



**City of Whitehorse
Handy Bus Services
2001 to 2005
Review**

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1.0 Introduction

1.1 Purpose

This report has been prepared for Council for information only. Over the past five years the Handy Bus service has gone through many changes in an effort to improve its service to the customers. The information contained in this report illustrates what the impacts of those changes are, based on industry standard performance indicators. In addition the report will provide a benchmark review, using 2004 data to show how Whitehorse compares to other Canadian Municipalities within its peer group.

1.2 Background

The City of Whitehorse operates a specialized transportation service known as "*The Handy Bus*". This service is for persons who meet the eligibility criteria and have a permanent and/or temporary physical, mental and/or medical condition that precludes use of the conventional public transit system.

The City of Whitehorse Transit Department operates with limited financial resources within the context of Council Policy – Council Resolution #2003-07-18 dated April 14, 2003 – and as amended by Resolution #2004-03-09 dated February 09, 2004.

Accessible transit services have been provided within the City of Whitehorse since 1976 when on the initiative of The Yukon Status of Women's Council, the Yukon Mini-Bus Society was formed. The Mini-Bus Society operated the Transit system from 1976 to 1978. In 1978 an independent transit commission was instituted by the Mayor and Council of the City of Whitehorse resulting in the city assuming responsibility for transit services within the corporate boundaries of the city.

In the following years, ridership and the demand for Handy Bus service increased. In response, Council adopted a resolution in 1999 to develop a policy to establish eligibility and priority of use. The development of this policy was done in consultation with the Government of Yukon, the Yukon Council on Disabilities and other interested groups. After a compilation of the results of the joint consultation effort, a Handy Bus Policy was adopted by Council in February, 2000.

The Policy was quickly challenged when the City was named as a respondent in a Human Rights Complaint. As a result of the complaint, Council adopted a resolution directing Administration to conduct a full review of the service. An extensive review was conducted in 2001 in collaboration with Government of Yukon, Yukon Council on Disabilities

and the Yukon Human Rights Commission. In addition, a focus group was established consisting of transit staff, customers and other government/non government agencies.

The review was conducted over a one year period. It concluded with a final report known as "*Interim Status Report City of Whitehorse Handy Bus Services*". Council adopted this report as a guiding document in April of 2002. The report contained nine (9) recommendations that gave administration the direction to address concerns raised during the review process.

Administration took those recommendations and explored all of the options alternatives to make the necessary changes to improve the service. Over a one year period the city:

- expanded the hours of service
- developed a new policy
- provided training for its staff
- developed a customer information pamphlet
- facilitated the establishment of the Handy Bus User Group

The Handy Bus service continues to operate under the adopted Council Policy and works continually with the Handy Bus User Group. With respect to the Human Rights complaint, after a lengthy investigation the Commission found in favour of the city with findings clearly stating that the City is accommodating persons with disabilities who are unable to use the regular transit system up to the point of undue hardship. The complaint was dismissed.

1.3 Scope

The information contained in this report is taken from the transit internal data base as well as the Canadian Urban Transit Association, Specialized Transit Facts Book.

The internal data will be used to provide a five year performance review from 2001 to 2005. In order to provide a context for this part of the report, 2001 has been selected as year one of the review cycle, providing Council with a snapshot of where the service was (pre- service level changes) and where it is now (post- service level changes).

The external data will be used to benchmark our performance to that of other municipalities within our population group (< 50,000). To provide a context for this part of the report the 2004 Annual Performance Indicators will be used as it is the most current information available.

2.0 Five Year Service Performance Review

2.1 Ridership

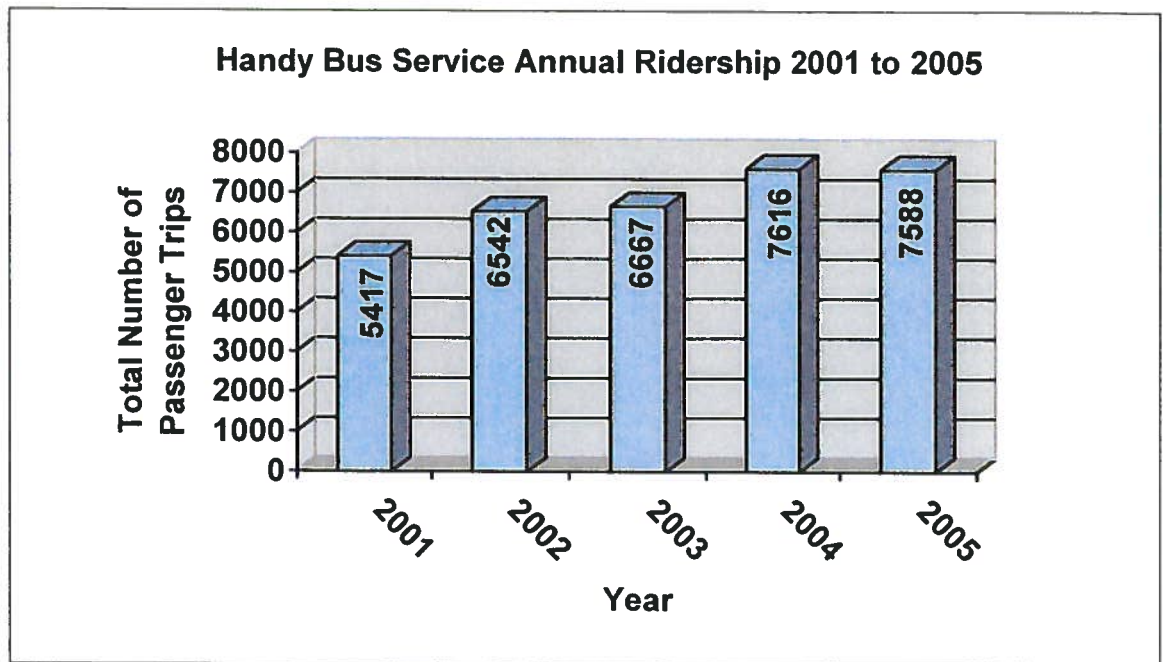


Figure 1.0 Handy Bus Annual Ridership 2001 to 2005

Figure 1.0 above illustrates that the Handy Bus service has been successful in improving its effectiveness in the number of passenger trips per year.

In terms of how successful, comparing 2005 with 2001, the numbers of trips have increased by 2171 or 40%. One of the major contributing factors is better scheduling by the dispatch combined with improved communications with the drivers. Other contributing factors include increased hours of service and adherence to the policy adopted by Council in April 2003.

Transit is taking further steps to improve on the effectiveness of the service by implementing a new scheduling software program. One of the features of the program will allow transit to better track no-shows and late cancellations. These two factors alone result in wasted time and recourses. In addition the program will allow transit dispatch to increase the number of linked trips by better understanding the locations and routing of pre-scheduled trips and the time required to complete them.

The program was designed internally by the Transit and Information Systems Departments; it was implemented on January 1, 2006. As with

any new program the bugs will need to be worked out, however Transit does expect to see some improvements in the first year of implementation.

2.2 Hours of service

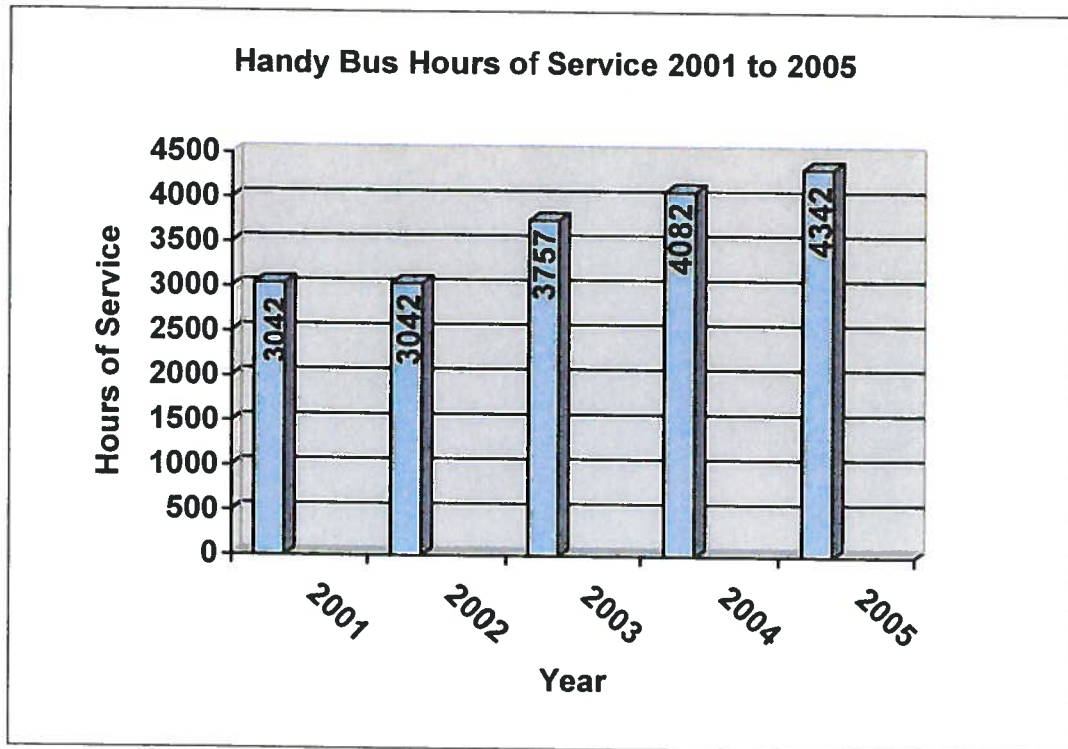


Figure 2.0 Handy Bus Hours of Service 2001 to 2005

Figure 2.0 above depicts the dedicated annual hours of service for this review period.

As previously mentioned, Council adopted the new Handy Bus Policy in April 2003, in doing so it adopted new hours of service. The increase in those hours resulted in an additional 715 hours of service annually. This change brought the Handy Bus service more in line with that of the Conventional service.

This change addressed one of the major concerns raised during the review process *"That a reconciliation of the hours of operation of the Handy Bus to the Conventional Transit system be referred to the Budget Committee."* The increased hours were implemented on July 1, 2003.

In 2004 Council made further funds available to provide an additional 325 hours for Country Residential service for persons with disabilities. In 2005 it increased the hours again to provide a further 260 hours for earlier morning service Monday through Friday. In total Council has approved

funding to increase the hours of operation by 1300 hours or 43% from 2001 service levels.

2.3 Passenger Trips/ Hours of Service

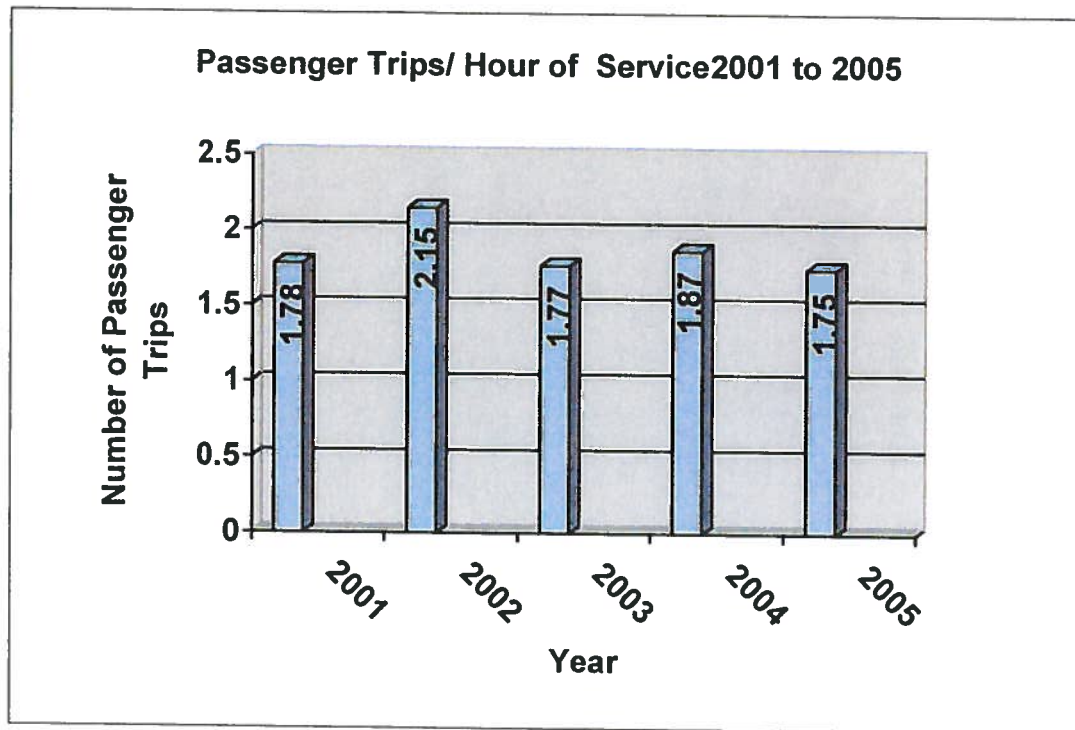


Figure 3.0 Passenger Trips/ Hours of Service 2001 to 2005

Figure 3.0 above shows the number of passenger trips per hour of service over this review period. The data shows that simply extending hours of service does not result in improved efficiency.

As discussed, rideship is up by approximately 40% in 2005 when compared to 2001, during the same period Council increased the hours of service by approximately 43%. The data shows that the city has increased the hours of service by approximately 3% higher than what the demand is.

A review of the booking requests reveals that late Friday nights and Saturday service is not well utilized. Administration has reviewed the options in an attempt to schedule operators accordingly, however restrictions on the length of a scheduled shift contained in the Collective Agreement combined with the obligation to be on call at these times prevents transit from improving on this efficiency.

What the data does illustrate is that the city has been 97% successful in terms of the number of trips for every new hour of service added.

2.4 Number of Kilometres Travelled/ Passenger Trip

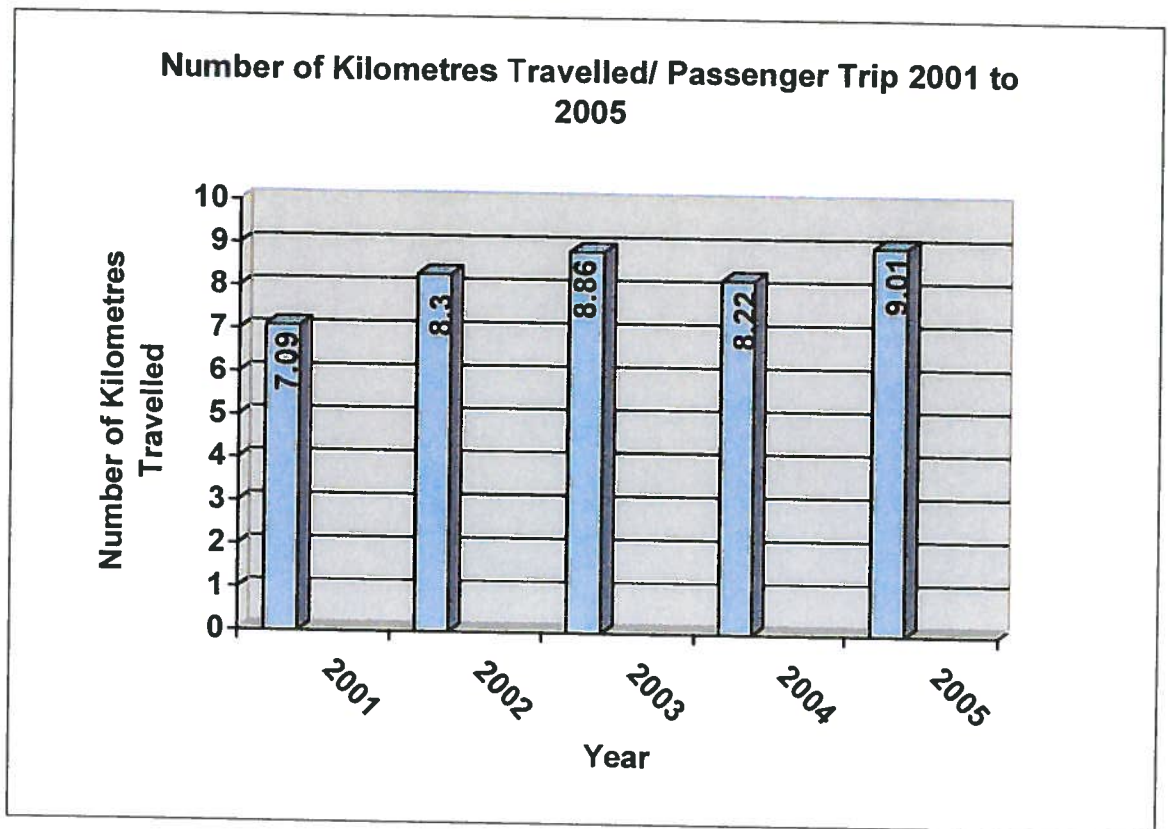


Figure 4.0 Number of Kilometres Travelled/ Passenger Trip 2001 to 2005

Figure 4.0 depicts the number of kilometres travelled per passenger trip for each of the respective years during this review period. Two of the challenges Whitehorse faces in providing this service is first, the overall size of the area served, and second the distances between each of the communities within its corporate boundaries. Based on the nature of the booking requests transit has very little control over the pick up and drop off locations. Unlike the Conventional system the Handy Bus does not operate on a fixed route system. As such the routing for the Handy Bus is done on a daily basis, based on the bookings for that day.

What can be concluded from the data is that expending the hours of service impacts negatively on transits ability to improve on this measure.

2.5 Total Registrants by Demography

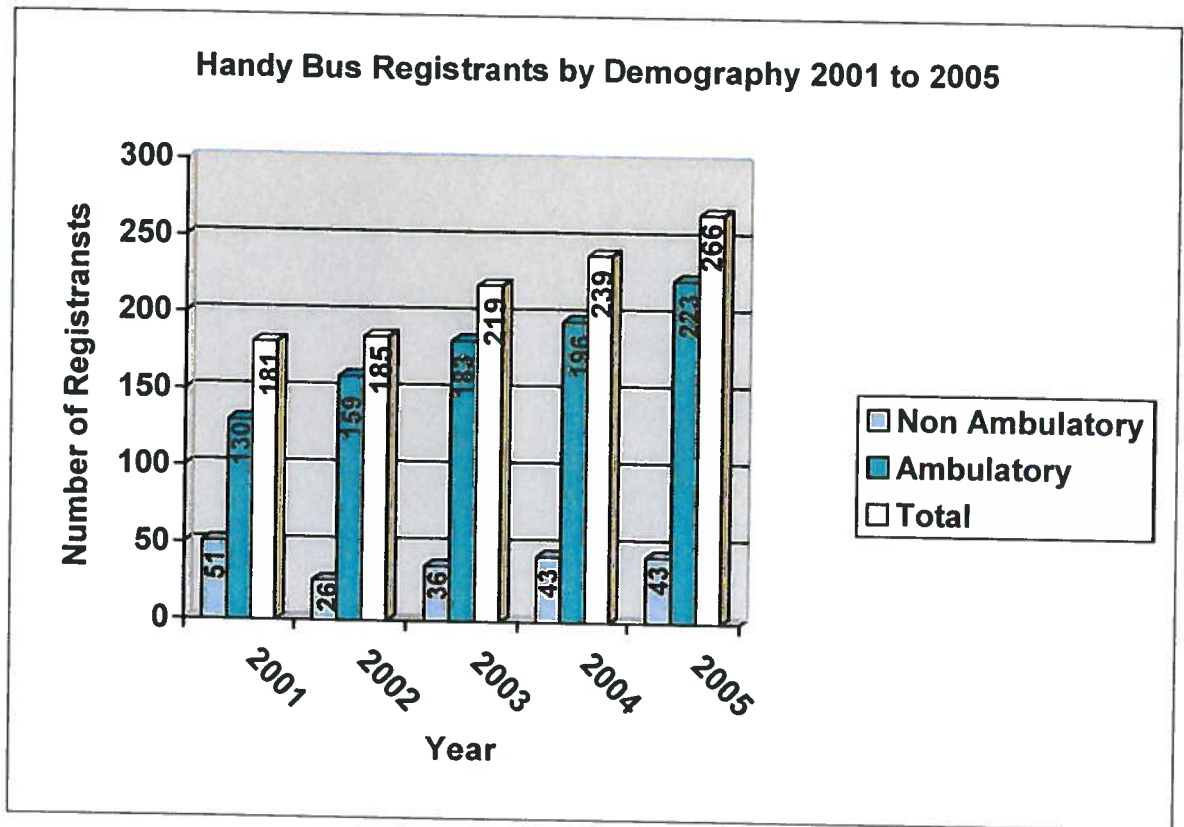


Figure 5.0 Handy Bus Registrants by Demography 2001 to 2005

Figure 5.0 depicts the total number of registrants from year to year within this review period, demographically the data shows that a large percentage of our total registrants fall within what is known as the ambulatory category. An ambulatory registrant is defined as a person who is "moving about, able to walk about", non ambulatory registrant are a persons who rely on a mobility aid such as a wheelchair or scooter. The data reveals that our registrant demographics are fairly consistent with an average of approximately 20% non- ambulatory and 80% ambulatory.

In January 2006 the city received a letter from the Handy Bus User Group raising some concerns, one of which was over the number of ambulatory to non - ambulatory registrants. Their concern was two fold in that first they felt that the city was making it too easy for citizens to get approved, and secondly that it may be providing too much service to the ambulatory registrants.

In responses to this issue the city assured them that the eligibility criteria contained in the Handy Bus Policy have been met under the terms and

conditions outlined in Appendix "A" Handy Bus Applicant Pre-Registration Application.

Further the city does recognize the imbalance of the number of ambulatory to non - ambulatory and has taken steps to address it. In exploring the options and alternatives contained in the April 2002 Interim Status Report, Council considered the implementation of a Ride Free Program. The intent of this program was to move eligible Handy Bus registrants over to the Conventional service, ultimately reducing the number of ambulatory persons using the Handy Bus service.

Council approved the Ride Free program as part of the 2003 Budget process. The program was implanted in July of 2003 and is viewed as being successful resulting in 104 registrants representing 47% of the ambulatory registrants to date.

The city continues to explore options and alternatives to improve on this measure and is in the process of tendering fully accessible low floor Conventional buses making the current service fully accessible for both non and ambulatory persons. In addition it is in the process of developing specifications for a new Handy Bus. The specification for this bus will also include the low floor option and will have the ability to carry a higher capacity than the previous ones.

The most important factor to be considered from the statistical data is that the need for this type of service continues to increase particularly in the ambulatory area. This trend is expected to continue supporting the steps the city is taking to improve accessibility and capacity for both the Conventional and Handy Bus services.

3.0 Five Year Financial Performance Review

3.1 Total Expense/ Passenger Trip

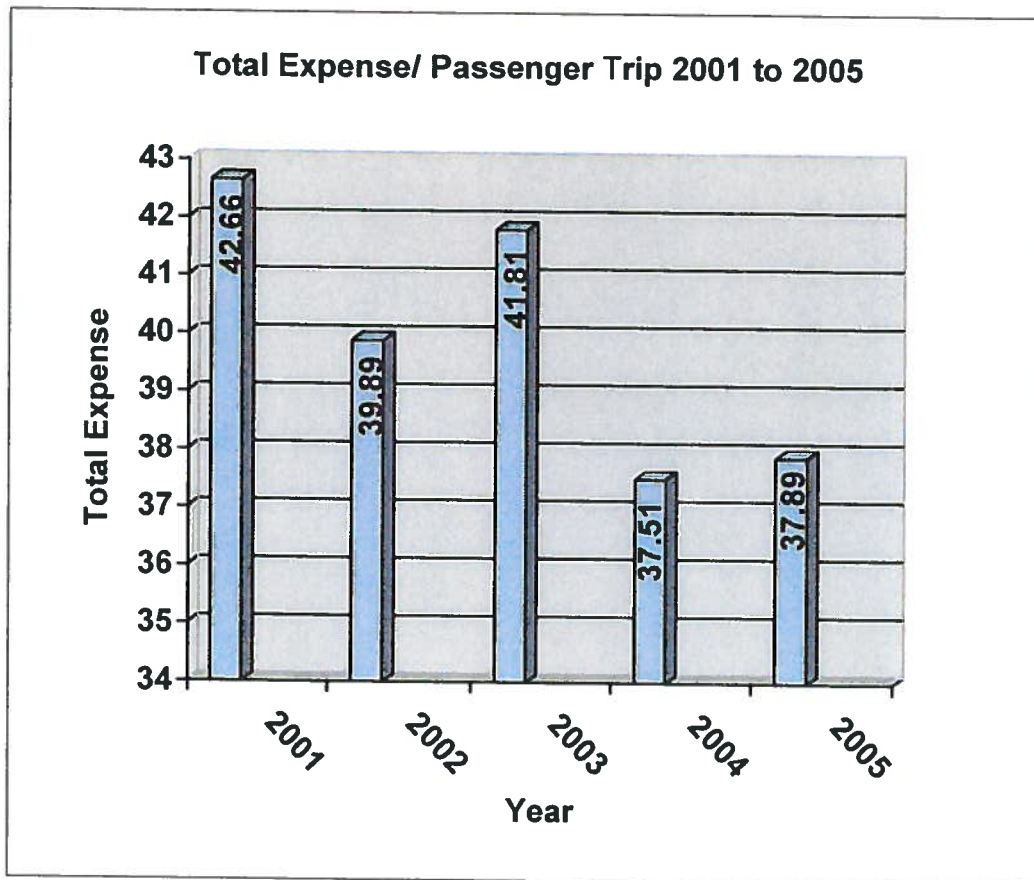


Figure 7.0 Total Expense/ Passenger Trip

Figure 7.0 represents the total expense per passenger trip over this review period. Using 2001 as year one, the city has improved on its efficiency in this area by \$4.77 or 11%. One of the major contributing factors is that while the overall expenses were increased, administration costs stayed the same. As such all additional funding went directly to the delivery of the service to the customer. Better scheduling and communications between the dispatch and the drivers also contributed to the efficiency.

Further analysis of the data shows a spike in 2003, followed by a drop in the following years. The spike in 2003 is a result of increased costs in expanding the service hours. Higher expenses can be expected in the first year of such changes as it takes time for customers and dispatch to gain a full understanding and control over filling the new available hours of service.

3.2 Total Expense/ Kilometre Traveled

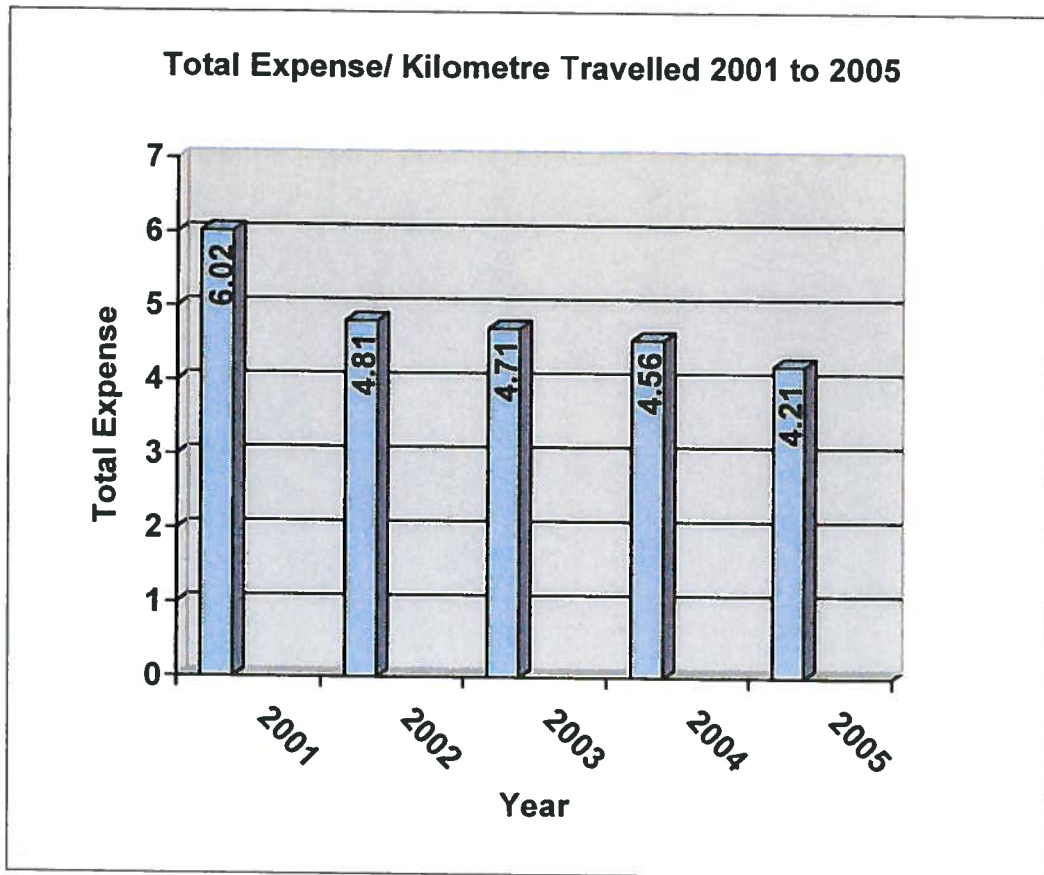


Figure 8.0 Total Expense/ Kilometre Travelled 2001 to 2005

Figure 8.0 depicts the total expense per kilometre travelled. Again using 2001 as year one, the data illustrates that transit has improved on its efficiency by \$1.81 per hour or 30%. As with the previous indicator, better scheduling with no increase in administrative costs are contributing factors.

3.3 Total Expense/ Hour of Service

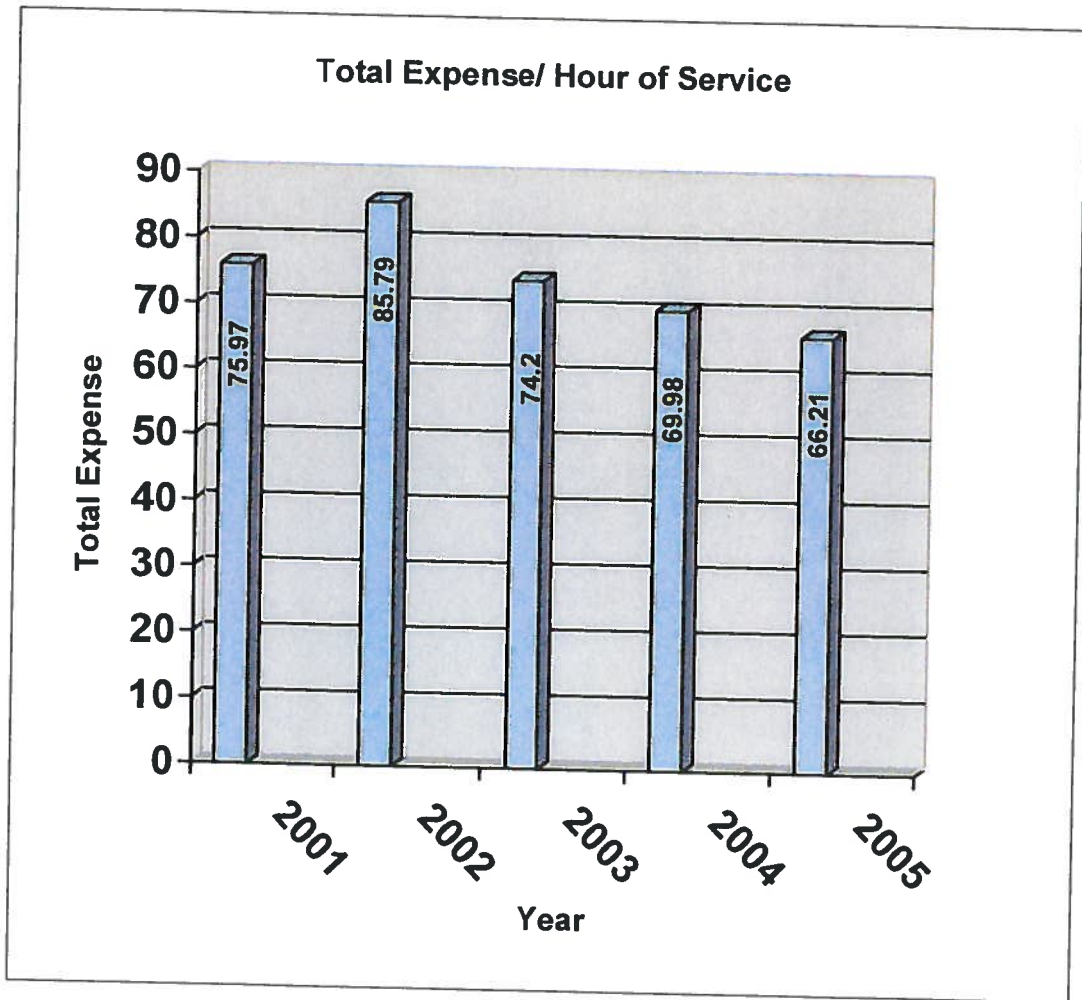


Figure 9.0 Total Expense/ Hour of Service 2001 to 2005

Figure 9.0 further illustrates that the city is improving its efficiency by \$9.76 or 13%, the same contributing factors as discussed account for this efficiency.

3.4 Five Year Overall Funding

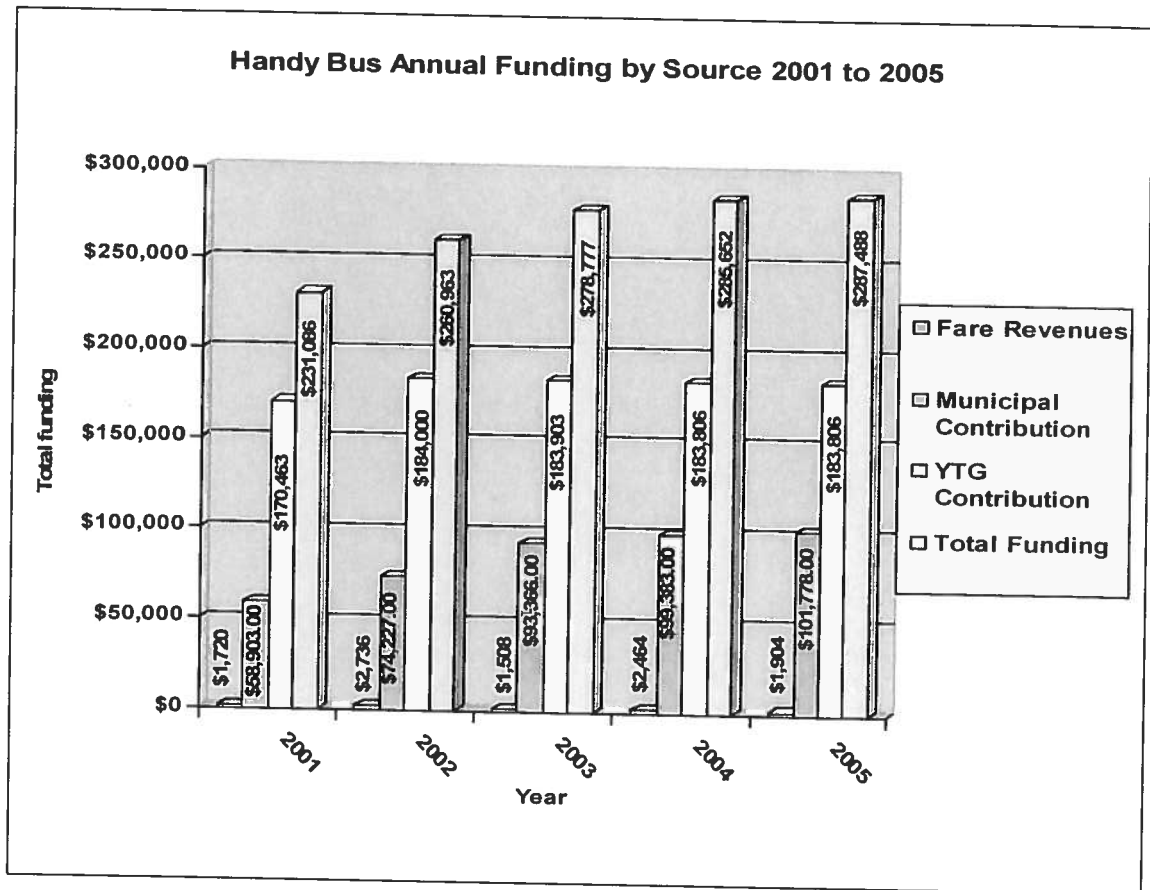


Figure 10.0 Handy Bus Annual Funding by Source 2001 to 2005

Figure 10.0 shows the annual funding for the Handy Bus service for this review period. It is broken down by revenue source showing how the overall funds are made up. They fall into three (3) categories:

- Fare Revenue
- Contributions through a YTG Community Agency Contribution Agreement
- Municipal Contribution

3.4.1 Fare Revenues

Fare revenues account for very little of the overall funding at .01% in 2005. The data further shows this to be fairly consistent from year to year. The fare structure for the service is as follows:

- \$2.00 Cash Fare
- \$7.50 Ticket Strips or \$0.75 per trip
- \$21.00 Monthly Pass or \$0.60 per trip based on 35 trips per month

One of the reasons Whitehorse is able to offer the service at such a low cost is a result of the funding it receives through the YTG Agency Contribution Agreement.

3.4.2 YTG Community Agency Contribution Agreement

In 2005 the YTG contribution agreement accounted for 64% of the overall funding. The annual amount of funding from year to year has been fairly consistent. Additional hours of service in the following years have increased the O&M costs, requiring the city to increase the municipal contribution.

A three (3) year agreement has been in place since April 1, 2003 and is set to expire on March 31, 2006. During the 2006 Budget preparation the city contacted the Director of Social Service to see if any changes were expected either in additional or reduced funding levels. The city was advised to budget based on the current funding levels and with another three (3) year term. The current budget is based on this information.

3.4.3 Municipal Contribution

The city's contribution has gone from 25% in 2001 to 35% in 2005. The data shows there is a trend in the increased amount of funding in each year during this review period. The increased funding is a direct result of the additional hours of service as discussed earlier in this report.

Other considerations in terms of the municipal contribution are the implementation of the Ride Free Program. As discussed, the program currently has 104 or 47% of the ambulatory customers. The use of this program is not tracked in terms of the ridership, making it difficult to determine what the financial impact or contribution is however with the number of registrants it is reasonable to say that there are additional contributions to be considered. In addition the city is in the process of adding new low floor, fully accessible buses to its Conventional fleet. Purchasing these types of vehicles is more expensive than the current standard types used today. In 2003 the city purchased two (2) standard type vehicles at a cost of approximately \$230,000 each, the cost of a low floor accessible vehicle is estimated at approximately \$450,000 each.

4.0 - 2004 Benchmark Analysis

4.1 The Peer Group Demographics

The peer group used in this report consist of eleven Canadian Municipalities including Whitehorse. The information provided is taken from the 2004 Canadian Urban Transit Association Facts Book for specialized transit services. Using 2004 in this report will provide the most

current information regarding the performance indicators. All eleven municipalities have populations of 50,000 or less. Table 1.0 below provides more detailed information regarding the demographics of each of those municipalities.

Municipality	Population	Area Served (km2)	Number of Dedicated Vehicles	Number of Registrants	Service Operated by
Fredericton NB.	50,000	132.0	2	500	Municipal
Rocky View AB	48,500	2,550	7	345	Private
Cornwall On.	48,000	63.5	5	1,492	Municipal
Welland On.	47,161	86	2	1,069	Municipal
Woolwich On.	45,340	843	3	967	Private
Grande Prairie AB.	45,000	60.4	4	396	Private
Brandon MB.	42,000	72.2	2	501	Municipal
Prince Albert SK.	39,890	65.8	6	1,130	Private
Timmons ON.	38,000	24	4	1,054	Municipal
Belleville ON.	35,800	36	2	468	Private
Whitehorse YK.	22,131	416	1	267	Municipal
Peer Group Average	41,984	395	3.45	744	45% Private

Table 1.0 Peer Group Demographics

In terms of the demography of the peer group, there are three (3) major imbalances that make it difficult to compare Whitehorse to the peer group. They are:

1. Population.
2. Service area.
3. Number of vehicles used.

Whitehorse has the smallest population within the peer group. It has the third highest service area. In addition, it is the only system to operate with one service vehicle.

Based on the imbalances within these areas, benchmarking Whitehorse with the peer group needs to be considered carefully. One of the major areas these imbalances will show up is the cost of operating the service.

4.2- 2004 Peer Group Performance Indicators

Municipality	Total Expense/ Passenger Trip	Total Expense/ Hour of Service	Dedicated Hours of Service	Passenger Trips/ Capita	Passengers Trips/ Hour of Service	Kilometre/ Passenger Trip
Fredericton NB.	\$ 20.12	\$ 42.86	5,000	.2302	1.49	N/A
Rocky View AB	\$ 26.53	\$ 30.91	5,693	.2758	2.35	15.86
Cornwall On.	\$ 18.33	\$ 35.21	10,304	.6938	2.79	3.13
Welland On.	\$ 17.87	\$ 43.51	4481	.3455	3.64	4.74
Woolwich On.	\$ 22.55	\$ 51.96	7,859	.4750	2.44	11.83
Grande Prairie AB.	\$ 15.41	\$ 14.31	N/A	.4357	N/A	2.68
Brandon MB.	\$ 12.98	\$ 39.18	2,300	.5545	2.24	4.89
Prince Albert SK.	\$ 13.64	\$ 37.38	10,909	.9411	3.44	4.38
Timmons ON.	\$ 20.41	\$ 35.22	8,415	.3820	1.73	8.94
Belleville ON.	\$ 14.32	\$ 31.70	4,653	.3028	2.33	6.75
Whitehorse YK.	\$ 37.51	\$ 69.98	4,082	.3441	1.87	8.22
Peer Group Average	\$ 19.97	\$ 39.29	6,370	.4528	2.43	7.14

Table 2.0 – 2004 Peer Group Performance Indicators

Table 2.0 above depicts the 2004 performance of the systems within the peer group both in terms of efficiency and effectiveness of the service provided.

With respect to the efficiency of the service Whitehorse has:

- The highest cost per passenger trip
- The highest cost per hour of service

Two major contributing factors add to these costs, they are the service area and the amount of service provided. As discussed earlier Whitehorse ranks in at number three (3) for the area served, in terms of the amount of service, Whitehorse ranks in at tenth (10th) place with Brandon MB. in eleventh, (population 35,800). The amount of service provided by Whitehorse follows closely to four other municipalities with almost double the population.

Other factors include, higher operating cost due to its location, wages, and low fares. In terms of wages, Whitehorse pays its operators the highest rate @ \$ 22.80/ hr within the peer group with the next closest being Welland Ontario @ \$19.74/ hr, the lowest rate paid is \$ 15.50/ hr in Grand Prairie AB. Fares will be discuss in the following section of this report.

In terms of the effectiveness of the service, the indicators show that Whitehorse is very competitive within the peer group, particularly given its service area. The three indicators used to determine this are:

1. Passenger Trips/ Capita
2. Passenger Trips / Hour of Service
3. Kilometres Travelled / Passenger trip

The number of passenger trips per capita shows that Whitehorse ranks in at eighth (8th) place. This indicator also shows that the service is well utilized on a per capita basis.

With respect to the number of passengers per hour of service, Whitehorse again ranks in at eighth (8) place. Given the high level of service provided, this indicator shows that Whitehorse is effective in its bookings.

The third indicator, kilometres travelled per passenger trip, shows that Whitehorse is effective in providing the maximum number of trips for every kilometre travelled. Whitehorse ranks in at seventh (7th) place followed closely by Timmons Ontario with a service area of 24 km².

4.3 – 2004 Peer Group Operating Funding by Source

Municipality	Revenues	Federal Contrib.	Provincial/ Territorial Contrib.	Municipal Contrib.	Donations/ Other Contrib.	Total
Fredericton NB.	\$ 25,458	0	0	\$205,587	0	\$ 231,045
Rocky View AB	\$ 25,607	0	\$ 15,000	\$ 26,200	\$ 267,564	\$ 334,371
Cornwall On.	\$ 54,606	0	0	\$ 513,194	0	\$ 567,800
Welland On.	\$ 28,229	0	0	\$244,279	\$ 9,402	\$ 281,910
Woolwich On.	\$ 68,687	0	0	\$ 368,050	\$ 13,795	\$ 450,532
Grande Prairie AB.	\$ 27,305	0	\$ 212,568	\$ 9,500	\$ 30,252	\$ 279,625
Brandon MB.	\$ 47,170	0	\$ 51,784	\$ 203,375	0	\$ 302,329
Prince Albert SK.	\$104,240	0	\$ 169,560	\$ 169,560	0	\$ 443,360
Timmons ON.	\$ 31,441	0	0	\$ 264,913	0	\$ 296,354
Belleville ON.	\$ 15,660	0	0	\$131,838	0	\$ 147,498
Whitehorse YK.	\$ 2,464	0	\$ 183,806	\$ 99,832	0	\$ 285,652
Peer Group Average	\$ 39,170	0	\$ 57,520	\$ 203,301	\$ 29,183	\$ 329,134

Table 3.0 - 2004 Peer Group Operating Funding by Source

Table 3.0 above shows the overall funding for each of the municipalities and how those funds are made up. An analysis of the data for the peer group illustrates that the overall funds are achieved through four (4) major funding sources, Revenues, Provincial/ Territorial Contributions, Municipal Contributions, and Donations/ Other Revenues. On average the breakdown is as follows:

1. Fare revenues = 12%
2. Provincial/ Territorial = 18%
3. Municipal = 61%
4. Donations/ Other sources = 9%

As with the previous indicators, this information needs to be carefully considered. Whitehorse has a very small population, reducing the opportunity to provide the same level of funding through the municipal taxes.

4.3.1 Fare Revenues

In terms of fare revenues, Whitehorse falls far short of the average for the peer group at 1%, the lowest within the peer group. As discussed earlier Whitehorse is able to provide the service at a lower cost due to the level of funding received through the territorial contribution. A comparison on fares to the Canadian average for specialized transit is illustrated in Table 4.0 below.

Source	Cash	Ticket unit	Monthly Pass
Canadian Average	\$ 2.28	\$2.05	\$60.18
Whitehorse	\$ 2.00	\$ 0.75	\$ 21.00
Variance	\$0.28	\$ 1.30	\$ 39.18

Table 4.0 Whitehorse/ Canadian Average Fare Comparison

Table 4.0 shows there is a considerable variance in the fare rates particularly in the ticket and pass cost. Council has not expressed interest in raising these fares, however if the territorial funding is reduced or the city considers increasing service levels further, an increase in the fares may need to be implemented to offset those additional operating costs.

4.3.2 Federal Contributions

From Table 3.0 the data reveals that federal funding is not provided to any of the municipalities within the peer group. This has been a topic of discussion for some time within the transit industry. While transit is likely the best venue to provide the service, it should not be the sole responsibility of the provincial/ territorial or municipal governments to pay for the service. The fact that each and every registered individual must be

assessed and approved by a medical professional supports this position further.

Transit services are provided to the general public, accordingly, equal accessibility must be provided. Unlike the Conventional service, the Handy Bus provides door to door service and operates on a booking system rather than a fixed route. In addition most of the bookings are of a health & social service nature. Doctor's appointment, rehabilitation services, and other health & social programs account for a large majority of bookings, particularly in subscription trips. This leaves very little opportunity for the general public, who are eligible, wanting to use the service for leisure or any other purposes.

In Canada approximately \$ 250,000,000 is spent on specialized transit, most of which is funded through the municipalities at 61% as shown in Table 3.0. A review of the statistical data on a national level does indicate that federal funding is starting to flow. In 2003 that funding level was at \$38,578, in 2004 it increased to \$ 222,667. While this is encouraging more lobbying needs to be done to increase those levels even further. Whitehorse will be working with the Canadian Urban Transit Association in that effort.

4.3.3 Provincial/ Territorial Funding

Table 3.0 shows that five (5) out of the eleven (11) municipalities receive this type of funding or support from this level of government. For the peer group this represents an average of 18% of the overall funding. In terms of the amount of funding provided to those five (5) municipalities Whitehorse receives the second highest amount accounting for 64%, Grand Prairie AB. receives the highest amount at 86%.

It's not clear why some do and some don't, one explanation could be that not all municipalities are reporting in the same manner and as a result are including any funding at this level in the municipal contribution area.

4.3.4 Municipal Contributions

From the review of the peer group the data shows that this level of funding accounts for an average of 61% of the overall funding. This is not the case for all municipalities as show in Table 3.0. As discussed above some variances may be occurring in the reporting of financial data resulting in some confusion of the amounts being contributed by both levels of government.

4.3.5 Donations/ Other Contributions

These contributions are likely any funds received in the municipalities as indicated in Table 3.0 through local service groups and or residence that

may be in a financial position to support the service. Based on the peer group review they account for 9% of the overall funding.

The City of Whitehorse has never received or explored this type of funding. If it were to, it would need to be careful in how it is done. One of the pitfalls is that the funding is not consistent making it difficult to predict how much may be available on an annual basis. A good example would be Rocky View AB. In 2003 it received \$ 77,907 that dropped to \$ 22,572 in 2004. The drop in funding resulted in higher provincial and municipal contributions to cover the short fall.

5.0 Report Summary

In order to put the findings of this report into perspective a summary of the highlights is provided. The summary will be presented in two parts, first dealing with the five (5) year performance and second dealing with the 2004 peer group review.

5.1 Five Year Performance Summary

This section of the report looked at and analyzed Whitehorse Handy Bus services with respect to its efficiency, effectiveness and financial performance over a five year period using 2001 as year one of the review cycle.

What's going well?

- Ridership is up by 40%.
- Hours of Service have increased by 43%.
- Total Expense/ Passenger Trip have been reduced by \$4.68.
- Total Expense/ Kilometre Travelled have been reduced by \$1.81.
- Total Expense/ Hour of Service have been reduced by \$9.76.
- Passenger trips/ Hour of Service have remained fairly consistent indicating that the additional hours are well utilized.
- A new policy has been adopted providing for better clarity and understanding of the service.
- Transit continues to explore options and alternatives to improve on it service delivery.
- The city facilitated the creation of the Handy Bus User Group and continues to work with them on operational issues.
- The implementation of the Ride Free Program.
- A new Handy Bus will be purchased in 2006 providing for higher capacity and better comfort for the customer.
- Three new Conventional Low Floor accessible buses will be purchased in 2006 providing the Handy Bus customers with more opportunities to travel, free of charge.

- A new booking program has been developed and implemented with the goal of improving on efficiencies even further.

What's not going so well?

- The number of registrants continues to grow annually putting more demand on an already well utilized service.
- O&M cost continue to rise as a direct result additional hours of service, increasing the municipal contribution.
- There is a perception from the customers that we are not providing enough service.

5.2 - 2004 Peer Group Analysis Summary

What's going well?

- Whitehorse offers the lowest fares within the peer group.
- Whitehorse offers a good service, providing a level of service more in line with municipalities with double its population.
- Whitehorse is competitive in providing the service in the areas of:
 - Passenger Trips per Capita
 - Passenger Trips per Hour of Service
 - Kilometres Travelled per Passenger Trip

What's not going so well?

- Whitehorse has the highest cost per passenger trip.
- Whitehorse has the highest cost per hour of service.