



City of
Peterborough

To: **Members of the Committee of the Whole**

From: **W.H. Jackson, Director of Utility Services**

Meeting Date: **January 25, 2016**

Subject: **Report USTR16-002**
Fleming College Universal Transit Pass
Implementation Details

Purpose

A report to seek approval to establish a budget and implementation plan to provide transit service improvements to Fleming College associated with implementation of a Universal Transit Pass Agreement with Fleming College Student Administrative Council.

Recommendations

That Council approve the recommendations outlined in Report USTR16-002 dated January 25, 2016, of the Director of Utility Services, as follows:

- a) That upon execution of an agreement between the Corporation of the City of Peterborough and the Fleming Student Administrative Council for the implementation of a Universal Transit Pass Agreement, the 2016 Operating Budget for Conventional Transit Operation be adjusted as follows:
 - i. The 2016 Operating Budget for Conventional Transit Operation- Wages and Benefits be increased by \$226,000 to accommodate the hiring of two new full time transit operators effective March 1, 2016 for Phase 1 service beginning in September 2016, plus four additional full time transit operators effective August 2, 2016 for Phase 2 service beginning in January 2017;

- ii. The 2016 Operating Budget for Fleet Maintenance be increased by \$26,000 to accommodate the hiring of one new full time transit vehicle mechanic effective September 1, 2016;
- iii. The 2016 Operating Budget for Conventional Transit Operation – Fleet be increased by \$38,000 to accommodate increased fuel consumption, repairs and maintenance costs associated with an estimated increase of 1,600 operating hours for the Fall Semester beginning September 1, 2016;
- iv. The 2016 Operating Budget for Conventional Transit Operation – Fare Revenue be increased by a net amount of \$140,000 to reflect additional fare revenue associated with the Phase 1 implementation of an estimated 1600 operating hours for the Fall Semester beginning September 1, 2016; and
- v. The additional net requirement of \$150,000 for the 2016 budget year be funded from the Provincial Gas Tax Reserve Fund.

Budget and Financial Implications

The Phase 1 implementation of service improvements in 2016 will generate additional net revenues of approximately \$140,000 after allowing for the loss of the existing revenue from sales of semester passes to Fleming College students, as illustrated in Table 1 in Section 2.1 of this report. The service enhancements outlined in the Phase 1 implementation plan are estimated to cost an additional \$267,000 in 2016, resulting in a net requirement of \$150,000 for the first semester of operation. This is primarily related to the start up costs associated with staffing and initial set up costs for training of new drivers in advance of the Phase 1 service beginning in September 2016 and the full implementation starting in January 2017. Funding for the additional \$150,000 in transit operational costs in 2016 is recommended to be allocated from the Provincial Gas Tax Reserve Fund. The balance of the Provincial Gas Tax Reserve Fund after the \$150,000 draw is estimated to be \$116,000.

Upon full implementation of the Universal Transit Pass Agreement, additional net revenues of up to \$781,000 per year are expected to be generated, as illustrated in Table 2 in Section 2.1 of this report, after allowing for the loss of the existing revenue from sales of semester passes to Fleming College students, new ridership generated from non student customers, and the debenture financing costs for the new buses. The service enhancements outlined in the full service plan are estimated to cost an additional \$770,000 per year in new operating costs, resulting in a net surplus of \$11,000 per year.

Costs and revenues for 2017 through to 2022, covering the ultimate 5 year term of the agreement, will be reflected in future operating budgets.

Background

1. Introduction

The Public Transit Operations Review (the Plan) was initiated in September 2011 and concluded with the adoption of the Final Report in November 2012. The Project undertook a comprehensive review of Peterborough's transit services and developed a service plan covering the period 2012-2017 including assessment and recommendations on Conventional Route Transit, TransCab and Handi-Van services. The Report contains a total of eighty-seven recommendations and action items for all facets of the services delivered.

One of the recommendations from the 2012 Transit Operations review was to work with Fleming College to develop a Universal Transit Pass Agreement (U-Pass) as a key strategy to increase ridership, improve transit service levels to Fleming College and in the community, and improve the financial position of Peterborough Transit.

For the past 12 months staff have been working with the Fleming Student Administrative Committee (Fleming SAC) to develop a U-Pass Program along with an enhanced transit service operating plan to better serve the College. The Fleming SAC undertook a student referendum in the first week of December to seek approval to enter into an agreement with the City to implement the new program. Fifty-four percent of the students who voted for the initiative were in favour of the proposal. Accordingly, the Fleming SAC has confirmed their intention to enter into the U-Pass agreement.

Report USTR15-017, approved by Council at their meeting of December 7, 2015, provided approval to enter into an agreement for implementation of a Universal Transit Pass Agreement with Fleming College Student Administrative Council and to establish a capital budget to purchase new transit buses to provide future transit service improvements to Fleming College. Recommendation c) of Report USTR15-017 directed staff as follows:

- c) That upon receipt of confirmation of Intention to Proceed from Fleming SAC in Recommendation a), that staff prepare a report to Council on the financial plan for the new U-Pass service, and an implementation strategy including necessary adjustments to the 2016 Operating Budget for Conventional Transit Operation to cover additional staff recruitment, added operating costs and new revenues associated with the service plan.

2. Service Plan Will Be Implemented in Phases

As discussed in Report USTR15-017, the introduction of new service to Fleming College will need to be implemented in phases given the lead time required to purchase the four new buses required to deliver the enhanced services.

The implementation of the full service plan (as summarized in Appendix B) is being operated on an hourly fee for service basis, as noted in Report USTR-15-017, similar to the model successfully used for the U-Pass program with Trent University. The hourly rate charged to the Fleming SAC has been developed using a full cost recovery model which accounts for the costs to acquire and finance the new transit buses to deliver the service plus the ongoing operational costs for additional drivers, an additional mechanic to service the expanded fleet, and additional fuel and maintenance costs. Accordingly, the revenues from Fleming students to the City as part of the U-Pass program are not dependent on the ridership generated on the new routes, but on the amount of service that is provided.

2.1. Phase 1 Implementation – September 2016

The first phase of the service plan will enhance service on the existing Fleming Express Route by increasing the frequency of service and extending the hours to provide all day service on this route. The existing Fleming Express route will be enhanced to run every 30 minutes between 6:30 am and 7:30 pm, and then hourly between 7:30 pm and 10:30 pm.

This level of new service will require the allocation of one of the new buses delivered in 2015 plus the hiring of two new drivers effective March 1, 2016 to provide staff coverage for this additional service. These drivers will be hired sufficiently in advance of the start of the new service to facilitate training requirements and to ensure a successful debut of the Fleming U-Pass. These two new drivers would be available to provide some overtime relief during the summer of 2016, and could potentially reduce incurred overtime to some degree. Since the actual overtime savings will vary depending on extent of training required for the new drivers and operational needs at the time, these potential savings have not been included in the financial plan for the new service but may reduce the net new costs in Table 1.

In addition to the enhanced Fleming Express service on weekdays, a new Fleming Late Night service, running every Thursday, Friday and Saturday evening during the school year will operate between 11:30 pm and 3:25 am. This will run every 30 minutes between the downtown terminal and the college campus.

The Phase 1 service plan will add 1600 hours of service to Fleming College or an increase of 110% compared to the service provided today on the Fleming Express route. This level of service increase will generate up to \$250,000 in new revenue for Peterborough Transit in 2016. The issuance of a U-Pass will also result in the elimination of the current semester pass sales for Fleming students which will reduce existing transit revenues by approximately \$110,000 in 2016 based on 2014 sales figures.

As summarized in Table 1, below, the introduction of the new service is expected to generate a net increase in 2016 revenues of \$140,000 compared to the current budget estimates.

Table 1 Summary of Revenues and Costs – Phase 1

Item	2016 Costs / Revenues
Revenues – Fleming SAC	(\$ 250,000)
Revenues – New Non Student Ridership	N/A
Reduction of Semester Pass Sales	\$ 110,000
Debenture Costs	N/A
Total New Revenues	(\$ 140,000)
Salary + Benefits – 6 New Transit Operators (partial year)	\$ 226,000
Salary + Benefits – New Mechanic (partial year)	\$ 26,000
Fuel / Maintenance Costs	\$ 38,000
Total New Costs	\$ 290,000
Net Requirement / (Surplus)	\$ 150,000

An additional four Full Time Transit Operators will also need to be hired effective August 2, 2016 to ensure that these new drivers are fully trained in time for implementation of the full service plan beginning in January 2017.

The total additional salary and benefit costs for 2016 are expected to be \$226,000 covering the period of Phase 1 service delivery, plus the additional time required for training new replacement drivers in advance of Phase 1 and Phase 2 service implementation.

Given the increase of four buses to the fleet an additional mechanic is required to ensure that required service can be performed to ensure enough buses are available to guarantee service delivery on a day-to-day basis. Transit agencies with similar sized fleets to Peterborough have an average of 1 mechanic for every 5.5 buses in the fleet based on 2014 statistics from the Canadian Urban Transit Association. Peterborough currently has 1 mechanic for every 7.1 buses in our fleet, and this does not include the 3 new buses purchased in the fall of 2015, plus the four new buses recommended for purchase in this report. This new hire should be completed in the summer of 2016 to ensure that maintenance staff are ready upon implementation of the new service in September 2016. The estimated salary and benefit costs in 2016 are expected to be \$26,000 covering the period of Phase 1 service.

The addition of 1600 hours of operational service will incur additional fuel costs and vehicle maintenance costs beyond the 2016 operating budget estimates. Based on \$24 per operating hour, an estimated additional annual cost of \$38,000 can be expected in 2016. Since the Phase 1 service can be provided with the existing fleet of transit buses, and the new buses for Phase 2 would not be delivered until November 2016, no additional debenture costs will accrue in 2016.

As summarized in Table 1, above, the introduction of the Phase 1 service plan and start up activities is expected to generate a net increase in 2016 operating costs of \$290,000 and with revenues of \$140,000, is expected to result in an additional 2016 one time net requirement of \$150,000 dollars. Funding for this additional requirement is proposed to be allocated from the Provincial Gas Tax Reserve Fund.

2.2. Full Service Plan – Implementation January 2017

The full implementation of the service plan will introduce a second express route in January 2017, following the Sherbrooke Street – Brealey Drive corridor, which will run every 30 minutes between 6:45 am and 7:10 pm. In addition to this, the additional provisional services may also be implemented in the Phase 2 service plan. These would potentially include the Saturday Express Service (providing hourly express service on one route between 7:30 am and 5:30 pm) and the Summer Semester Service, which would provide hourly weekday service on one express route between 7:30 am and 5:30 pm.

These provisional services would only be implemented if Fleming SAC and Peterborough Transit agree that there is sufficient demand. Alternatively, other equivalent service enhancements suggested by the Fleming SAC may be considered, subject to bus and driver availability.

Implementation of the full service plan will increase the level of transit service provided to Fleming College by approximately 700% and will provide up to 11,650 hours of service per year compared to just over 1,200 hours per year today (excluding the existing route 6 and route 7 services). This level of service increase will generate up to \$967,000 in new revenue for Peterborough Transit based on the hours of service proposed. The issuance of a U-Pass will also result in the elimination of the current semester pass sales for Fleming students which will reduce existing transit revenues by approximately \$210,000 per year based on 2014 results.

The improved service provided by the new Fleming Express routes will also be available for other passengers to use, and the introduction of two new express routes serving the west end of the City is expected to generate a modest 2.5% increase in overall ridership by regular fare paying customers as well. As noted in Report USTR14-013, the addition of peak period 20 minute service in 2013 was found to increase ridership on the routes with 20 minute service by an average of 12% in the AM peak and 20% in the PM peak.

The additional added ridership by non-student passengers is expected to generate up to \$115,000 in additional fare revenue.

Report USTR15-017, approved by Council at their meeting of December 7, 2015 recommended the purchase of 4 additional 40 foot transit buses at an estimated cost of \$2,000,000 to provide the enhanced service in accordance with the U-Pass Agreement. Funding for these four additional buses will be obtained through a \$400,000 draw from the Development Charge Transit Reserve Fund, a \$500,000 draw from the Transit Reserve Fund, and the issuing of \$1,100,000 in user fee supported debentures. At current debenture rates of 3.11%, a 15 year debenture (just under the 18 year life expectancy for a transit bus) would result in annual debt servicing payments of \$91,000 per year, which will be funded from operating revenues collected from Fleming SAC.

As summarized in Table 2, below, the introduction of the new service is expected to generate a net increase in annual revenues of \$781,000.

Table 2 Full Service Plan - Summary of Annual Revenues and Costs

Item	Annual Costs / (Revenues)
Revenues – Fleming SAC	(\$ 967,000)
Revenues – New Non Student Ridership	(\$ 115,000)
Reduction of Semester Pass Sales	\$ 210,000
Debenture Costs	\$ 91,000
Total New Revenues	(\$ 781,000)
Salary + Benefits – 6 New Transit Operators (full year)	\$ 440,000
Salary + Benefits – New Mechanic (full year)	\$ 85,000
Fuel / Maintenance Costs	\$ 245,000
Total New Costs	\$ 770,000
Net Requirement / (Surplus)	(\$ 11,000)

The costs to deliver the new services is based on adding 10,250 hours of service on top of the service that is already provided to Fleming College on the existing Fleming Express route.

To provide this level of increased service, six new full time transit operators will be required. The annual salary and benefit costs are expected to be \$440,000 per full year of service at current wage rates. Since the full time drivers would also be available during non-school times there is the potential to reduce current overtime levels experienced in Transit and this may also result in some additional operational savings within the current transit budget which would be reflected in future operating budgets.

The addition of 10,250 hours of operational service will incur additional fuel costs and vehicle maintenance costs. Based on the current transit operations budget, this is estimated at approximately \$24 per operating hour, which results in an estimated additional annual cost of \$245,000 upon full implementation of the new services.

As summarized in Table 2, above, the introduction of the new service is expected to generate a net increase in annual operating costs of \$770,000 and with revenues of \$781,000, is expected to result in modest annual surplus of \$11,000 dollars.

3. Next Steps

Staff are currently finalizing the agreement with Fleming SAC to govern the new U-Pass program and have placed the order for new transit buses, which are anticipated to be delivered in fall of 2016.

In early 2016, staff will begin the detailed service planning, staff recruitment and training, and will continue to work with Fleming SAC to assist them in developing their administrative policies and procedures to guide the program.

Summary

The Public Transit Operations Review contains eighty-seven recommendations to guide public transit service delivery over the five year life of the Plan. The development of a Universal Transit Pass Agreement with Fleming College was identified as a key recommendation in the plan to improve transit services and increase ridership.

The addition of 10,250 hours of new transit service in the City represents a significant service enhancement that will not only significantly improve transportation mobility options for students at Fleming College, but will also benefit all City residents who regularly travel between the west end of the City and the downtown. It is forecast that this series of service enhancements could generate up to 500,000 new annual transit trips on Peterborough's transit system, representing an increase of about 15%.

The enhanced service plan, once fully implemented, is made possible at no additional cost to Peterborough taxpayers through the implementation of a Universal Transit Pass Agreement with the Fleming Student Administrative Council, modeled after the successful program currently run with Trent University.

Submitted by,

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Attachments:
Appendix A: Proposed Fleming Express Routes
Appendix B: Overview of Proposed Agreement with Fleming SAC



Fleming Express – Charlotte – Lansdowne Route				
Terminal	Arrive Fleming	Depart Fleming	Terminal	
6:30 a.m.	6:55 a.m.	7:00 a.m.	7:25 a.m.	Bus # 1
7:00 a.m.	7:25 a.m.	7:30 a.m.	7:55 a.m.	Bus # 2
7:30 a.m.	7:55 a.m.	8:00 a.m.	8:25 a.m.	Bus # 1
8:00 a.m.	8:25 a.m.	8:30 a.m.	8:55 a.m.	Bus # 2
8:30 a.m.	8:55 a.m.	9:00 a.m.	9:25 a.m.	Bus # 1
9:00 a.m.	9:25 a.m.	9:30 a.m.	9:55 a.m.	Bus # 2
9:30 a.m.	9:55 a.m.	10:00 a.m.	10:25 a.m.	Bus # 1
10:00 a.m.	10:25 a.m.	10:30 a.m.	10:55 a.m.	Bus # 2
10:30 a.m.	10:55 a.m.	11:00 a.m.	11:25 a.m.	Bus # 1
11:00 a.m.	11:25 a.m.	11:30 a.m.	11:55 p.m.	Bus # 2
11:30 a.m.	11:55 a.m.	12:00 p.m.	12:25 p.m.	Bus # 1
12:00 p.m.	12:25 p.m.	12:30 p.m.	12:55 p.m.	Bus # 2
12:30 p.m.	12:55 p.m.	1:00 p.m.	1:25 p.m.	Bus # 1
1:00 p.m.	1:25 p.m.	1:30 p.m.	1:55 p.m.	Bus # 2
1:30 p.m.	1:55 p.m.	2:00 p.m.	2:25 p.m.	Bus # 1
2:00 p.m.	2:55 p.m.	2:30 p.m.	2:55 p.m.	Bus # 2
2:30 p.m.	2:55 p.m.	3:00 p.m.	3:25 p.m.	Bus # 1
3:00 p.m.	3:25 p.m.	3:30 p.m.	3:55 p.m.	Bus # 2
3:30 p.m.	3:55 p.m.	4:00 p.m.	4:25 p.m.	Bus # 1
4:00 p.m.	4:25 p.m.	4:30 p.m.	4:55 p.m.	Bus # 2
4:30 p.m.	4:55 p.m.	5:00 p.m.	5:25 p.m.	Bus # 1
5:00 p.m.	5:25 p.m.	5:30 p.m.	5:55 p.m.	Bus # 2
5:30 p.m.	5:55 p.m.	6:00 p.m.	6:25 p.m.	Bus # 1
6:00 p.m.	6:25 p.m.	6:30 p.m.	6:55 p.m.	Bus # 2
6:30 p.m.	6:55 p.m.	7:00 p.m.	7:25 p.m.	Bus # 1
7:30 p.m.	7:55 p.m.	8:00 p.m.	8:25 p.m.	Bus # 1
8:30 p.m.	8:55 p.m.	9:00 p.m.	9:25 p.m.	Bus # 1
9:30 p.m.	9:55 p.m.	10:00 p.m.	10:25 p.m.	Bus # 1

Fleming Express – Sherbrooke – Brealey Route				
Terminal	Arrive Fleming	Depart Fleming	Terminal	
6:45 a.m.	7:10 a.m.	7:15 a.m.	7:40 a.m.	Bus # 1
7:15 a.m.	7:40 p.m.	7:45 a.m.	8:10 a.m.	Bus # 2
7:45 a.m.	8:10 a.m.	8:15 a.m.	8:40 p.m.	Bus # 1
8:15 a.m.	8:40 a.m.	8:45 a.m.	9:10 a.m.	Bus # 2
8:45 a.m.	9:10 a.m.	9:15 a.m.	9:40 a.m.	Bus # 1
9:15 a.m.	9:40 a.m.	9:45 a.m.	10:10 a.m.	Bus # 2
9:45 a.m.	10:10 a.m.	10:15 a.m.	10:40 a.m.	Bus # 1
10:15 a.m.	10:40 a.m.	10:45 a.m.	11:10 a.m.	Bus # 2
10:45 a.m.	11:10 a.m.	11:15 a.m.	11:40 a.m.	Bus # 1
11:15 a.m.	11:40 a.m.	11:45 a.m.	12:10 p.m.	Bus # 2
11:45 a.m.	12:10 p.m.	12:15 p.m.	12:40 p.m.	Bus # 1
12:15 p.m.	12:40 p.m.	12:45 p.m.	1:10 p.m.	Bus # 2
12:45 p.m.	1:10 p.m.	1:15 p.m.	1:40 p.m.	Bus # 1
1:15 p.m.	1:40 p.m.	1:45 p.m.	2:10 p.m.	Bus # 2
1:45 p.m.	2:10 p.m.	2:15 p.m.	2:40 p.m.	Bus # 1
2:15 p.m.	2:40 p.m.	2:45 p.m.	3:10 p.m.	Bus # 2
2:45 p.m.	3:10 p.m.	3:15 p.m.	3:40 p.m.	Bus # 1
3:15 p.m.	3:40 p.m.	3:45 p.m.	4:10 p.m.	Bus # 2
3:45 p.m.	4:10 p.m.	4:15 p.m.	4:40 p.m.	Bus # 1
4:15 p.m.	4:40 p.m.	4:45 p.m.	5:10 p.m.	Bus # 2
4:45 p.m.	5:10 p.m.	5:15 p.m.	5:40 p.m.	Bus # 1
5:15 p.m.	5:40 p.m.	5:45 p.m.	6:10 p.m.	Bus # 2
5:45 p.m.	6:10 p.m.	6:15 p.m.	6:40 p.m.	Bus # 1
6:15 p.m.	6:40 p.m.	6:45 p.m.	7:10 p.m.	Bus # 2

Overview of Proposed Agreement with Fleming SAC (from Report USTR15-017)

The City and Fleming SAC are proposing to enter into a 3-year U-Pass agreement, with a 2-year option to extend the contract, for a total 5 year agreement. The U-Pass will entitle eligible Fleming Students to access all Peterborough Transit routes and services (including Handi-van services) for a 12 month period each academic year (September to August) provided that the students continue to attend the college.

Fleming SAC will determine the eligibility of students for the U-Pass program and will collect and manage the money from the student tuition levy. They will develop the administrative policies that govern the U-Pass program covering such aspects as refund policies, lost or stolen pass replacement, anti-fraud measures, marketing and advertising the service to students, and processes for responding to passenger complaints about the program. Peterborough Transit would continue to determine service related operational policies, will respond to service related customer concerns, and will determine eligibility for Handi-van services.

In return for entering into this agreement, Peterborough Transit will work with Fleming SAC to deliver the following services:

- Existing base services
 - Existing base services include the current Route 6 (SSFC/Kawartha), Route 7 (Lansdowne) and existing Handi-van services. These services are not planned to change, but the City reserves the right to add or otherwise modify these services as deemed appropriate in the future. Fleming will not be charged for these existing services and we will also not charge for any Handi-van services provided for students requiring specialized transit service. Students eligible for the Handi-van service will also not be charged any extra fares by Peterborough Transit.
- New Services (proposed express services)
 - New Services will include the introduction of two Fleming Express Routes, one following the current Fleming Express Route and one following Sherbrooke Street and Brealey Drive (see conceptual route map in Attachment A).
 - The current Fleming Express route runs on an hourly basis between 7:30 am and 11:30 am and from 1:30 pm to 5:25 pm. This service will be enhanced to run every 30 minutes between 6:30 am 7:30 pm, and then hourly between 7:30 pm and 10:30 pm.
 - A second express route will also be added (Sherbrooke - Brealey) which will run every 30 minutes between 6:45 am and 7:10 pm. Since this route essentially follows much of the current #6 SSFC/Kawartha route, which runs every 40 minutes until 11:20 pm, we have agreed that the new express

- service would not be required beyond 7 pm for the initial implementation. If there is a demand for express service beyond 7 pm on this route in the future, the hours of operation can be extended.
- By staggering the schedule for these two routes, Peterborough Transit will be able to effectively provide a bus every 15 minutes between the downtown terminal and the college, on weekdays between 6:30 am and 7:30 pm, albeit on two slightly different routes.
 - The new services will also include a Fleming Late Night service, operating every Thursday, Friday and Saturday evening between 11:30 pm and 3:25 am. This will run every 30 minutes between the downtown terminal and the college campus, alternating between the two express routes.
- New Provisional Services (optional new express services) represent additional service options that can be provided if it is agreed that there is sufficient demand to warrant these services. This includes:
 - a Saturday Express Service, providing hourly express service on one route between 7:30 am and 5:30 pm, and
 - Summer Semester Service, which would provide hourly weekday service on one express route between 7:30 am and 5:30 pm.

The agreement includes a provision to include these additional services if desired by the students, or alternatively, the Fleming SAC may decide that other service enhancements better meet student needs, and subject to driver and vehicle availability the City would adjust the service plan to include these services.

All new / new provisional services would be charged to Fleming SAC based on the operating hours required to deliver the service and the hourly rate charged is based on full cost recovery for the service delivery. The agreement includes a provision for cost escalation of 2% per year or the annual rate of inflation to year 5 whichever is greater.

- Other Enhanced Services

Fleming SAC had also expressed an interest in partnering with the City to provide some customer service enhancements as part of this plan. While the City is planning to implement some or all of these services at some point in time anyway, the proposed partnership would help the City to accelerate the implementation. The three top enhancements that have been suggested are as follows:

- Integrated Real Time Passenger Information System – installing specialized GPS units on buses to enable real time reporting of next bus arrival times accessible to customers on the web or smart phones;
- Automated Passenger Counting Technology to allow for improved ridership monitoring and reporting; and

- Enhanced Stops and Shelters on new Fleming Express routes which would provide new accessible concrete pads, sidewalk connections, and new transit shelters for the higher use express route stops, plus the addition of a real time bus arrival sign display at the SSFC campus stop.

The costs for these enhanced services would be in addition to the operational services noted above and the City would enter into separate agreements for any or all of these services that Fleming SAC may be interested in partnering on. For the passenger information system and counting technology a cost sharing model based on total share of service hours has been proposed while the infrastructure for the Enhanced Express Stops would be cost shared on a 50/50 basis. The authorization to enter into an agreement and to establish funding for the City share of these other enhanced services will be the subject of future reports to Council as appropriate.