up too much space on the roads and in the parking lots of commercial buildings.

We explained that we could purchase and install diesel oxidation catalysts or after market exhaust emissions control equipment (such as Engelhard regenerative particulate trap mufflers). These two additional items would both require additional funding and are eligible as expenditure under the Transit Gas Tax agreement. Each Diesel oxidation catalysts cost \$15,000 per unit.

New buses are also available from many suppliers however other transit authorities tell us that there is a three year waiting list for new buses. Prices range from \$350, 000 to \$500,000 depending on features.

During the test project when we were providing 30 minute service during the last 5 months, we carried an average of between 100-125 riders per day with the highest number in any given day during the test project being 190. During the Free Ride month in June the highest number attained on a single day was 406. Peak rider numbers during the day, particularly in the afternoons is 18- 20 riders on the bus at the same time and were higher of course and more in the 30 to 35 range during the Free Ride month.

If we are going to go back to operating at hourly service in order to allow the service time to grow and keep costs down, then it is best to operate with the larger buses that seat 42 riders or a similar version that are 5 feet shorter in length and seat 35 passengers. In this way we can operate at one low cost while still maintaining room on the bus for peak rider days and growth. If we were to change to a smaller bus, or



several smaller buses as many local citizens have been suggesting, the type for example that seat 22 passengers, during certain periods of certain days and as we grow in our rider counts, we would end up not having enough seats on the bus for all riders.

With the road conditions in our City; citizens standing while riding the bus, is a liability risk. After seeing the riders on the buses, if they were forced to stand there would be injuries. This would result in soaring insurance costs increases if claims had to be made. It is a matter of public safety then that all passengers have an available seat.

Without the additional 15- 20 seats of the Classic buses, the only way to be able to accommodate future growth, profits and additional riders would be to have to have the additional operating cost of purchasing and putting a second bus into service.

**If we go with smaller buses this would mean that we would have to double our operating costs since we would need double the fuel, double the insurance, double the wages and double the maintenance costs. If the bus has no seats left and we begin to drive by riders waiting at bus stops we will loose them as customers permanently.**

Low floor buses with no steps would provide better accessibility for seniors and physically challenged adults and would increase riders from these categories; however, these buses are substantially more expensive than 1995 Classic refurbished buses.

#### *Maintenance Options*

During the Test Project we paid a flat maintenance rate to Dupont of .55 cents per klm traveled. The mileage was confirmed by way of a hubometer on each bus. General maintenance was done by Bathurst Heavy Equipment (BHE). When more complicated or electrical items needed to be completed mechanics from Dupont would come down to the City and do the necessary repairs either at the bus storage building or at the BHE building. Dupont sub- contracted BHE for some of their maintenance agreement work. BHE provided “priority” service to the transit project and their service was excellent.

With the Gas Tax Transit Funding, we will be able to purchase all bus parts. This will reduce our maintenance costs. It will also be possible to re negotiate the maintenance contract with Dupont for a lower rate to .45 cents per klm. This would lower over all maintenance costs by a further \$6282 to \$9420 based on Option 1 and Option 3.

The value of keeping a maintenance contract with Dupont for another year or two is that they have a high level of knowledge of the electrical and specific maintenance of the transit buses. While BHE has learned a lot about maintaining the buses during the test project, for some items, it could take the BHE mechanics three times as long to identify the problem than it would a mechanic from Dupont. Also, Dupont mechanics are frequently in the Maritimes to provide service to their other customers such as PEI Transit.

## **5. The Economic Benefits of Moving Forward**

Selling support for public transit to some City Council's can be quite a challenge. Moving from the test project to Phase III, implementing the service may take some convincing. The other transit providers, the Chamber of Commerce, Health Authorities, Municipalities and such national groups as the Canadian Urban Transit Association and the Federation of Canadian Municipalities can provide great assistance in helping a Municipality in their decision by providing the information on understanding the economic

gains experienced by other Cities who implemented the critical service. They have experienced that property values increase when transit services are present in a City. They also are aware that Cities are in direct competition with each other and that transit is no longer considered to be a luxury but instead is considered to be simple modern basic services the same as recycling programs.

Public transit is a carrier of commercial shoppers and workers. It pumps and stimulates the economic diversity of a City. The electronic customer counters that so many stores and businesses now have on their front doors shows an increase in customer counts and sales when transit is present in a City. Our stores noticed this and also noted a drop in the customer counts once the bus service was interrupted in Bathurst in March.

*There can be no economic growth without addressing economic poverty.*

As a City we must ensure that our existing population has equal opportunity to have quality of life. This would include equal opportunities to be able to work and have access to affordable transportation to and from the work place.

Transit is now widely viewed by most Municipalities as a real opportunity to grow! Transit should be a very high priority and many opportunities for our City to reap the benefits of having transit will come our way if we can all just help it through its infancy.

The population in the City of Bathurst has been declining by 1% per year for the last 10 years. Statistics Canada Census Report 1996 and 2001. Maintaining and growing the population will take innovative ideas and the implementation of competitive basic services such as public transit.

The ability of middle and low wage earners to afford to pay for vehicle payments, maintenance, fuel and provide insurance for a personal car has quickly outpaced the incomes of many citizens. There are also many citizens who have challenges that prevent them from being able to drive. The growing concern by the population concerning how to address and find solutions for climate change and air quality are also convincing many to turn to the option of using public transit. The quickly escalating energy crisis is driving up the cost of all goods and services. Families are being forced to move to Cities where they do not require owning a personal automobile and where they can find financial relief from the energy costs by using public transit and only renting a car when they have out of town trips or on special occasions.

In Canada the poverty level in 2006 is identified as earning a total family income of \$30,000 or less and \$31,126 for an urban family of three.

According to the 2001 Census data, there are 3895 families in Bathurst. 735 are lone parent families. The median family income of \$18,786. The average total household family income of a single mother with one child in the City of Bathurst was \$18,760 per year in the last Census. 630 of these are single female parent families and 105 are single male parent families. The average median household income in Bathurst is \$15,659. The number of rented dwellings (rented houses or apartments) is 2010.

## **6. Quality of Life and Public Transit**

The ability to afford to pay for, maintain, fuel and provide insurance for a personal car is quickly outpacing the incomes of many citizens. There are also many citizens who have challenges that prevent them from being able to drive. The growing concern by the population concerning how to address and find solutions for climate change and air quality are also convincing many to turn to the option of using public transit.

Economically, the door to door delivery and pick up of customers to commercial businesses and the work place environments greatly increases daily customer counts, sales and increases the ability of low income citizens to find and participate in the work force. The ability of citizens to access affordable transportation to go to appointments, work and shopping reduces their dependency on social service programs and provides a greater sense of independence, pride, motivation and a general sense of relief and freedom. Mental health, physical health and emotional health all benefit from the citizen participating in using public transit.

Poverty and the risk of becoming homeless is a reality that many Canadians face on a daily bases yet all too often they attempt to hide this fact from the local society that can be unsympathetic or indifferent to the needs of the poor. Especially at risk from the long term effects of poverty are our children. Assisting low income parents to access affordable transportation means an opportunity for the entire family to benefit from such things as more frequent outings, trips to the parks, the library, increased literacy rates, to participate in community events, visit more with family and friends on the other part of town, participate in active living, go to medical appointments or go to see a movie.

### **Quality of Life Indicators**

The Federation of Canadian Municipalities has developed Quality of Life Indicators for Municipalities. They can be obtained at [www.fcm.ca](http://www.fcm.ca). The indicators report that the gap between the low income earners and their ability to afford the basics of everyday life has dramatically worsened in the past few years. The rate of increase of housing, transportation, soaring vehicle insurance rates, food, services, the addition of service fees and energy costs has outpaced any cost of living increase by social services and outpaced the minimum and the low income wages.

In December 2004, Infrastructure Canada, with the principal objective of soliciting Canadians' opinions about their issues and priorities for community life, and coordinated by Infrastructure Canada (the Cities Secretariat) on behalf of an interdepartmental group, contracted the Strategic Counsel to provide a report on the findings of a national survey on Canadians' views of the quality of life in their communities. Other contributing departments and agencies included: Canadian Heritage, Social Development Canada, Human Resources and Skills Development Canada, the Atlantic Canada Opportunities Agency, Western Economic Diversification, Canada Economic Development for Quebec Regions, Transport Canada, the Canada Mortgage and Housing Corporation, Environment Canada and Citizenship and Immigration Canada.

The most surprising finding was how strong the consensus was, across regions, community sizes and demographic groups, as to the characteristics of the ideal community - an important starting point for long term policy development. The ideal town or city has high quality education, a thriving economy, green spaces, good transportation and affordable housing. Other characteristics, such as recreation facilities, an arts community, highly educated people and cultural diversity were viewed as secondary, but important, characteristics.

### **Four areas surfaced as being of most concern to Canadians:**

In order, these are: the environment, the local economy, community services and infrastructure, including public transit. Cultural issues and diversity were viewed as less important to overall quality of life. The four areas that make up a desirable community, and where performance falls short of the ideal, are affordable housing, modern infrastructure, public transit and quality educational institutions.

The study also revealed that Canadians view the contribution of volunteer groups as having the biggest impact on the quality of life in their communities, well ahead of the residents themselves, schools and educators and businesses. Consistent with findings in a later part of the survey, and with growing public cynicism about the efficacy of our elected officials to tackle complex societal issues, governments at all levels were not given terribly high marks with respect to their performance in addressing issues at the local level.

When quality of life declines in Cities, higher numbers of citizens including those citizens who are working at minimum wage or slightly higher live in poverty. In some cases, the Municipality may never agree to operate public transit especially if their City is small, human resources are limited and economic prosperity is uncertain. It will take a deep and fundamental understanding by the Council and City Management of the economic and social benefits that transit is providing to the City in order for them to agree to go into the next stage. Strong public support will be vital.

## 7. Expected Environmental Benefits

A qualitative summary of climate change benefits/greenhouse gas reductions/pollution savings resulting from the test project is given below. Our work was both directly and in-directly responsible for providing the encouragement, information, skills, knowledge required for citizens taking 32,538 single rides on the Bathurst Transit buses. The calculation below includes factoring in the emissions produced by the diesel powered buses.

### Reduction in GHG Emissions

32,538 rides times 5 km per ride = 162,690 km ridden.

Average GHG emissions by car = 0.377 kg CO<sub>2</sub> per km (typical mix of vehicle types)

Average transit GHG = 0.069 kg CO<sub>2</sub> per km.

Difference (GHG savings) = 0.308 kg CO<sub>2</sub> per km times 162,690 km = 50,043 kg CO<sub>2</sub> or 50 tonnes.

Doing it the simple way: 32,538 rides = 68 full-time daily riders  
(32,538/5 days a week/48 weeks/two for a return trip) times 50% of a tonne = 33,894 kg CO<sub>2</sub> or 34 tonnes.

Total Tonnes of CO <sub>2</sub> reduced based on 9.5 months of the test project:	34 tonnes
Total Tonnes of CO <sub>2</sub> reduced based on 12 months of operation:	42 tonnes per year
Total Tonnes of CO <sub>2</sub> reduced per year based on maturity projections:	168 tonnes per year

## 8. Municipal Environmental Performance

a. "Integrated Community Sustainability Plan": needs to be developed. It is a criteria of accepting the Transit Gas Tax revenues.

*An "Integrated Community Sustainability Plan" means any existing or new long-term plan, developed in consultation with community members, for the community to realize sustainability objectives it has for the environmental, cultural, social and economic dimensions of its identity. These plans and indicators help Municipalities make decision based on the "triple bottom line" principal of including economic, social and environmental targets and considerations in all decisions made by the Municipality to ensure long term sustainability of the community and quality of life of its residents.*

**b. Quality of Life Indicators:** need to be developed. Many Municipalities also have not yet done this exercise. It is a very informative process and provides assistance when developing priorities for sustainability. Our organization, Bathurst Sustainable Development, would like to assist and participate with our City and our citizens on the development of the Integrated Community Sustainability Plan. It will be important that a broad spectrum of representation from all walks of life in our community are engaged in the development of the long term vision and plan.

**c. Environmental Sustainability Guidelines:** need to be developed in terms of future water resources, land use planning and climate change impacts on infrastructure and properties.

**d. Transportation Demand Management System:** needs to be developed with long term goals and objectives that will assist in supporting the transit initiative and multi- modal transportation options. BSD would like to work with the City on this initiative.

## **9. Reaching Maturity: Barriers and Challenges**

It is expected that it will take three full years to reach maturity. We now have a great respect for the evolution of a new transit service and the statement that "transit is always evolving".

The occurrence of a transit bus system operating in our City has been for some citizens a fond reminder of beloved Canadian cities such as Montreal and for other a reminder of by gone days 35 years ago in Bathurst when it used to have North Shore Transport bus service operating. Many citizens report that Bathurst now actually feels like more like a bustling "real" city.

However, many other citizens appeared to have major challenges and many barriers to over come before they are comfortable or even begin to use the service. For these citizens many aspects of the operating and using of the service are not obvious to the rider and so must be explained. The rate of literacy challenges is also of great alarm in this region. Many citizens still do not carry the schedule with them. When visiting other cities, I noted that most riders have a mini version of the schedule either in their wallets, or attached to their backpacks etc.... Many of our citizens are still attempting to access the bus without referring to the schedules. Also, Halifax for example, updates their schedules and makes any necessary changes four times per year.

The plan is to synthesise all of the information collected during the test in terms of which times and runs work best and were favoured by riders, allowing for winter driving conditions, which areas are riding well, where the best routes are and then publish one schedule that can be used year round for the coming year. Our testing has been confusing at times to riders, but they have to understand that we must test and obtain the necessary reactions and information from the various things being tested in order for us to know what works and what does not work in the unique City of Bathurst.

The BSD staff spent hundreds of hours providing "Transit Ambassador" services individually to each of the new riders to explain the services, how to read the schedule and increasing rider confidence both on

the buses, out in the public and through the transit information line. This is necessary so that drivers are not invaded with questions and can instead focus on their driving and road safety.

Based on the rider counts, only about 1% of our 13,000 population in the city have started to use the bus service during the first 9.5 months of service. The potential for growth is vast but will take time. The confidence of citizens to begin to depend on the bus is directly linked to their concern and lack of assurance in weather or not the service will be in existence after March 31, 2006. Many 2-car families report that they would consider selling the second car and switching to transit for some of their transportation needs if they knew that it was going to be a permanent service or at least here for a few years.

Still, it is reasonable to forecast that rider counts could reach 150,000 to 200,000 rides per year or more once the service reaches maturity. The growth was steady each month but also impacted by weather, road and sidewalk conditions. The route travels primarily along the main roads since weaving into subdivisions was tested but took too much time in the schedule, some of these streets are not accessible to the large buses due to poor snow removal in the winter.

Many in our City, especially those who have high incomes and who do not intend to use the bus, are still unconvinced of the need for a bus service. This is unfortunate. Citizens tell us there were public leaders and others who were speaking negatively about the bus service even before it began operating. It is hoped that as the service matures public understanding of the need for transit will improve. Outreach education, is needed along with community engagement in the development of the Sustainability Plan and Quality of Life Indicators.

This exercise in examining the life in our City, our vision and needs for the future will bring many positive benefits to everyone.

### *Winter and Road Conditions*

Over the months since the pay per ride service began, we tracked and recorded a drop in rider numbers on storm days, during extreme heat waves and heavy rain days of close to 20%.

The snow storm which brought 70 centimetres of snow to our region and was followed by heavy rain 5 days later left public transit partially paralyzed for several days. Many of the side streets where we pick up passengers were not accessible to the bus due to lack of street widening, lack of snow removal, high banks on the corners of the streets and no sidewalks. In many areas along the transit routes there still were no safe sidewalks four days after the storm. It is imperative that the City prioritizes snow removal along the transit routes to not only ensure that transit can safely operate but also to ensure public safety.

## **10. Bus Shelters**

Riders experienced the “reality” of waiting for buses in the winter, with snow, freezing rain, bitter cold, slush and no bus shelters or benches. Shelters, placed along routes, between the naturally occurring shelters at major buildings, might help to increase rider counts in the winter months.

Shelters, which are an eligible expense under the Gas Tax Transit agreement, can provide a steady stream of revenue for transit systems. We had our first contract, slated for May 2006, from Statistics Canada. Unfortunately we had to cancel the contract since our service has been interrupted.

Each shelter, depending on the add on features selected, cost \$8,000 installed with electrical included and \$5,000 without electrical. There are also options of corner kiosks and benches to hold poster ads. Since several of the Bathurst Transit route streets are also Provincial highways advertisers would be very interested in this “new emerging region”. Unfortunately no one would book ads with us until we have confirmation that the service is resuming and that the shelters are installed.

## **11. Managing the Service**

We must admit that as citizens, BSD, the drivers, the riders and non- riders, the City and everyone involved were on a huge learning curve to set up and operate the system but we learned a great deal.

For some citizens it was if we had invented something never before see on planet Earth. The first three months were a blur and required double the human resources that we had available to help everyone. So many people have problems reading in our City we had to be very sensitive to their needs.

Many car and truck drivers detested the buses. Some even attempted to run into them!

As a manager, I was faced daily with challenges of my own to try to accommodate the needs of the service and citizens, manage 5 drivers, complete the volumes of project reporting, help with citizen’s orientation, press, be on supervisor duty 12 hours per day and attempt to attend to all of the project activities. Our drivers, project assistants and riders managed to keep their sense of humor, most of the time, and for that we were very grateful.

Our riders were stable and firm supporters of the service and the atmosphere on the buses was that of community in motion. Many riders expressed the sense of freedom and lifting of oppression from finally having transportation that they can afford so that they can get out and around the City. Still others commented that they had not seen the other side of the City for many years. Store clerks and operators commented that there were people getting off the buses that they used to only see once a month but now were seeing a few times a week. We met many families in great need on the buses. We also saw many working citizens enjoying being able to take the bus to work and back or to visit family and friend or go to a movie. Still many others expressed relief at finally having a means of addressing climate change and contributing to a clean environment. Regular cab fare from East Bathurst to the theatre is \$20 return fare.

### *Schedules*

The various methods of presenting the schedules also posed a challenge. If we had started with a schedule that simply gave a few times for a few of the top destinations along the route riders would have been totally lost and would have had no idea what time to go wait for the bus. The entire concept of how the bus travels and where it goes next took a substantial amount of time for citizens to grasp onto. Once one of us individually explained it to them it was like a lightning rod- they finally understood. Then they were independent and were comfortable using the service.

There are many other potential riders in our city who seem to be too shy or embarrassed that they do not understand how to use transit, to ask for help in learning to ride the buses. In time, as enough citizens understand the schedule they will tell two friends and then they will tell two friends and so on.

The first schedule that was designed by Dupont for us required that 100% of all riders had to transfer at the transfer station if they wanted to visit the other side of the City. We proceeded to mail this schedule out in all of the water bills a few weeks before the service started. We began to receive many complaints about citizens not understanding the schedule.

After we tested it with a few tours and riders in May and we soon learned that this would cause a problem and unnecessary confusion for riders. At the 11 the hour, four days before the official launch of the service, the drivers and Transit Manager designed a schedule that required that no one need use a transfer. It also included a list of each stop that the bus made along the route in order of “where the bus is going next”. This saved a lot of confusion but of course now we had 5300 residential properties in the City with invalid bus schedules that had been mailed out in the water bills.

The project was delayed in our time for launching preparation by various reasons including a delay in final contracts and receiving the buses. This impacted the time that we should have had available to ease into things, to allow our drivers time to test our service with both buses and with riders on board. This meant that all of this testing had to take place after the launching.

The project was cut short by almost three weeks and denied continuing on to see our first spring when, as was apparent in from the counts in early March, rider ship would be higher.

NHI had offered additional funding to allow the test project to extend until June 30 to allow us to see a full 12 months and all four seasons of service. This funding was lost when Council voted to shut the project down early, therefore we did not have the opportunity to see the spring rider counts.

### *The Plant*

We have identified the need for the buses to have indoor shelter from November until March or April. It is simply too difficult to get windshields cleared for road safety, do the necessary cleaning of the buses and driver road checks if they are outdoors in the winter. The buses were stored in a rental building from November to March.

### *Training*

Dupont provide a two day training session with Transit Staff and Drivers.

We were very fortunate to have excellent skilled drivers. However, even for very experienced drivers, the start up of the new service held many challenges. The level of understanding by the riders of how a transit system works, scheduling, bus stop locations, major literacy issues were our greatest challenges. It took a great deal of patience from our drivers and this was very stressful for them at times.

Professional Development and Training for Managers is available from the Canadian Urban Transit Association on a wide variety of topics. They have many courses, seminars and workshops. The Atlantic Transit Manager and Transportation Demand Management providers in Atlantic Canada meet regularly and provide a high level of insight and information. Attendance of transit managers at National transit conferences and regional meetings is critical in order to be well informed and to identify best practices in the industry.

### *Monthly Passes*

To our great surprise, most citizens paid their fares in cash instead of taking advantage of the monthly pass (unlimited rides) which also was discounted during the holidays as a “Holiday Special” from \$100 to \$85.00. Many people said they simply do not have \$100 at the beginning of each month but many others



also express a lack of confidence in the permanency of the service and say they will feel more comfortable purchasing a monthly pass when they know the service will still be in operation after March 31, 2006. Many others reported that they simply could not pay out the total amount for a monthly pass at the beginning of each month.

Monthly Passes were pro rated so that if you purchased your pass midway through the month, the price was discounted.

We began by printing separate student and seniors monthly passes but it soon became apparent that few citizens were going to make any heavy investments until the future of the service was confirmed.

#### *Transit Pass Vendors and Communication*

Statistics from the Canadian Urban Transit association show that the more locations transit passes are available for sale the more it encourages rider numbers. It is important to find facilities and or partners in your City who have security at their buildings and who are willing to be transit pass vendors. For the test project we sold our passes at City Hall, the K.C. Irving Civic Center and at Jean Couth. The City has an internal electronic accounting service that is linked by GL code to the financial transactions of their front desk counters at both City Hall and K.C. Irving. When transit passes were sold the sale was entered into the Cities accounting programs. Jean Couth, a local pharmacy also had a coding system so that cashiers could enter the sale of the passes into their electronic sales programs. This provided an enormous assistance to the transit service.

We established a Transit Information line where riders could call for basic information such as times of service and could leave a detailed message. Our staff would then return the call within one day. We received a total of 256 calls to the Transit Information Line and over 200 more calls to the BSD office, drivers and staff home numbers.

However, despite this service being available, the City was inundated with calls and inquiries. We have no way to count or record the total number of calls to City Hall requesting transit information. Even though we set up a transit information line and published the phone number on all schedules many people still called City Hall seeking information. We did not anticipate the heavy burden that this would place on City reception services. Since none of the City staff had used the service they had some difficulty answering the public's questions at times.

#### *Revenue Processing*

Cash revenues can be processed by contracting a bonded security service however this can cost between \$6000 to \$10,000 and more per year depending on the amount of revenue that needs to be processed. During the test project, teams of two and three Transit Management staff would come together once per week to empty the coin vaults on the buses; roll the coins and make the weekly deposit. We developed weekly deposit sheets that required three verifications by two transit staff and one City employee. In this manner there was a verification, proper accounting and security of all cash revenues.

#### *Complimentary Pass Distribution and Free Ride Month*

During the free ride month in June, the buses were packed with high school students who were quite excitable and very loud. Mature riders complained about the noise and the "foul language being used". Once the free ride period was over, 85% of the students who had been riding stopped.

Other citizens were furious to learn that some citizens were being given free passes as part of the Complimentary Pass Program to Family and Community Services and the local National Homelessness Association groups and they were not being given any. Despite the fact that all citizens were given an entire month of Free service in June, despite the fact that many of the recipients of the free passes were the most vulnerable in our community, these angry citizens boycotted using the bus and began calling it a “welfare bus”.

In December the MOU for Complimentary Transit Passes with Family and Community Services was completed. They then began to purchase single ride tickets for their clients. It appears that the local FSC and Social Services offices have no local annual data on how many individual transportation trips they provide. The transit test was providing them with an opportunity to obtain this local data by comparing it to how many transit single ride tickets they distributed and purchased. Unfortunately they only had the opportunity to engage in purchasing passes for three months from December to February.

FCS purchased all sheets of 10 single rides. There purchases were as follows:

December 2005:	\$200
January 2006:	\$400
February	\$900
March	\$100

There was a reduction in the number of riders once the MOU with FCS ended.

A letter of support was obtained from FCS stating their support for transit and confirmed commitment for purchasing passes for the 2006-2007 fiscal year, if transit continued would be \$4,000 for the year. In February they stated that they would have to double this amount since they were identifying that their total number of clients per month who receive transportation assistance is higher than they had expected and that their monthly purchases would be more like \$800 per month. However, they did not send this revised letter to us before Council made the announcement that they were shutting transit down. It will take time for FSC to modify their system to switch from their business as usual transportation services which have a much higher costs to public transit. The availability of this less expensive service can provide a cost reduction for Family and Community Services and Social Services.

The MOU to Family and Community Services (FCS) provided 16,666 single rides or 8333 round trip tickets from July 2005- November 30, 2005. FCS distributed these tickets to their various caseworkers and departments for distribution to their clients.

The MOU ended November 30 with a return of slightly more than 65% for a total of 10, 029 FCS single ride tickets being used by their clients and returned to the coin boxes on the buses. One ticket was required each time a client got on the bus. This translates into 5014 round trips between July and November 30 at an average of 1002 round trips per month or 1002 FCS clients per month who were assisted with their transportation needs by public transit.

The MOU to regional Homelessness Association groups provided for 16,666 single rides between July 2005 and March 31, 2006. The passes are being distributed by the local National Homelessness Association. They chose to have some monthly passes instead of all single ride tickets. In total they have been provided with 135 monthly passes totalling \$13,500 and a total of 12,190 single ride tickets for a total of \$36, 570 bringing the total passes provided to them of \$50, 070 which fulfills the MOU. The monthly passes are delivered to them each month as they are printed. Unfortunately we were unable to give them their monthly passes in March. Instead they were advised to use up their single ride tickets.

It is impossible for us to track and report on the number of times a monthly pass holder uses their pass and rides the bus and so we can only report on the number of monthly passes the project provided to NHI. We are expecting an internal report from the local NHI and its Associations on the distribution of the passes, type of user groups assisted and the benefits they identified.

The return of the NHI single ride tickets was able to be easily tracked and reported. 4650 single ride tickets provided to NHI were returned in the coin box from July 2005 until March 15, 2006 for an average of 581 single rides or 290 return trips per month. The number of tickets returned to the coin box each month was fairly consistent.

This can be interpreted into meaning that the local and regional NHI Association members, who received the NHI transit tickets, assisted 290 at risk or homeless citizens per month with their transportation needs between July and March 15, 2006.

The financial impact on rider fares during the first 6 months of the test project from the MOU's has been significant. In hind sight, it would have been best to reduce the two Mou's to \$25,000 each or less. We believe that the sales of passes and cash fares to the coin box might have brought in another \$20,000 to \$25,000 from July to December if the MOU's had been smaller. Due to the large number of single ride tickets that were in circulation some "exploitation" of the complimentary passes given to the FCS and NHI clients occurred. Riders who might otherwise have paid to ride were traveling on some of the MOU tickets which they "somehow" obtained even though they were not given the tickets by either FCS or NHI.

## **12. Project Activities Report**

### ***The How to Guide***

The How to Guide was completed on April 28, 2006.

Peer Reviewers were:

1. Andre Doucet, City Manager
2. Marc Losier, Director of Design and Construction
3. Lise Ouellette, City Councillor
4. Max Herold, BSD Associate
5. Mike Ashman, Project Supervisor, MOST
6. David MacIssac, MOST
7. Ben Campbell, MOST

The document will also be sent to four small transit providers in Canada for comments. 100 paper copies will be printed once the final comments are received and incorporated

1 electronic copy will then be posted online on the BSD web site at [www.bathurstsustainabledevelopment.com](http://www.bathurstsustainabledevelopment.com)

4 external website with links to the guide posted on the BSD website

### ***The Companion Program***

32 formal Companion Tours were conducted by BSD with a total of 338 persons in attendance. The tours were conducted between May 1 and June 5, 2005.

We only received our second bus 2 weeks prior to starting the transit system and the third bus the day of starting the service. This limited the time we had available to conduct companion tours since our one bus available was involved in road ready maintenance, testing and timing routes, bus stop preparation etc.... Group tours appeared to be a problem to book. People working in offices and businesses said they could not leave work to take a tour.

Groups such as the Canadian National Institute for the Blind, the Ideal Center for Challenged Adults and the Homeless Shelter continued as Transit Companions to provide their own Companion Tours after we conducted orientation with them and took some of their staff and clients out on their first tour. CNIB cardholders were able to ride free on Bathurst Transit. There may have been other groups who also did this but they did not inform us.

Once transit started on June 6 our focus quickly was required to turn to a more “one on one” Transit Ambassador” style program rather than conducting group tours. There were so many people who could not understand the system it was totally over whelming both for us and for the drivers. Citizens had no idea which side of the road to stand on, how to read the schedule etc...So we had to switch our focus to one on one individually assisting riders on the buses. We set up rotating staff schedule and had one of us on at least one bus for at least 6 hours per day from June until the end of early September to help people with orientation and answer their questions.

Our staff have now assisted over 10,000 individual citizens, office groups, workplace groups, schools with learning to read the transit schedule and with personal orientation while either on the bus, at their place of work or at our bus stops.

We also have visited over 50 businesses and employers to conduct presentations and information sessions of how to read the transit schedule and to provide information and orientation to the new service. Our project assistants revisit these locations every couple of weeks to ensure they have a steady supply of bus schedules and transit information flyers.

338 persons in attendance during Companion tours and 80% stated during the formal companion tours that they had a better understand of how to use the transit system. Many of the people on our formal companion tours were seniors. Only about 30% of the seniors identified that they felt physically strong enough to use the bus service independently more than occasionally. 20% of the people on the tours feel that they will use transit regularly.

The other 50% all stated that they thought it was a great service for those who need it but that they themselves have a car and will still use their car.

***Name the Bus and Logo Contest: 26 submissions received***

26 name suggestions received

6 ads promoting the contest

15 news stories

Logo selected, winner was Louise Theriault (see attached Logo)

Name selected: Bay Transit.

The winner was Andrew Bullen of Bathurst who is attending college in Moncton, NB.

***Communications***

Over 8,000 transit schedules with transit maps have been distributed

Over 10,000 transit tips information flyers were distributed

At last count, over 60 media stories on public transit have been aired or published in our City including three weeks of three different short stories about the Bathurst Transit Service aired 3 times per day for 5 days per week on Rogers Local.

Public transit is a “hot news” item in our City now. All media, news stations, Provincial and local papers of both languages, plus Radio Canada TV, Letters to the Editor, cover all of the transit stories.

Citizens held a Transit Rally to try to persuade Council to restart Transit in our City.

Citizens presented a petition to Council with 1008 signatures in support of transit.

Bathurst Transit was published in Forum, the CUTA magazine and the Bus Industry History Magazine.

CBC Radio taped and played nationally a moving story on Public transit in our City.

10,035 surfers visited the BSD web site Transit pages from May 2005 until February 2006. We do not have the report yet for the month of March.

97,246 visitors in total visited the BSD web site from March 2005 until February 2006.

### ***Weekly Draws for Transit Incentives***

193 sheets of 10 single ride sheets were distributed to citizens.

The draws were drawn from the list of citizens who placed their names in a basket for the weekly draw. The weekly draw has been made since the beginning of the transit service which operated from June 6, 2005 until March 15, 2006. The draws were made at our Environmental Resource Center which is open on Saturdays and located at the Bathurst City Farmer's Market. Names of persons in attendance at transit presentations and Companion tours were also entered in the draws. At the Resource Center is a transit information center with schedules, maps and other transit information for the public.

### ***Employer Discount Transit Pass Program***

Client Logic Call Center which has 350 employees, agreed to register to participate in the Commuter Challenge- Employer Pass Deduction Program. However, even though Client Logic said they would register they did not complete setting up this program internally and shortly after they agreed to participate was when the rumours about us shutting down in March began to surface. These rumours did not come from us. This killed any further interest in Client Logic to participate in the program. They said as everyone else did "maybe later" when we know if there will still be transit service or not after March. Can Jet and two other Call Centers were also approached about this program this month. Between the other three Call Centers there are approximately 700 employees.

Due to the uncertainty about the longevity of the service and its existence past March 31, 2006, the final decision of the above employers and any other employers we approached was that they would not agree to register or participate in the employer pass deduction program at this time. They all expressed interest and said maybe next year if the service is still operating they would agree.

Unknown to us during the Urban Transit Test Project, was the fact that there were some citizens in our City that were publicly spreading the message that once the test project was completed and out of funding transit would be shut transit down by the Council in March. It seems that this decision was being pre-determined by some even before the results of the test project were known. It also appears that the businesses heard this message as well and that this influenced them not to participate in the Employer Program.

### ***The Regional Fleet Assessment Project***

BSD has received funding from Moving on Sustainable Transportation to conduct what is called "A Regional Fleet Assessment", in which we will identify the potential, conduct consultations, prepare service options and route options as well as cost projection on the topic of the potential for a transit link to five municipalities near Bathurst where many of the citizens of these Municipalities work and come for appointments to the City of Bathurst. Family and Community Services have expressed a great interest in us extending future bus services to these areas.

Two meetings were held one with the Mayor's Forum and one with representative of the various Municipalities to introduce the Transit Link idea to them and to gain insight as to their interest and support for this idea.

We have received a letter of unanimous support from the Mayor's Forum from all five Municipalities along route 134 (which is a straight line route) near Bathurst for this initiative.

If the Regional Fleet service, of most likely one or two buses, which may also include a series of park and ride facilities, is implemented then it is possible that rider counts would greatly increase. There are several servicing options for the Regional Fleet. One option may be a community bus that brings riders from the Belledune to Beresford areas to meet and transfer onto the City bus and vice versa.

The surrounding 5 Municipalities from Beresford to Belledune (all within a 40 minute radius of Bathurst along route #134) have expressed interest in supporting BSD conducting a feasibility study on the potential to establish a Regional Fleet transit service which would connect these communities with the City of Bathurst transit system.

Total population for these combined Municipalities is approximately 12,000. Average fuel costs to travel to and from the City range between \$40 per round trip to \$10 per round trip depending on your type of vehicle, departure and destination points. The majority of the residents of these communities commute to the City of Bathurst daily for work, shopping and appointments.

BSD will conduct all consultations; prepare all project materials in both official languages. We will time and test the Regional Fleet options. We will collect data and information about our target user groups as possible, critical information pertaining to the financial operations of the service, population size, leasing options of the buses and energy options for the buses (diesel, natural gas, hydrogen, electric, and hybrids) and insurance requirements, proposed bus route, location of bus stops, hours of operation, necessary signage, and schedules and the requirements and laws of all Provincial, Federal and Municipal transportation policies.

We will also be assessing the financial sustainability of the system . A staggered rider fare, based on distance traveled, may be required.

The Regional Fleet Assessment Project begins May 1, 2006 and will be completed March 31, 2007.

### **Summary of Recommendations Follows**

### 13. Summary of Recommendations

As a result of the Test Project results, the many letters and verbal expressions of support received by the City from citizens and businesses, along with 1008 signatures on a petition submitted to Council by City residents in support of the need for affordable bus service to be available in our City and the fact citizens chose to ride the bus for a total of 32,672 single rides during the test project which demonstrates a need for the service, Bathurst Sustainable Development recommends that the City support the implementation of a small transit service.

It is recommended that Council approve:

1. The implementation of a public transit system based on Option # 3 as described in this report;
2. That the management of the system is delegated to a municipal Commission established by the City and comprised of members from the City and the various interest groups throughout the community or that the City Assist in the development of an incorporated Community Transit Association to operate the service.

3. That the Service Features be:

~ Hours of Service:

~ 7am- 6pm Monday to Friday;

~ Frequency of Service:

~ 60 minute service during all operating hours

(Note: the design of the routes is such that 30 minute service is always provided in the common area of the route in the St. Peter Ave. and central commercial corridor);

~ That the City purchase two transit buses with the capacity to seat between 35 to 42 riders and rolling stock (parts) for these buses using the special Gas Tax Transit funds provided by the federal and Provincial governments through the Infrastructure Canada Transit Gas Tax Funds Transfer Agreement;

~ That the City formally requests that 20% of the Gas Tax funds be allowed to be used for “other” project costs;

~ That the City consider using some of the gas tax monies to purchase and install 10 – 15 shelters throughout the City to allow for a revenue stream to be developed to support transit from advertising revenues;

~ Fare Structure as follows:

- \$3.00 cash fare;
- \$2.50 for Student and Seniors
- \$27.00 for sheets of 10 ride tickets
- \$65.00 for Monthly passes (increase if Saturday service is added or frequency of service is increased later)



## 14. Documents Available

Project Reporting Table  
Transit Information Line Records  
Transit Business Survey Report  
Transit Client Logic Survey Report  
Transit Can Jet Survey Report  
Media Clippings  
Bathurst Transit Schedules  
Bathurst Transit Map  
Logo Winner  
Samples of Transit Passes, Schedules  
Presentations and Materials Distribution Report

On behalf of the City of Bathurst, Bathurst Sustainable Development and the citizens of Bathurst we wish to express that we are most grateful for the extensive support given to this project by the City of Bathurst, the National Homelessness Initiative, the Federation of Canadian Municipalities, Transport Canada, the Canadian Urban Transit Association, our many community partners and our loyal and faithful transit riders!

*Public Transit...where ever life takes you!*

*CUTA*

### **For more Information please contact:**

The City of Bathurst, Andre Doucet, (506) 548-0415 [city@bathurst.ca](mailto:city@bathurst.ca)

Bathurst Sustainable Development, Brenda Kelley, (506) 548-2106

[rosewood@nbnet.nb.ca](mailto:rosewood@nbnet.nb.ca)  
[www.bathurstsustainabledevelopment.com](http://www.bathurstsustainabledevelopment.com)

**Part B: Section II - Project Reporting Table**

Please identify the results and benefits of this project. To what extent did this project meet the goals, performance indicators and targets identified in Schedule A (Project Planning Table)?

Activities	Goals	Performance Indicators	Targets	Results (If the goal is not met, please provide an explanation as to why it wasn't)
<p>1. Write and Publish a "How to Guide and Accompanying Companion Programs for a Public Transit Bus Service in a Small City" that follows the experience of conducting a feasibility study and setting up transit service in the City of Bathurst</p>	<p>Publication of printed document Comments, feedback from peer reviewers.</p>	<p># of peer reviewer comments from key stakeholders</p> <p># of copies of guide printed</p> <p># of electronic copies available (on line, by email and/or on CD)</p> <p># of websites with guide available</p> <p># of small transit systems that approve the How to Guide as a useful resource</p>	<p>6 sets of peer reviewers comments from key stakeholders</p> <p>Final Public Document- 100 copies printed (After the first 100 printed copies are distributed, additional copies will be sold at their cost to print price.)</p> <p>1 electronic copy available online, by email or by CD</p> <p>4 websites with the Guide available; will post document on other web sites: NBEN, CUTA, BSD web site, City of Bathurst transit web site</p> <p>4 small transit systems that approve the How to Guide as a useful resource</p>	<p>Peer Reviewers:            Andre Doucet, City Manager,            Marc Losier, Director of Design and Construction,            Lise Ouellette, City Councillor, ,            Mike Ashman, Project Supervisor            Ben Campbell            David MacIssac            Councilor Pat Duffy            The OTC Team in Ottawa</p> <p>100 copies printed</p> <p>1 electronic copy online</p> <p>4 website with links to the guide posted on the BSD website</p> <p>4 will receive the How to Guide along with a letter asking for comments</p>

<p>2. Conduct a “Name the Transit and Logo Contest</p>	<p>To identify a suitable name and logo for the transit service and to provide information on the new transit service</p>	<p># of logo suggestions # of name suggestions # of ads promoting the contest # of news stories on the contest # of logos and names selected by consensus of the transit steering committee # of promotional brochures containing the route map distributed # of media stories about the transit service</p>	<p>50 logo suggestions received 100 name suggestions received 6 ads promoting the contest 15 news stories on the contest 1 logo and 1 name selected by consensus of the transit steering committee 8000 promotional brochures containing the route map distributed 60 media stories about the transit service</p>	<p>26 submissions received 26 name suggestions received 6 ads promoting the contest 15 news stories Logo selected, winner was Louise Theriault Name selected: Bay Transit, winner Andrew Bullen Over 8,000 transit schedules with transit maps have been distributed At last count, over 60 media stories on public transit have been aired or published in our City including three weeks of three different short stories about the Bathurst Transit Service aired 3 times per day for 5 days per week on Rogers Local. Public transit is a “hot news” item in our City now. All media, news stations, Provincial and local papers of both languages, plus Radio Canada TV, Letters to the Editor, cover all of the transit stories. Citizens held a Transit Rally to try to persuade Council to restart Transit in our City. They obtained 1008 signatures on a petition in support of the need for transit to continue. Bathurst Transit was published in Forum, the CUTA magazine and the Bus Industry History Magazine. CBC Radio taped and played Nationally a moving story on Public transit in our City.</p>
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<p>3. Conduct a Weekly Contest for a Free Month Transit pass</p>	<p>To increase knowledge of the new service and an increase in the level of ridership of the new service.</p>	<p># of free one-month passes distributed</p> <p>% of free pass recipients who feel more comfortable and better informed on the available transit service</p> <p>% of free pass recipients who feel they will purchase a monthly pass in the future</p>	<p>52 Free One-month passes distributed.</p> <p>80% of free pass recipients feel more comfortable and better informed on the available transit service</p> <p>50% of free pass recipients feel they will purchase a monthly pass in the future</p>	<p>193 sheets of 10 rides each 10 Free one month passes</p> <p>A weekly draw has been made since the beginning of the transit service operating for 4 sheets of 10 rides. There were no draws made 4 Holiday weeks and or weekends. The draws were made at our Environmental Resource Center which is open on Saturdays and located at the Bathurst City Farmer's Market.</p> <p>We decided to change from the monthly pass to the sheets of 10 rides so that our incentives could assist and reach more citizens at the start up of the service.</p> <p>People did not purchasing the monthly pass. For some reason we cannot make them understand the economic savings they will get from using a Monthly Pass as opposed to paying cash. Some also said they did not have the full amount of cash at the first of each month. Monthly passes were pro rated each month.</p> <p>80% of non subsidized riders are still paying cash fare of \$3.00 per ride.</p> <p>Many riders express their concern about if the service will still be here after the end of the test project and that they might be inclined to purchase a monthly pass once they know for sure the service is here to stay.</p>
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<p>4. Conduct a Commuter Challenge between Employers</p>	<p>To provide monthly transit pass to commuters at a subsidized fare in order to increase the participation of employers in support public transit</p>	<p># of employers enrolled in an Employer Pass Program and committed to allowing their employees to purchasing monthly transit passes via weekly payroll deductions</p> <p>100 employees of businesses enrolled in the program for payroll deduction transit pass purchasing.</p> <p># of employers enrolled in the Employer pass Program who are committed to purchasing monthly transit passes at the regular rate and then reselling them to their staff at a 10-15%</p> <p># of employees of businesses enrolled in the program for transit pass</p>	<p>12 employers enrolled in the Employer Pass Program and committed to allowing their employees to purchase monthly transit passes via weekly payroll deductions</p> <p>50 employees of businesses enrolled in the program for weekly payroll deduction transit pass purchasing.</p> <p>12 employers enrolled in the Employer Pass Program and committed to giving a 10-15% subsidy in the price of the pass to their employees</p> <p>50 employees of businesses enrolled in the program for payroll deduction transit pass purchasing at a subsidized rate.</p>	<p>Client Logic Call Center has 350 employees. We worked with their Manager, Terri Ouelette to have their company registered to participate in the Commuter Challenge- Employer Pass Deduction Program. Can Jet and TNS Call Centers were also approached. Between the three Call Centers there are approximately 700 employees.</p> <p>Due to the uncertainty about the longevity of the service and its existence past March 31, 2006, the final decision of the above employers and any other employers we approached was that they would not agree to register or participate in the employer pass deduction program at this time. They all expressed interest and said maybe next year if the service is still operating they would agree. Unknown to us during the Urban Transit Test Project, was the fact that several citizens were publicly spreading the</p>
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<p>5. Conduct “The Companion Program”</p>	<p>To assist citizens of the City of Bathurst to make a positive transition in their life styles and modes of transportation to reach a level of comfortable independence in riding the public transit bus service and an increase in the capacity of citizens to independently ride public transit</p>	<p># of group tours # of people on each tour total # of people on tour % of people on tours who better understand public transit service and sustainable transportation in general % of people on tours who feel they will use the transit service occasionally (approximately 3-4 times per month) % of people on tours who feel they will use the transit service regularly (approximately 3-4 times per week)  # of Presentation conducted</p>	<p>100 group companion tours of 25 persons each  2500 people participate in tours  80% of people on tours better understand public transit service and sustainable transportation in general  30% of people on tours feel they will use the transit service occasionally (approximately 3-4 times per month)  50% of people on tours feel they will use the transit service regularly (approximately 3-4 times per week)</p>	<p>message that once the test project was completed it would be shut transit down by the Council. It appears that the businesses heard this message as well and that this influenced them not to participate in the Employer Program.</p> <p>To date: <b>32</b> formal Companion Tours have been conducted. We only received our buses 2 weeks prior to starting the transit system. This limited the time we had available to conduct companion tours. <b>328</b> persons attended the Companion tours Once transit started on June 6 our focus quickly was required to turn to a more “one on one” Transit Ambassador” style program. Our staff have assisted over 10,000 individual citizens, office groups, workplace groups, schools with learning to read the transit schedule and with personal orientation while either on the bus, at their place of work or at our bus stops. There were so many people who could not understand the system, which side of the road to stand on, how to read the schedule and were weak in their reading abilities so that our total focus had to be to individually assist riders on the buses. Due to the high level of “literacy” problems.</p> <p>We conducted a total of 58 transit presentations. Many of the people on our formal companion tours were seniors. Only about 30% of the seniors identified that they felt physically strong enough to use the bus service independently more than occasionally.</p>
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<p>6. To test operating a full transit service with two routes from 7 am- 7 pm, Monday to Sunday for a minimum of 10 months</p>	<p>To test public response to the design and frequency of a small transit service</p>	<p># of monthly passes sold during the last 7 months of the test project # of respondents who respond they are satisfied with the service provided</p>	<p>344 monthly transit passes sold during each of the final three months of the test project</p> <p>400 positive respondents in an "on the bus survey"</p>	<p>Only about 20% of the people on the tours feel that they will use transit regularly. We did not do formal measurements of this response. An average of about 50% all stated that they thought it was a great service for those who need it but that they themselves have a car and will still use their car.</p> <p>We set up a staff schedule and had one of us on at least one bus for most hours of the day from June until the end of August to help people and answer their questions. We also have visited over 50 businesses and employers to conduct presentation and information session of "how to read the transit schedule" and on the new service design. Our staff went to these locations each month to ensure they have a steady supply of schedules. And information flyers and to continue to assist new citizens to learn to understand how to use the service.</p> <hr/> <table border="0"> <tr> <td>Daily Passes (cash to the coin boxes)</td> <td>\$26,151.93</td> </tr> <tr> <td>Book of Ten Single Ride Tickets</td> <td>\$10,158.71</td> </tr> <tr> <td>Monthly Passes</td> <td>\$7011.96</td> </tr> <tr> <td>Advertising</td> <td>\$13,026.08</td> </tr> </table> <hr/> <p>The "on the bus" survey was scheduled to be conducted during the month of March 2006. City Council announced in late February that they were ending the bus service March 15. The survey did not get conducted. However, we did conduct three other unscheduled additional Transit surveys during the project.</p>	Daily Passes (cash to the coin boxes)	\$26,151.93	Book of Ten Single Ride Tickets	\$10,158.71	Monthly Passes	\$7011.96	Advertising	\$13,026.08
Daily Passes (cash to the coin boxes)	\$26,151.93											
Book of Ten Single Ride Tickets	\$10,158.71											
Monthly Passes	\$7011.96											
Advertising	\$13,026.08											

<p>7. To test the two routes recommended by the consultant to determine if the coverage they provide is adequate to satisfy public demand for a transit service in the City</p>	<p>To determine if a two bus system can effectively provide a high enough level of service during peak and normal operating periods in both winter and summer</p>	<p># of days that transit was operating on time and with enough capacity to support rider capacity</p>	<p>200 days maintaining 30 minute service along Sunset, St. Peter, University, Main Street, King Ave.</p>	<p>The results are:</p> <table border="0"> <tr> <td>Client Logic # surveys distributed</td> <td>300</td> </tr> <tr> <td># Surveys returned</td> <td>89</td> </tr> <tr> <td>Can Jet # of surveys distributed</td> <td>200</td> </tr> <tr> <td># of surveys returned</td> <td>108</td> </tr> <tr> <td>Businesses # of surveys distributed</td> <td>100</td> </tr> <tr> <td># of surveys returned</td> <td>22</td> </tr> </table> <p>When Council voted to not continue transit, citizens and transit riders did a petition and submitted letters of support to the City asking that they allow transit to continue.</p> <p>The City tells us they received 1008 signatures on a petition in support of keeping public transit operating in our City.</p> <p>We know that the City also received letters of support for keeping transit operating from the Chamber of Commerce, Tourism Chaleur, Staples Business Depot, several citizens, the Village of Allardville, our local MLA, Yvon Godin, MP, and several others however we have not been provided with details of the additional actual total numbers and sources of letters of support received.</p> <hr/> <p>30 minute service maintained 160 days Hourly and 30 minute mixed service maintained for 61 days</p> <hr/> <p>Total days of operation 221</p> <hr/>	Client Logic # surveys distributed	300	# Surveys returned	89	Can Jet # of surveys distributed	200	# of surveys returned	108	Businesses # of surveys distributed	100	# of surveys returned	22
Client Logic # surveys distributed	300															
# Surveys returned	89															
Can Jet # of surveys distributed	200															
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Businesses # of surveys distributed	100															
# of surveys returned	22															



<p>8. To conduct a pre assessment of the potential for a regional fleet to be implemented in the nearby communities.</p>	<p>To identify how many buses already are owned by surrounding communities, their level of use and the support of the communities to explore in further detail the establishment of a Regional Fleet</p>	<p># of communities who offer to have their community bus coordinated into a Regional Fleet or agree to acquire a bus for the Regional Fleet</p> <p># of communities confirmed to participate in a Feasibility Study</p> <p># of community consultations conducted</p>	<p>4 buses offered for use as the Regional Fleet</p> <p>4 Communities committed to participating in a feasibility study on the viability of a Regional Fleet</p> <p>Consultations with 12 communities</p>	<p>No buses offered although Beresford has a community size bus</p> <p>5 communities confirmed through letter of support from Mayors Forum</p> <p>5communities: consulted with Mayors</p> <p>1 community tested with Transit Link service: Town of Beresford</p> <p>More extensive consultation will be done during the Regional Fleet Assessment project this year.</p>
<p>9. To assist the vulnerable by introducing them to an affordable and effective means of transportation and to provide Health and Family Service an introductory period to assess if the service is of benefit to their</p>	<p>To assist the homeless and "at risk" to be able to access support services in the Community</p> <p>To encourage Health and Family Services to become a major paying client of the transit service after the test project is completed by helping them to make the switch from paying for taxi's, contracting private drivers and vehicles to paying for public transit passes for their clients transportation needs</p>	<p># of transit passes distributed to the "vulnerable"</p>	<p>A project total of 500 monthly passes distributed to Health and Family Services or 1376 weekly passes during the transit test project.</p>	<p>16,660 single ride tickets given to FCS 10, 029 FCS single ride tickets were returned in the coin box</p> <p>FCS purchased from transit 1500 single ride tickets at a discounted price of \$2.00 from December 1 to February 28, 2006</p>
<p>10. To assist the homeless and "at risk" by introducing them and providing to them an effective means of transportation</p>		<p># of homeless persons who receive a transit pass and use the service</p> <p># of "at risk" persons who receive a transit pass and use the service</p>	<p>300 days that free transit passes and transit services were provided to the homeless</p> <p>300 days that free transit passes and transit services were provided to the 'at risk" persons</p>	<p>221 total days of transit service</p> <p>221 total days of transit service</p>

<b>Actual Risks</b> <ul style="list-style-type: none"> <li>Lack of participation by citizen</li> </ul>			<b>Risk Management (how were the actual risks managed?)</b> <p>Allow adequate notification, details to help ensure better participation rates.</p> <p>Clearly present the business case and life style advantages of public transit and its benefits to the citizens, organizations and businesses and the earth.</p> <p>Make pass purchasing accessible and convenient</p> <p>Ensure bus stops are “snow” free</p> <p>Allow ample time for citizens to ride the bus at “no charge” during Free transit period to help them become familiar and confident that the service can meet their commuting and other needs for transportation</p>	

Purchase 2 buses (1 for a spare)													
Year	Option 3						Year 1						
	2006	2006	2006	2006	2006	2006	2006	2006	2006	2006	2007	2007	2007
Month	April	May	June	July	August	September	October	November	December	January	February	March	Total
<b>Wage Costs</b>													
Project Staff	4647	4647	4647	4647	4647	4647	4647	4647	4647	4647	4647	4647	55,764
Project Staff MERC's													
Project Participants													
<b>MERC's</b>													
<b>Total Wage Costs</b>	4647	4647	4647	4647	4647	4647	4647	4647	4647	4647	4647	4647	55,764
<b>Project Costs</b>													
Transit Manager	1508	1508	1508	1508	1508	1508	1508	1508	1508	1508	1508	1508	18,096
Project Assistants	500	500	500	500	500	500	500	500	500	500	500	500	6,000
Materials/ Supplies	200	200	200	200	200	200	200	200	200	200	200	200	2,400
Printing/Communication	200	200	200	200	200	200	200	200	200	200	200	400	2,600
Utilities													
Rent	517	517	517	517	517	517	517	517	517	517	517	517	6,204
Leasing Fees													
Maintenance	1799	1799	1799	1799	1799	1799	1799	1799	1799	1799	1799	1799	21,588
Fuel	2561	2561	2561	2561	2561	2561	2561	2561	2561	2561	2561	2561	30,732
Insurance	888	888	888	888	888	888	888	888	888	888	888	888	10,656
Dues		200									1000		1,200
Lubricants					140		100						240
Travel Costs													
Promotion													
Vehicle													
Administration	200	200	200	200	200	200	200	200	200	200	200	8	2,208
Training													
Uniforms	240												240
<b>Total Project Costs</b>	13260	13,220	13,020	13,020	13,160	13,020	13,120	13,020	13,020	13,020	14,020	13,028	157,928
<b>Funding from Other Sources</b>													
Recipient Cash Contribution	a	m	j	j	a	s	o	n	d	j	f	m	
Advertising													
FCM	30,000						30,000					15,000	75,000
NHI	18,000	19,000	18,000										55,000
<b>Total Funding from Other Sources</b>	50327	21,327	20,327	2,327	2,327	2,327	32,327	2,327	2,327	2,327	2,327	17,331	157,928

Option 3													
Year 2													
Year	2007	2007	2007	2007	2007	2007	2007	2007	2007	2007	2008	2008	2008
Month	April	May	June	July	August	September	October	November	December	January	February	March	Total
<b>Wage Costs</b>													
Project Staff	4647	4647	4647	4647	4647	4647	4647	4647	4647	4647	4647	4647	55,764
Project Staff MERC's													
Project Participants													
<b>MERC's</b>													
<b>Total Wage Costs</b>	4647	4647	4647	4647	4647	4647	4647	4647	4647	4647	4647	4647	55,764
Transit Manager	1508	1508	1508	1508	1508	1508	1508	1508	1508	1508	1508	1508	18,096
Project Assistants	500	500	500	500	500	500	500	500	500	500	500	500	6,000
Materials/ Supplies	200	200	200	200	200	200	200	200	200	200	200	200	2,400
Printing/Communications	200	200	200	200	200	200	200	200	200	200	200	400	2,600
Utilities													
Rent	517	517	517	517	517	517	517	517	517	517	517	517	6,204
Leasing Fees													
Maintenance	1799	1799	1799	1799	1799	1799	1799	1799	1799	1799	1799	1799	21,588
Fuel	3000	3000	3000	3000	3000	3000	3000	3000	3000	3000	3000	3000	36,000
Insurance	1000	1000	888	888	888	888	888	888	888	888	888	888	10,880
Dues		200									1000		1,200
Lubricants					140		100						240
Travel Costs													
Promotion													
Vehicle													
Administration	200	200	200	200	200	200	200	200	200	200	200	8	2,208
Training													
Uniforms	240												240
<b>Total Project Overhead (Activity) Costs</b>	13811	13,771	13,459	13,459	13,599	13,459	13,559	13,459	13,459	13,459	14,459	13,467	163,420
<b>Funding from Other Sources</b>	a	m	j	j	a	s	o	n	d	j	f	m	
Recipient Cash Contribution	6500	6500	6500	6500	6500	6500	6500	6500	6500	6500	6500	6500	78,000
Advertising	15,000												15,000
FCM	12,500												12,500
10% Gas Tax Funds	9,400			9,400			9,400			9,400			37,600
NHI	10,160	10,160											
<b>Total Funding from Other Sources</b>	53560	16,660	6,500	15,900	6,500	6,500	15,900	6,500	6,500	15,900	6,500	6,500	163,420

	Option 3						Year 3							
Year	2008	2008	2008	2008	2008	2008	2008	2008	2008	2008	2009	2009	2009	
Month	April	May	June	July	August	September	October	November	December	January	February	March	Total	
<b>Wage Costs</b>														
Project Staff	4947	4947	4947	4947	4947	4947	4947	4947	4947	4947	4947	4947	59,364	
Project Staff MERC's														
Project Participants														
<b>MERC's</b>														
<b>Total Wage Costs</b>	4947	4947	4947	4947	4947	4947	4947	4947	4947	4947	4947	4947	59,364	
<b>Overhead Costs</b>														
Transit Manager	1508	1508	1508	1508	1508	1508	1508	1508	1508	1508	1508	1508	18,096	
Project Assistants	500	500	500	500	500	500	500	500	500	500	500	500	6,000	
Materials/ Supplies	200	200	200	200	200	200	200	200	200	200	200	200	2,400	
Printing/Communication	200	200	200	200	200	200	200	200	200	200	200	400	2,600	
Utilities														
Rent	517	517	517	517	517	517	517	517	517	517	517	517	6,204	
Leasing Fees														
Maintenance	1799	1799	1799	1799	1799	1799	1799	1799	1799	1799	1799	1799	21,588	
Fuel	3000	3000	3000	3000	3000	3000	3000	3000	3000	3000	3000	3000	36,000	
Insurance	1000	1000	888	888	888	888	888	888	888	888	888	888	10,880	
Dues		200									1000		1,200	
Lubricants					140		100						240	
Travel Costs														
Promotion														
Vehicle														
Administration	200	200	200	200	200	200	200	200	200	200	200	8	2,208	
Training														
Uniforms	240												240	
<b>Total Project Overhead Costs</b>	14111	14,071	13,759	13,759	13,899	13,759	13,859	13,759	13,759	13,759	14,759	13,767	167,020	
<b>Funding from Other Sources</b>	a	m	j	j	a	s	o	n	d	j	f	m		
Recipient Cash Contribution	8500	8500	8500	8500	8500	8500	8500	8500	8500	8500	8500	8500	102,000	
Advertising	15,000												15,000	
NHI	6,210											6210	12,420	
10% Gas Tax Funds	9,400			9,400			9,400			9,400			37,600	
<b>Total Funding from Other Sources</b>	39110	8,500	8,500	17,900	8,500	8,500	17,900	8,500	8,500	17,900	8,500	14,710	167,020	



# Winter Schedule Horaire D'Hiver

1. Industrial Park/Parc Industriel
2. Chicken King
3. Maurice Gas Bar
4. Bayview Village
5. City Hall/Hôtel de Ville
6. Royal Bank/Banque Royal
7. TD Canada Trust
8. City VIC Center
9. CCNB/NBCC College Hill Campus
10. Villa Chaleur
11. Youth Center/Centre des Jeune
12. KC Irving Civic Center  
Centre Régional KC Irving
13. WalMart (St. Anne Street)
14. Kent (St. Anne Street)
15. Jacques Convenience
16. Supermall/Superstore
17. Sobeys
18. Place Bathurst Mall
19. Chaleur Regional Hospital  
Hôpital Régional Chaleur

 Ressources humaines et  
Développement des compétences Canada  
 Human Resources and  
Skills Development Canada



 Transport Canada  
 Transports Canada

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**Pour nous rejoindre**

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