



Making a difference...together

**SALT SPRING ISLAND TRANSPORTATION COMMISSION**  
Notice of Meeting on **Monday, January 26, 2015 at 4:00 PM**  
Salt Spring Island Public Library, 129 McPhillips Ave, Salt Spring Island, BC

Wayne McIntyre  
Ross Simpson

Kevin Bell  
Nigel Denyer

Robin Williams  
Rod Martens

Gregg Dow

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**AGENDA**

1. **Election of Chair and Vice Chair**
2. **Approval of Agenda**
3. **Adoption of Minutes of December 16, 2014**
4. **Presentations/Delegations**
  - 4.1 **Bob Fenske - Transit Historical Perspective**
  - 4.2 **BC Transit: Salt Spring Island Transit Goals and Vision: Myrna Moore, Senior Regional Transit Manager, Elicia Elliott, Senior Transit Planner, Tania Wegwitz, Manager, Planning**
5. **Reports-Chair and Director**
  - 5.1 **Partners Creating Pathways Report**
  - 5.2
6. **Outstanding Business**
  - 6.1 **Update on Fulford Ganges Road Drainage Issue**
  - 6.2 **Update on Harbour End Pathway**
  - 6.3 **Update on Ganges Village Active Transportation Capital Works Plan**
7. **New Business**
  - 7.1
  - 7.2
8. **Next meeting February 23, 2015**
9. **Adjournment**

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*To ensure quorum, advise Tracey Shaver 250 537 4448 if you cannot attend.*



Making a difference...together

**Minutes of the Regular Meeting of the Salt Spring Island Transportation Commission  
Held December 16, 2014, Public Library Meeting Room, 129 McPhillips Avenue, Salt  
Spring Island, BC**

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**DRAFT**

**Present:**

**Director:** Wayne McIntyre

**Commission Members:** Robin Williams, Chair; Andrew Haigh; Nigel Denyer;  
Kevin Bell; Ross Simpson, Gregg Dow, Sheryl Taylor-Munro

**Staff:** Karla Campbell, Senior Manager, Keith Wahlstrom, Contract Engineer;  
Erin Jory, Recording Secretary

Chair Williams called the meeting to order at 4:01pm.

**1. Approval of Agenda**

**MOVED** by Commissioner Denyer, **SECONDED** by Commissioner Bell,  
That the agenda be approved with the addition of item 4.1.

**CARRIED**

**2. Adoption of Minutes of October 21, 2014 and November 27, 2014**

**MOVED** by Commissioner Simpson, **SECONDED** by Commissioner Dow,  
That the Minutes of October 21, 2014 be adopted with the following amendments:  
Item 4.1, first sentence, change "Sent Island" to "Island". The Minutes of November 27,  
2014, remove Keith Wahlstrom from those present.

**CARRIED**

**3. Presentations/Delegations**

There were no presentations or delegations.

**4. Reports**

**4.1. Chair**

- Rod Martens submitted application as Commissioner; still looking for more candidates to fill two vacant seats.
- South End Seniors and Lions Club both requested meetings in the near future and indicated possible contributions to bus shelters.
- Bus Shelters – glass is coming on January 8<sup>th</sup> with an install date for last two days of January.
- Ridership on BC Transit up 10,000 riders over last year. At this rate perhaps up to 200,000 by 2020.
- Thanks to departing Commissioners Haigh and Taylor-Munro for their service to the Commission.

**4.2. Director's Report**

- Thanked Commissioner Haigh for five years of service and to Commissioner Taylor-Munro for her service, and for each of their Grants-In-Aid requests now that they are able to make applications on behalf of other groups.
- Attended inaugural meeting of new CRD board on December 10, 2014. New Chair Jenson, Mayor of Oak Bay. David Howe as Vice-Chair automatically becomes Chair of Hospital Board which might leverage opportunities for emergency operations at Lady Minto.

**4.3. Staff Report**

- Partners Creating Pathways at Harbour's End (Moby's Pub to intersection of Lower Ganges Road and Upper Ganges Road). MoTI permit and archeological permit in place. Archeologist attended site work, but it was not completed as deeper trenching for solar and net-zero metering required to meet with historical site criteria. Contract to be advertised in late December with first site meeting in January, to be awarded in late January for pathway (kiosk will be constructed and erected by volunteers). First Nations referral has been made sent.
- Ridership and monthly revenue from Transit from April to November 2014.
- Projections for Transit Pass revenue has been increased from \$165,000 to \$194,000.

**5. Outstanding Business**

**5.1. Special Event Authorization – Legion Request for Remembrance Day 2014**

**MOVED** by Director McIntyre, **SECONDED** by Commissioner Simpson,  
That the Salt Spring Island Transportation Commission approve the Legion's request for transportation of military guests on Remembrance Day until further notice.

**CARRIED**

**5.2. Referendum Wrap-Up**

A general discussion was held concerning the referendum and results.

*Commissioner Haigh left the meeting at 5:00pm and returned at 5:02pm*

**5.3. NGTP Implementation**

Staff met with MoTI in early December 2014. Staff requested MoTI approve assistance in certain issues on Rainbow Road i.e. drainage. Working on concepts for Lower Ganges Road up to intersection at Upper Ganges Road which might tie in to other projects. Looking at pedestrian improvements at Hereford and Purvis. MoTI not mandated for traffic calming but rather pedestrian safety. Roundabout discussed, but any improvements would be an MoTI driven project. MoTI knows the Commission's desire to create roundabout.

**5.4. Pedestrian Safety at 106 Lower Ganges Road**

- Staff reported on follow-up with owners, whom are very opposed to barriers being erected. Staff will contact MoTI to verify property lines. Existing fence is being pushed in by vehicles and pedestrians. Public safety and vitality of village is a concern for Commission.

- Director will write a letter to Islands Trust and Chair will provide points to improve the site.

**5.5. 2014 Wrap-up and 2015 Planning**

- Working groups are in place for bus shelters and speed limits. Bus shelter group passed the design for Country Grocer; design on opposite side of road was rejected.
- Parking and Park N Ride/Traffic Calming have no working groups.

**6. New Business**

**6.1. Islands Trust Industrial Land Needs Assessment dated July 15, 2014.**

**MOVED** by Commissioner Simpson, **SECONDED** by Commissioner Dow,  
That the Salt Sping Island Transportation Commission supports transit bus maintenance and storage within Industrial Land Use zoning.

**CARRIED**

**6.2. Proposed 2015 Meeting Schedule**

Meetings will be held on the 4<sup>th</sup> Monday of each month commencing in January 2015.

**6.3. Islands Trust Referral (SS-RZ-2014.1) – Rezoning Amendment at 315 Upper Ganges Road**

The Commission generally agreed that their interests were not affected.

**7. Next Meeting** January 26, 2014.

**8. Adjournment**

**MOVED** by Commissioner Haigh, **SECONDED** by Commissioner Dow,  
That the meeting be adjourned at 5:59pm.

**CARRIED**

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**CHAIR**

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**SENIOR MANAGER**

January 22, 2015

Karla Campbell  
 Senior Manager, Salt Spring Island Electoral Area  
 Capital Regional District  
 Via Email to [k.campbell@crd.bc.ca](mailto:k.campbell@crd.bc.ca)

Dear Ms. Campbell:

**SUBJECT: Salt Spring Island Transit System – Performance & Service Review Update**

At the request of the Chair of the Salt Spring Island Transportation Commission (SSITC), the purpose of this letter is to provide a short overview to the Capital Regional District (CRD) and the SSITC on performance of the Salt Spring Island Transit System and the Transit Service Review now in the process of being finalized. The information included in this discussion is explored in more detail in the forthcoming Service Review.

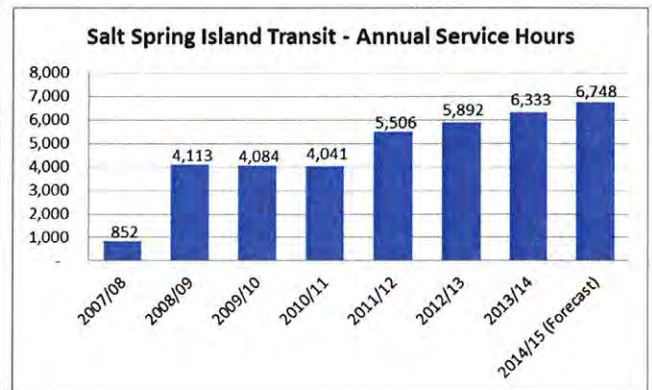
**1.0 Current System Performance**

Despite being a relatively new system (service began in January, 2008, see Key Milestones inset at right), the Salt Spring Island Transit System has shown extremely strong ridership growth that also compares well against its peers.

The following two charts illustrate how annual ridership and service hours have grown in the system since it began. Since service hours essentially equate to the amount of resources put on the road to provide service, these charts show that not only has the system historically responded well to increased investment but also that the ridership growth has actually outpaced that of additional hours. (Ridership has more than doubled since 2008/09 while service hours have increased by 64%).

**Salt Spring Island Transit – Key Milestones**

- Jan 2008** – Service implemented
- July 2011** – Sunday & Stat Holiday service increase
- June 2013** – Additional Saturday pm trips on #2 Fulford Harbour
- Sep 2013** – Expanded year-round service to Fernwood, Walker’s Hook and Vesuvius area
- Mar 2014** – 100,000<sup>th</sup> passenger carried in a single year
- Sep 2014** – Weekend & evening service expanded.



In terms of how the system performs relative to other communities, the following Table 1 looks at how the system compares to other BC transit systems that serve a similar population as Salt Spring does today (Agassiz-Harrison, Quesnel, Williams Lake), the Sunshine Coast Transit System (which is double the size of Salt Spring Island Transit but which also serves ferries and has similar performance to Salt Spring), and the average of all transit systems of BC serving communities of less than 25,000 people.

**Table 1: How Salt Spring Island Compares to its Peers**

Metric	Salt Spring Island	Agassiz-Harrison	Quesnel	Williams Lake	Sunshine Coast	Average of Similar Systems*
Operating Cost per Service Hour	\$74.43	\$70.14	\$82.97	\$100.20	\$110.12	\$111.76
Average Boardings per Service Hour	17.0	8.1	7.5	9.1	24.4	19.3
Cost per Passenger Trip	\$4.67	\$8.69	\$11.01	\$11.07	\$4.51	\$5.66
Cost Recovery	38%	24%	18%	11%	34%	21%

Existing performance based on 2013/14 actuals.

\* Average of Similar Systems is the average of all BC conventional transit service systems serving populations of less than 25,000 people

The table above shows that the Salt Spring Island Transit System is a fairly unique system with respect to its performance. In spite of being a smaller system, it often outpaces its peers.

## 2.0 Predicting Future System Performance

A forecast of long term future ridership is not provided here since predicting future transit system performance is dependent on a number of factors. Some of the largest factors include:

- **The level of continued investment in the system** from both the local government partner (through the CRD) as well as the provincial government (through BC Transit).
- **Local decisions on how available service should be prioritized.** For instance, whether to invest in higher-ridership services geared to visitors or year-round service of more benefit to residents but that yields more modest ridership.
- **Shifting demographics.** An aging population, population changes, policy decisions around land use and social housing, and real estate market changes may impact ridership growth.
- **A volatile energy sector.** While lower fuel costs can decrease operating costs for the system, people are more likely to drive private vehicles when gas is cheap. This can affect ridership directly.
- **Shifting costs.** Over the next five years, a Request for Proposals process to select an Operating Company as well as the arrival of new transit vehicles will likely impact budgets, which in turn may impact the number of hours invested in the system and resulting ridership.

Experience with multiple BC communities has shown that three factors tend to be predictive of a transit system's success:

1. **Community support for the system.** In other words, is the system spoken of as "a winner" by its community? Positive perception and acceptance of the system will attract more riders. Salt Spring Island Transit is a beloved part of the community.
2. **Positive incremental improvements.** Multiple and successive small improvements actually contribute to a system's growth more strongly than larger one-time changes because they constantly keep the system in the eyes of the community and demonstrate its responsiveness and adaptability to the community's needs.
3. **Integration with local economic development.** Transit systems tend to be more successful when they are explicitly acknowledged as part of overall economic and community development strategies, including land use planning, tourism campaigns, and business improvement association or chamber work.

The SSITC and CRD can help influence SSI Transit's future by considering these three factors in decision-making for the system. Indeed, the awareness and ongoing consideration of these three factors has played a role in the success of the system to date.

## 3.0 Service Review

A Service Review of the Salt Spring Island Transit System has been underway since spring 2014 and is in the process of being finalized for presentation to the SSITC at its February 2015 meeting. The objective of this Service Review is to undertake a detailed analysis of the Salt Spring Island Transit System to identify opportunities to improve its efficiency and effectiveness.

As set out in the agreed-upon and public Terms of Reference, the objectives of the Service Review are to:

- Build awareness of and support for the Salt Spring Island Transit System through the Review's public participation and communication strategy;
- Analyze and report on the performance of the existing Salt Spring Island Transit System, including how Salt Spring Island Transit compares to its peers, its current strengths and opportunities for improvement;
- Examine future transit requirements based on community plans, demographic trends, proposed land development and road network changes, demand at the Ganges Exchange and the Fulford, Long Harbour and Vesuvius ferry terminals and citizen priorities expressed through consultation;
- Outline and recommend service options for consideration by the Salt Spring Island Transportation Commission and the Capital Regional District over the short- and longer-term periods to improve transit system performance and/or cost effectiveness; and to build ridership
- Make recommendations on supporting strategies and outline the path towards implementation.

Ongoing stakeholder and public engagement, as well as multiple check-ins with the SSITC to refine and confirm options, have shaped the Review to its near completion. The final report is a reflection of this iterative work and is written in consideration of the approvals-in-principal received from the Commission thus far.

Once completed, the Service Review is a tool that can be used to guide future transit system changes and supporting strategies. However, it should be underscored that actual decision-making for the system takes place on an annual basis - as part of the three year budget process - and that there is opportunity to select or change the path of the system at those junctures.

As the Service Review's stakeholder, public, and Commission engagement has progressed, two key themes or principles have emerged. These themes have helped shape the service options and their recommended prioritization detailed in the Review. Together with an overarching goal of creating an integrated network of transportation options that makes it possible to reduce use of Single Occupant Vehicles and the generation of related emissions on Salt Spring Island, these could potentially serve as a starting point for transit system goals or principles:

1. Maximize the ridership, effectiveness and usefulness of the existing system, particularly before extending it to new areas.
2. Balance improvements between those serving visitors (which offer higher revenue and ridership) and those serving residents (which offer higher overall community benefit).

Resulting from the engagement process, refinement and analysis, and discussions with the Commission, the service options to be included in the final Service Review document are as shown in Table 2 on the next page. (See Appendix A for cost details and vehicle and hour requirements for each option).

Note that after the implementation of the Ruckle Park expansion in June 2015, under the current three year budget plan, the Salt Spring Island Transit System does not have expansion resources allocated to it until 2017/18. At that point, one vehicle and 2,200 annual hours are slated to be added to the system, which could potentially cover all of the short term options shown in the Service Options table (Options 3-6). Again, the annual budget, service plan and three year budget are confirmed with local partners on an annual basis.

**Table 2: Salt Spring Island Transit Service Review Service Options**

<b>Options for Immediate Implementation (Within the next 12 months):</b>
<b>Option 1: September 28, 2014: Expanded Weekend Evening Service</b> – Service extended until after 10:00pm on Fridays and Saturdays and until after 8:00pm on Sundays.
<b>Option 2: June 25, 2015: Summer Service to Ruckle Park</b> – Two trips daily during summer
<b>Short Term Options (1-5 years):</b>
<b>Option 3: Additional Winter Schedule Morning Service</b> – More weekday morning trips on the 3 Vesuvius, 4 Long Harbour and to Walker's Hook area, plus more direct morning service from Fernwood.
<b>Option 4: Increased Summer Saturday Frequency on 2 Fulford Harbour</b> – Service every half hour on the 2 Fulford Harbour between 10:00am and 5:00pm.
<b>Option 5: Introductory Service to Beddis and Cusheon Lake Roads</b> – Three trips per day to link Ganges with these new service areas, as well as additional service on the Ganges Hill.
<b>Option 6: Extended Evening Service Monday-Thursday</b> – Service extended until past 10:00pm Monday to Thursday to align with Friday-Saturday evening service.
<b>Medium Term Options (6-15 years):</b>
<b>Option 7: Separation of Fernwood and Walker's Hook, Additional Peak Service</b> - Implementation of a new separate route to Walker's Hook/Robinson Road, plus additional service to 3 Vesuvius and 5 Fernwood to create hourly service during morning and afternoon commuter times.
<b>Option 8: Additional Fulford Peak Service, Year Round Service to Ruckle Park</b> - Creation of hourly service between Ganges and Fulford Harbour on weekdays during peak commuter times as well as year round service to the residential neighbourhoods near Ruckle Park.
<b>Option 9: Earlier Saturday Service</b> – Earlier trips on the 2 Fulford Harbour and 6 SS Connector to meet early ferries at Fulford and Vesuvius and make Saturdays consistent with Weekdays.
<b>Option 10: Flexible Ganges Local Shuttle + Rural Transit Trip Windows</b> – A route enabling door-to-door service for people with disabilities living near the Ganges core as well as limited service to currently unserved areas on the north and south ends of the Island.
<b>Option 11: Earlier Sunday and Holiday Service</b> – Earlier trips on the 2 Fulford Harbour and 6 SS Connector to meet ferries and make Sundays consistent with the rest of the week.
<b>Option 12: Consideration of Limited Service to Other Areas</b> - Consideration of limited service to other currently unserved areas of the island as population changes and service becomes viable.

The Service Review document also includes a number of priority-supporting strategies relating to marketing the system, fares and fare products and supportive infrastructure which have also been reviewed and refined collaboratively with the public and the SSITC.

I look forward to meeting with you via Skype at the January 26, 2015 SSITC meeting to discuss any questions you might have about what we have provided.

Sincerely,

Myrna Moore  
Senior Regional Transit Manager  
BC Transit

Cc: Ineke de Jong, Ganges Faerie Minishuttle  
Elicia Elliott, Tania Wegwitz, BC Transit



## Appendix A: Service Review Service Option Cost and Ridership Details

**Salt Spring Island Transit System**  
**Service Option Summary: Preliminary Estimated Additional Annual Impacts\***

Service Option	Bus es**	Additional total kms	Service Hours	Rides	Total Revenue	Total Costs	Net Local Share of Costs	BC Transit Share of Costs	Rides per Hour	Cost per Ride
<b>Options for Immediate Implementation (Within the next 12 months):</b>										
Option 1: Expanded Weekend Evening Service	0	12,600	400	2,800	\$4,800	\$24,300	\$6,700	\$12,800	7.1	\$8.66
Option 2: Summer Service to Ruckle Park	0	8,200	260	2,300	\$3,900	\$15,800	\$3,600	\$8,300	8.9	\$6.85
<b>Short Term Service Options (1-5 Years)</b>										
Option 3: Additional Winter Morning Service	0	25,800	820	7,900	\$13,400	\$49,800	\$10,200	\$26,200	9.7	\$6.29
Option 4: Increased Summer Saturday Frequency on 2 Fulford Harbour	1	3,800	120	1,900	\$3,200	\$34,600	\$26,600	\$4,800	15.8	\$4.75
Option 5: Introductory Service to Beddis & Cusheon Lake Roads	0	17,700	560	2,900	\$4,900	\$34,000	\$11,200	\$17,900	5.2	\$11.71
Option 6: Extended Evening Service Monday - Thursday	0	13,300	420	2,900	\$4,900	\$25,500	\$7,200	\$13,400	6.9	\$8.78
<b>Medium Term Options (6-15 Years)</b>										
Option 7: Separation of Fernwood & Walker's Hook Additional Peak Service	1	42,800	1,360	14,000	\$23,800	\$109,800	\$41,600	\$44,400	10.3	\$6.02
Option 8: Additional Fulford peak service, and year-round service to Ruckle Park	0	56,100	1,780	13,900	\$23,600	\$108,000	\$27,500	\$56,900	7.8	\$7.77
Option 9: Earlier Saturday Service	0	4,100	130	700	\$1,200	\$7,900	\$2,500	\$4,200	5.1	\$11.26
Option 10: Flexible Ganges Local Shuttle + Rural Transit Trip Windows	2	66,800	2,120	4,900	\$8,300	\$182,000	\$104,100	\$69,600	2.3	\$26.95
Option 11: Earlier Sunday & Holiday Service	0	9,200	290	1,400	\$2,400	\$17,600	\$5,900	\$9,300	4.7	\$12.56
Consideration of Limited Service to Other Areas	To be determined based on future development and system performance.									
<p><b>Notes:</b></p> <p>* Based on 2014/15 AQA Budget. Final costs may change based on final budgets and confirmation of final operational details.</p> <p>** The vehicle requirements shown here appear feasible but would need to be confirmed by BC Transit's Fleet Standards department closer to the implementation date.</p> <p><i>Annual local share of lease fee costs for a medium-duty vehicle used in these estimates is \$25,600. Options 5 &amp; 8 use the vehicle in Option 4. Option 6 builds on the service added in Option 1.</i></p>										
Version: November 2014										