



Transit Future Plan

CAMPBELL RIVER REGION | October 2011



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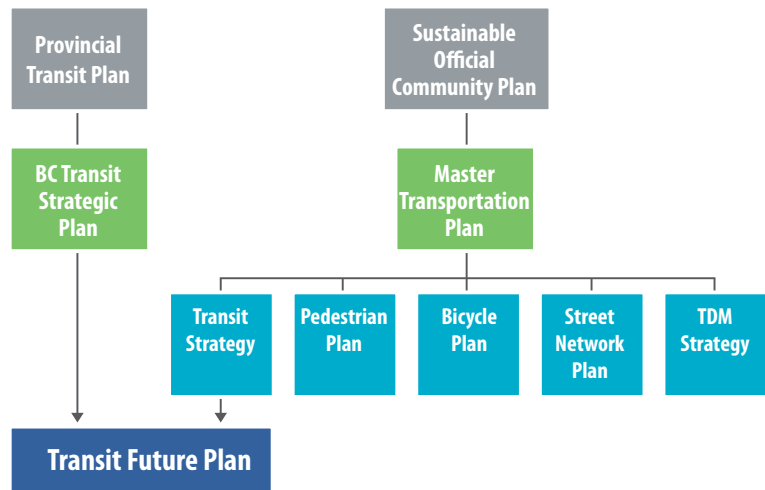


Executive Summary

Transit has tremendous potential to contribute to more economically vibrant, livable, and sustainable communities. The need to realize this potential in the Campbell River region is increasingly important because of factors such as climate change, population growth, an aging demographic and mobility for individuals who do not have access to a private automobile. Projected future growth in both Campbell River and the surrounding area will place increasing pressure on the existing transportation system.

To address the factors noted above, the City of Campbell River has embarked on a process called the Campbell River Sustainable Initiative, which includes updates to the Sustainable Official Community Plan and Master Transportation Plan. The new Sustainable Official Community Plan establishes a policy framework and guidelines to move toward sustainable development throughout the community. The Master Transportation Plan is intended to help shape Campbell River’s transportation investments and programs over the next 25 years and beyond.

The Transit Future Plan has been integrated into the Campbell River Sustainable Initiatives. A transit strategy to support the Sustainable Official Community Plan was developed through a joint Master Transportation Plan and Transit Future planning process. The Master Transportation Plan and the Transit Future Plan envision the City of Campbell River transit network 25 years from now and describes the services, infrastructure and investments that are needed to get there. The Transit Future Plan builds on the Master Transportation Plan transit strategy and includes an implementation strategy for transit investments.



Vision & Goals

Vision Statement

“To be a leader of integrated transportation solutions connecting people and communities in Campbell River to a more sustainable future”

Goals

The Transit Future vision builds on the four key themes of the Sustainable Official Community Plan and the Master Transportation Plan Vision:

1. Campbell River is Compact and Green

The Campbell River transit system provides connections between its livable and complete neighbourhoods and vibrant downtown with safe, frequent and direct transit services that are an attractive transportation choice.

2. Campbell River is a Healthy Community

The Campbell River transit system is an affordable and accessible transportation choice for people of all ages and abilities and supports active modes of transportation by being highly integrated with walking and cycling facilities and infrastructure.

3. Campbell River is Committed to Sustainability

Campbell River’s transit system will enhance the livability and sustainability of the community by providing transit services that are economically, socially and environmentally sustainable.

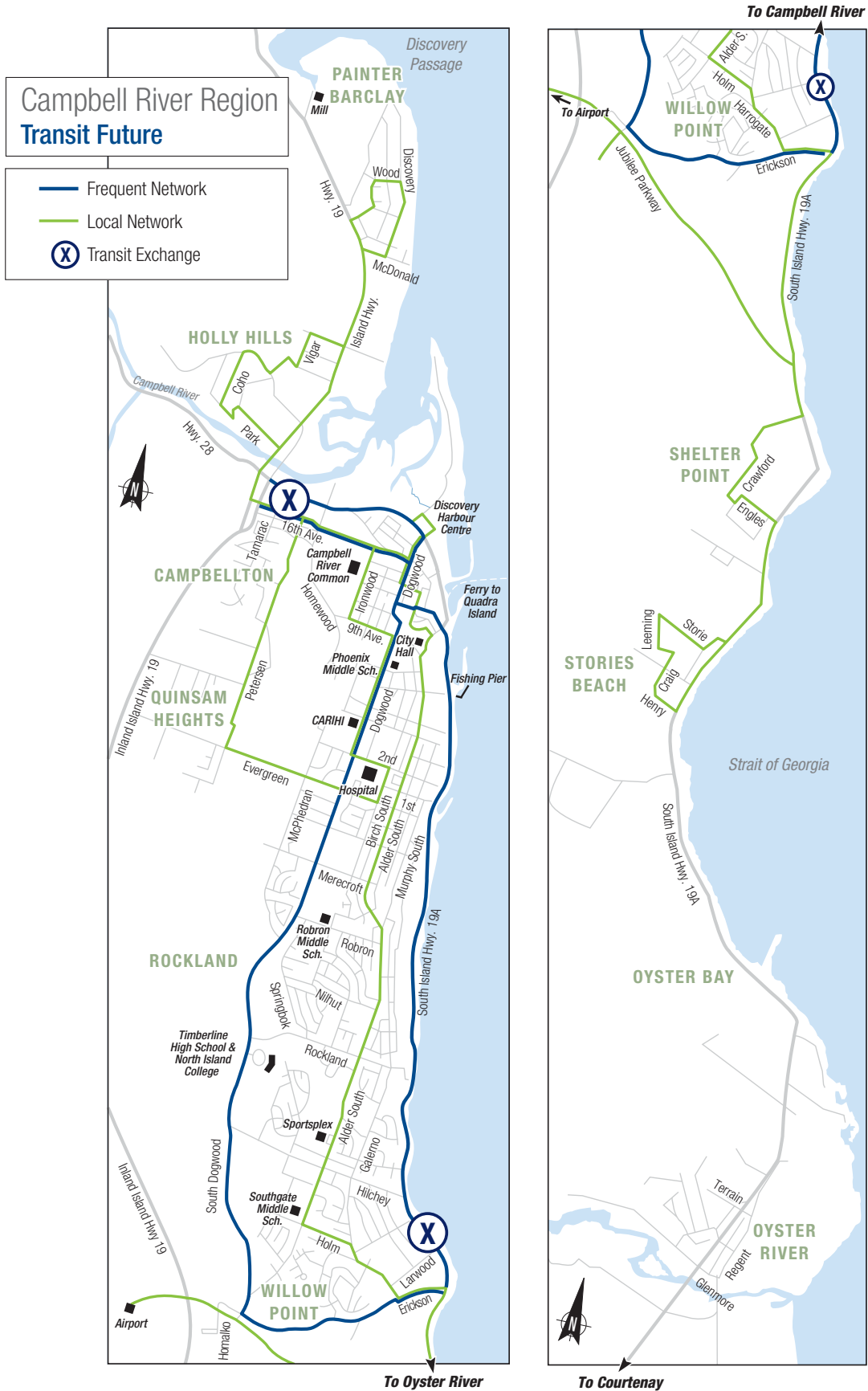
4. Campbell River is Responsive and Inclusive

The City and BC Transit will work together to manage the transit system in a fiscally responsible manner that promotes the community’s sustainability vision. The City and BC Transit will engage the community in the planning of future transit services.

Targets

The Master Transportation Plan and Transit Future Plan set a transit mode share target of five per cent for all trips by 2035, which will require Campbell River transit ridership to grow from 580,000 to 2.4 million passengers a year within this timeframe. This target is consistent with the Provincial Transit Plan’s targets for transit mode share in regional centres in British Columbia of three per cent in the near term, four per cent by 2020, and five per cent by 2030.





The Transit Future Network

Three layers of transit service have been developed to build the future transit network. The service layers are designed to efficiently move people throughout the city and surrounding region facilitated by transit priority measures.

Frequent Transit Network (FTN)

The FTN provides key corridors with a convenient, reliable, frequent (15 minutes or better) transit service from 7:00 a.m. to 7:00 p.m. The FTN will carry the largest share of the transit system's ridership justifying investments in transit priority, a high level of transit stop amenities and service branding.

Local Transit Network (LTN)

The LTN is designed to connect neighborhoods to local destinations and to the FTN. Frequency and vehicle type are selected based on demand.

Targeted Services

Targeted Services are a collection of transit services which include handyDART, inter-regional, express and para-transit services.

Implementation Strategy

Establishing the Transit Future Plan network requires prioritizing transit investments and developing an implementation strategy to transform today's network into the future network.

Network Priorities

Priority 1 – Short term initiatives

Improve weekday evening service

- Extend evening service to Mondays, Tuesdays and Wednesdays to match evening service provided on Thursdays, Fridays and Saturdays

Establish the critical transit facilities needed to implement the Transit Future Plan network

- A new transit exchange in the Willow Point area
- A new transit exchange in the Campbellton area
- A new operations and maintenance facility

Establish the Transit Future Plan network structure

- Restructure the existing transit network into the Transit Future Plan network
- Increase peak frequency to 20 minutes Monday to Friday on the Dogwood, Alder and Island Hwy 19A routes
- Improve inter-regional service between Campbell River and the Comox Valley during peak morning and afternoon travel times



Priority 2 – Medium to long term initiatives

Enhance service on the Frequent Transit Network

Increase service to Frequent Transit Network service levels on Dogwood and Island Hwy 19A

1. Increase peak frequency to 15 minutes Monday to Friday (Medium term)
2. Increase mid-day frequency to 30 minutes Monday to Friday (Medium term)
3. Increase evening frequency to 30 minutes Monday to Friday (Medium term)
4. Extend the hours of service Monday to Friday from 6:00 a.m. - 11:00 p.m. (Medium term)
5. Increase the peak frequency on the Dogwood route to 10 minutes Monday to Friday (Long term)
6. Increase mid-day and early evening frequency to 20 minutes Monday to Friday (Long term)
7. Establish FTN service levels on weekdays with service every 15 minutes or more, Monday to Friday, from 7:00 a.m. - 7:00 p.m. (Long term)
8. Increase the frequency and hours of service on weekend days (as required)

Identify and implement transit priority on the Frequent Transit Network Corridors (as required)

Enhance service on the Local Transit Network

- Increase service frequency (as required)
- Extend the hours of service Monday to Friday from 7:00 a.m. - 10:00 p.m. (Medium term)
- Extend evening service on Sundays and statutory holidays (Long term)

Enhance service on the Inter-regional Transit Network

- Enhance the Comox Valley to Campbell River service with increased frequency (Long term)
- Identify and develop Park & Ride sites for inter-regional transit service on Hwy 19A in the Strathcona Regional District south of Campbell River (Long term)

Ongoing Initiatives

- Enhance Custom Transit service and transit accessibility
 - » Expand handyDART services to align the hours of service with the conventional transit system and support an aging population
 - » Develop a travel training program to assist individuals who meet the handyDART eligibility criteria in learning to use conventional and handyDART transit
 - » Implement a seniors oriented shopper's service for individuals who do not require handyDART service
 - » Make transit more accessible
- Establish a U-Pass program at North Island College
- Address current service needs



- Match vehicle type to local service demand
- Incorporate new service areas outside of the City of Campbell River (as requested and agreed upon by all parties)
- Improve customer information
- Improve transit customer facilities

Moving Forward

Funding the plan

To meet the mode share and ridership targets of this plan will require significant capital and operating investments in the transit system over the next 25 years. Annual operating costs are based off of service hours that are projected to increase from the existing 26,700 hours to approximately 74,000 hours. The plan also calls for capital investments that include:

- Expanding the transit fleet from the existing 13 vehicles to 34 vehicles
- New transit exchanges in Campbellton and Willow Point
- Improvements to customer amenities at transit stops
- A new operations and maintenance centre

Given the level of transit investment anticipated over the coming decades, the way in which transit is and will be funded needs to be reviewed. BC Transit and its funding partners will need to work together to achieve stable and predictable funding sources beyond the existing funding mechanisms.

Keys to Success

To guide the plan from vision to reality will require an on-going dialogue between the Province, BC Transit, the City of Campbell River and other local partners on transportation policy, funding and the linkage between land use and transit planning.

Moving forward, the Master Transportation Plan and Transit Future Plan will be used to communicate the vision and direction for transit in the city and region. Campbell River has already taken the step of integrating a long term transit strategy within the Master Transportation Plan and Sustainable Official Community Plan. Other steps required to ensure the success of the plan include integrating the transit strategy into other municipal projects, with strong supporting travel demand management measures, transit oriented development and transit friendly land use practices.



Introduction

Why Do We Need a Transit Future Plan?

Transit has tremendous potential to contribute to more economically vibrant, livable, and sustainable communities. The need to realize this potential in the Campbell River region is increasingly important because of factors such as climate change, population growth, an aging demographic and mobility for individuals who do not have access to a private automobile. Projected future growth in both Campbell River and the surrounding area will place increasing pressure on the existing transportation system. These factors create a need to closely integrate land use and transit planning now and in the future. BC Transit has initiated the development of a Transit Future Plan in Campbell River and in other communities across the province to support the creation of more sustainable and livable communities. Transit Future Plans are intended to:

- Focus public investment in transportation (the movement of people and goods)
- Influence and support urban form that lends itself to service by public transit and active modes of transportation (e.g., walking and cycling)
- Create communities and neighbourhoods where people can live, work and play without complete reliance on automobiles
- Ensure the road network is available for the efficient transportation of people and materials
- Reduce energy consumption and the production of green house gas emissions primarily by reducing the use of single occupancy vehicles
- Provide access to services within the community such as health care, education and business
- Make transit more competitive with private automobile travel



What Is a Transit Future Plan?

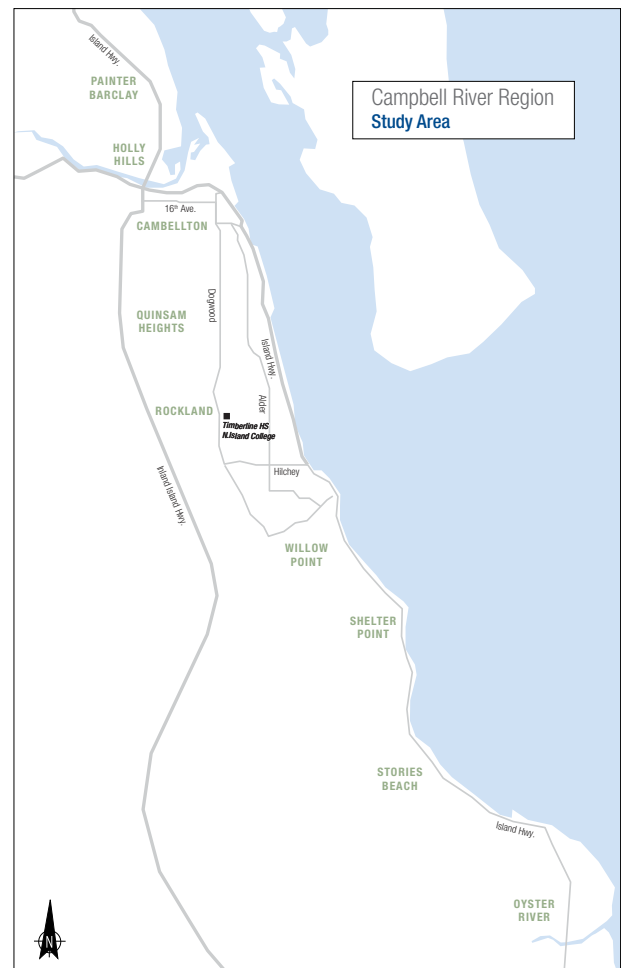
The Transit Future Plan for the City of Campbell River envisions the transit network 25 years from now and describes the services, infrastructure and investments that are needed to get there. Although it is BC Transit's role to guide the plan from vision to reality, the intended outcomes of the plan cannot be achieved by a single agency in British Columbia but rather through strategic and financial partnerships between local governments, the Province of British Columbia and BC Transit.

The plan intends to promote and support planned land use in the region that will facilitate an increase in the use of transit and other sustainable modes of transportation. The plan is designed to accommodate the ridership necessary to achieve the City's Transportation Master Plan and the Provincial Transit Plan mode share targets for transit. However, municipal, regional and provincial planning agencies are pivotal in the creation of demand through strategic transit oriented development, transit friendly land use practices, travel demand management practices, and the provision of road right-of-way for significant transit priority measures.

Study Area

This plan has been created for the Campbell River Region, which includes the City of Campbell River and the areas in Strathcona Regional District adjacent to the City. The plan also takes into consideration regional connections to the Comox Valley.

The City of Campbell River is located in the Strathcona Regional District on the east coast of Vancouver Island. The City is a key urban centre serving central and northern Vancouver Island, providing services and amenities to many nearby island and mainland communities. The community layout of Campbell River is defined by its position on the Discovery Passage, composed of a strip of development along the coastline that is 2-3 km wide and approximately 18 km long.



Links to Other Planning Initiatives

The Transit Future Plan is influenced by the following Provincial, BC Transit and local planning initiatives which include:

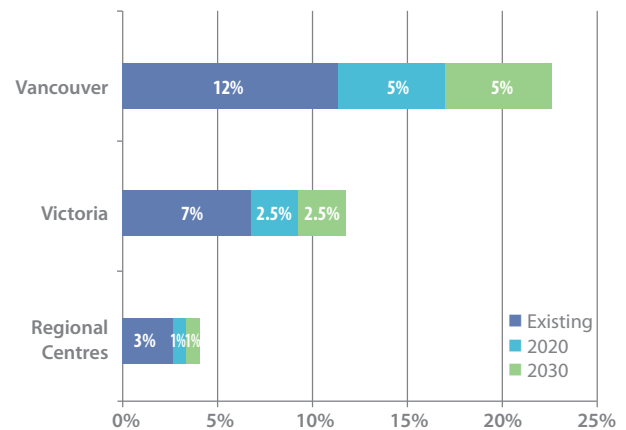
Provincial Transit Plan (2008)

The Provincial Transit Plan is British Columbia's \$14 billion strategy for expanding fast, reliable, and green transit. The plan emphasizes that, from a transportation perspective, the best means of reducing greenhouse gas emissions is to focus on dramatically increasing transit ridership (and thereby reducing single occupancy vehicles), linking transit to active modes of travel (walking and cycling) and having land use decisions, largely made by local government, focus on transit oriented development or at least transit friendly development. The Transit Future Plan sets the framework for accomplishing these substantial goals in the City of Campbell River.

The Provincial Transit Plan sets a number of quantifiable targets such as:

- Reducing greenhouse gas emissions and air contaminants from cars by 4.7 million tones by 2020
- Doubling transit ridership in BC to over 400 million trips a year by 2020
- Increasing the transit market share in regional centres from three per cent to four per cent by 2020 and five per cent by 2030. For the City of Campbell River, this translates into increasing transit ridership from 580,000 to 2.4 million passengers a year.

Provincial Transit Plan Mode Share Targets

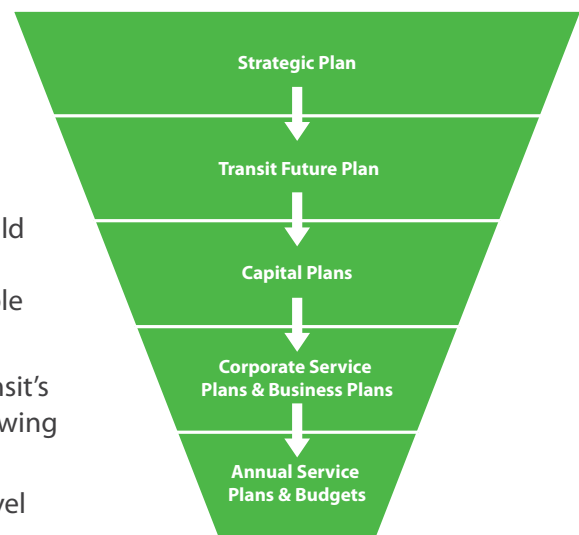


BC Transit 2030 Strategic Plan (2010)

BC Transit's Strategic Plan establishes the organization's vision for shaping transit services now and into the future. To achieve greener travel and healthier communities, the transit service must respond to the key trends such as an aging population, continued growth and urbanization, volatile energy pricing, a less predictable economy, and changes in technology. The plan recognizes the need to build public support for transit funding, transit-supportive land use patterns, and integration of transit with other sustainable transportation modes.

The Transit Future Plan will support key initiatives in BC Transit's Strategic Plan. Specifically; this plan contributes to the following Strategic Plan priorities:

- Increase integration with other types of sustainable travel
- Influence land use and development patterns



- Identify and establish priority corridors for transit
- Enhance existing partnerships and develop new ones
- Increase BC Transit’s environmental, social and economic accountability

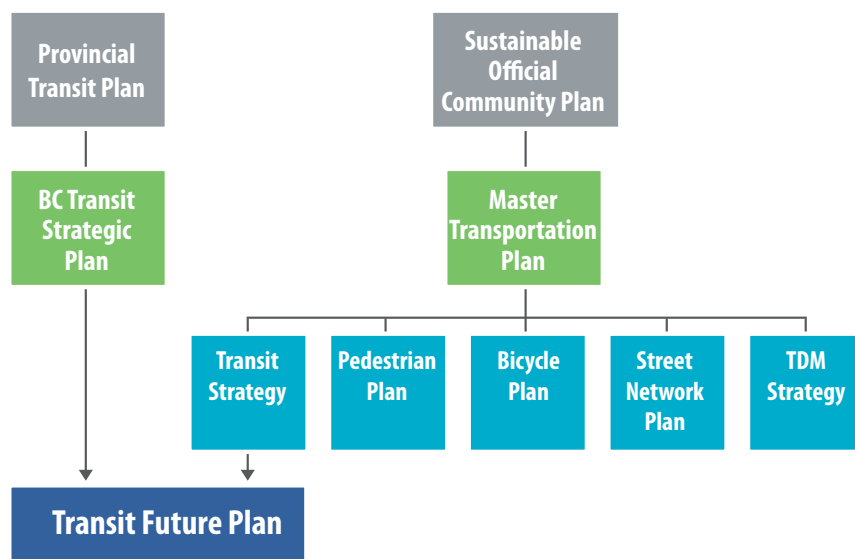
Transit Future Plans developed for each community provide guidance to future BC Transit Capital Plans, Corporate Service Plans, Business Plans, three year Service Plans, Annual Service Plans and budgeting processes.

City of Campbell River Planning Initiatives (2011)

The City of Campbell River has embarked on a process called the Campbell River Sustainable Initiative. The initiative includes an update of the Sustainable Official Community Plan and the Master Transportation Plan. The Sustainable Official Community Plan establishes a policy framework to provide a stronger emphasis on creating a more sustainable, compact and complete community. The Master Transportation Plan is intended to help shape Campbell River’s transportation investments and programs over the next 25 years and beyond.

Integration with Campbell River Planning Initiatives

The integration of transportation and land use planning at the municipal, regional and provincial level is one of the most important considerations in the design of the Transit Future Plan. The Transit Future Plan has been integrated into the Campbell River Sustainable Initiatives described above through a joint Master Transportation/Transit Future planning process in which a transit strategy was developed. The joint planning process included a series of steering and technical committee meetings, public workshops and a public open house. The transit strategy includes a description of the future transit services, network and infrastructure, as well as supporting transit strategies. The Transit Future Plan builds on the Master Transportation Plan transit strategy and includes an implementation strategy for transit investments over the next 25 years.



Participation

Development of the Transit Future Plan included community engagement as part of the City's Master Transportation Plan consultation process. In addition, BC Transit undertook additional public consultation initiatives, including holding two events with the Transit Future Bus and meeting with interested stakeholder groups individually. These BC Transit initiatives were done to raise awareness of the plan, receive input on determining priorities for implementation of the plan and to ensure the delivery of a plan that will meet the diverse needs of the people within the Campbell River region.



Master Transportation Plan Consultation

The Master Transportation Plan was developed with broad participation from the Campbell River community to ensure that the plan reflects the values and interests of the community. Community participation included:

- **Steering Committee** – A Steering Committee was formed to guide the development of the Master Transportation Plan Update. The Steering Committee included 17 members representing various City departments; external agencies including the Ministry of Transportation and Infrastructure, BC Transit, ICBC, RCMP, BC Ferries, School District #72, Strathcona Regional District, and First Nations; as well as several community members. Two Steering Committee meetings were held during the study.
- **Stakeholder Workshop** – An interactive stakeholder workshop was held on November 17, 2010 to identify transportation issues, opportunities and priorities for improvements. Approximately 40 participants attended this workshop. A summary of workshop feedback is provided within the Transportation Master Plan Appendix A.
- **Community Survey** – An on-line survey was posted on the project website to collect input from Campbell River residents regarding key transportation issues and opportunities in conjunction with the Stakeholder Workshop. Fifty-one survey responses were received and a summary of survey feedback is provided within the Transportation Master Plan Appendix B.
- **Public Open House** – A public open house was held on May 11, 2011 to present the Draft Master Transportation Plan and receive input from the community. Approximately 20 residents attended the open house.
- **Committees of Council Presentation** – A presentation was given to the Committees of Council on May 11, 2011 to outline the study process and the components of the updated Master Transportation Plan.
- **Website and Social Media** – A dedicated webpage was established for the Master Transportation Plan on the City's www.sustainablecampbellriver.ca website. The website included materials developed throughout the study and provided information about upcoming events.

Transit Future Plan Consultation

The Transit Future Plan consultation initiatives included the following:

- A presentation was made to the City of Campbell River Council on March 15th 2011 to introduce the Transit Future Plan and process
- Two Transit Future Bus events in the City. The Transit Future Bus is an out of service bus that has been converted into a mobile open house facility complete with information on the Transit Future Plan, BC Transit and a Kids' Zone. The two events occurred in mid-June 2011 and welcomed over 370 visitors on-board. Events were held at the following locations:
 - » A farmer's market at the Maritime Heritage Centre
 - » The Mariner's Square

The objective of the events was to share information and answer questions about the transit strategy and gather public feedback on priorities for implementation of the plan. Attendees were able to provide feedback directly to BC Transit staff on-board or via an on-board survey and comment board.

- BC Transit met with the following interested stakeholders to discuss the transit strategy:
 - » North Island College Administration
 - » Strathcona Regional District Staff
 - » We Wai Kai Nation
 - » Access Awareness Committee Meeting



Public Feedback

The major themes of public feedback from stakeholder meetings and the Transit Future Bus events revealed a number of priorities for future transit service improvements:

- Support for extending evening service to seven days a week
- Increased frequency between major destinations
- Improved service between Campbell River and the Comox Valley
- New service to the airport and improved service to the Campbell River Ferry Terminal
- Utilization of smaller buses when appropriate
- Improvements should be made to transit stops to meet universal accessible guidelines
- The need for a transit service that is more oriented to seniors and persons with limited mobility. Some customer find the conventional fixed-route service challenging to use but do not require the level of service offered by handyDART
- An official request for transit service to Quinsam Crossing by the We Wai Kai Nation



Setting The Scene

Population and Demographics

Population

The City's population has more than doubled over the past 30 years to its present population of approximately 32,000 residents. Over the next 25 years the population is forecast to grow by 30 per cent to 41,000 residents. The projected future growth will place increasing pressure on the existing transportation system in both Campbell River and the surrounding area.

Age

The youth and elderly populations of Campbell River are of particular importance for transit planning purposes. Youth often do not have access to automobiles and are more reliant upon transit, walking, cycling, and carpooling. Transit service is often the only choice of transportation for the very elderly (80+) who no longer have access to an automobile.

Campbell River has a large youth population, with nearly 20 per cent of the population under the age of 14. The 2006 census data reveals that transit use was highest amongst young adults between the ages of 15-24 year olds. Recent increases in transit ridership may be partially attributed to the youth population transitioning into young adulthood and increasing their use of transit. By encouraging youth to use transit early in their lives, there is an opportunity to continue transit use into adulthood.

People 65 years and older account for approximately 14 per cent of the population in Campbell River. This demographic is expected to increase as the population continues to age and as seniors continue to migrate to Vancouver Island over the next 25 years.

Demographic challenges

Increases in personal and shopping trips

As the population ages and the trend of seniors migrating to Vancouver Island continues, less people will be of employment and school age. These trends will likely lead to an increase in the non-work related travel market which can be a difficult market to capture. Designing a transit network that connects people to local centres for shopping and personal trips should help capture this market. It is also important to give consideration to people making longer distance trips for work or education purposes when designing the transit network of the future.

Additional pressure on custom and accessible transit service

As the number of very elderly (80+) increases, conventional fixed-route service and handyDART service will be expected to expand and provide more neighbourhood oriented transit to address the mobility limitations of this segment of the population.

Land Use

Population Density and Housing Stock

The existing population density of 206 people per square kilometre is relatively low in comparison with many other small and mid-sized communities on Vancouver Island and the mainland. Campbell River's average household size is approximately 2.4 people, which is slightly below the provincial average of 2.5 people per household. Approximately 65 per cent of the City's housing stock is made up of single detached dwellings and apartments account for nearly 20 per cent of the housing stock.

Sustainable Official Community Plan

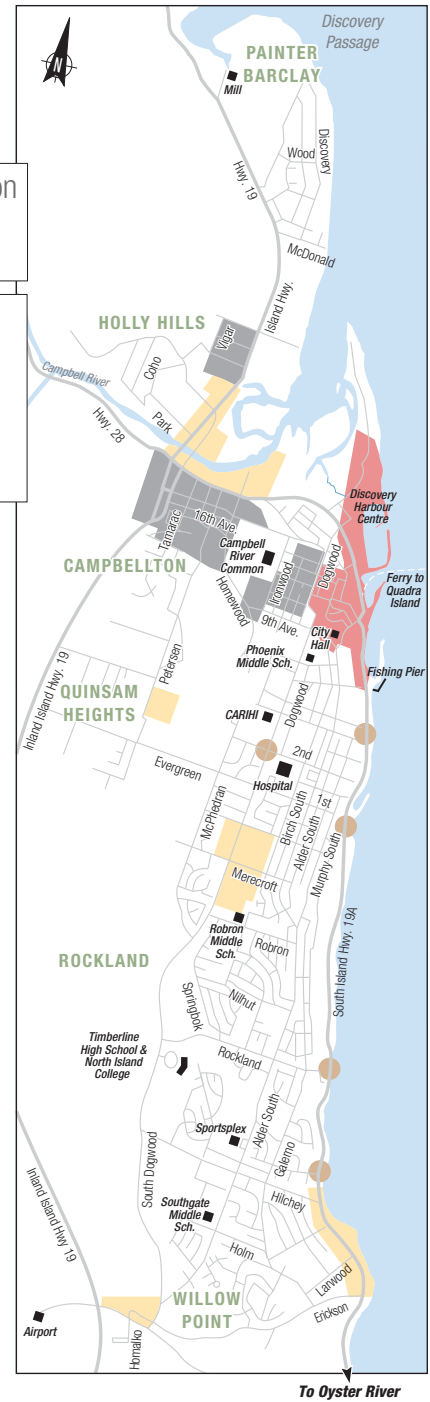
The Sustainable Official Community Plan establishes a policy framework and guidelines to move toward sustainable development throughout the community. The plan emphasizes a compact, healthy, responsive and inclusive community that is committed to environmental, economic, and social sustainability. The plan outlines a strategy to increase density by focusing growth in a network of compact, complete centres, which include the Downtown, Village and Neighbourhood Centres, with higher densities and mixed land uses. The plan envisions connecting these centres with infrastructure and services that support walking, cycling and transit.



Campbell River Region Sustainable Official Community Plan

Proposed Land Use Intended Growth Areas






- Downtown
- Industrial/Business
- Village Centre
- Neighborhood Centre



Transportation

Master Transportation Plan

The City's Master Transportation Plan is intended to help shape Campbell River's transportation investments and programs over the next 25 years and prioritize walking, transit, and cycling. This is important in ensuring that transportation investments create a multi-modal transportation system that will work towards achieving the City's strategic vision and community goals. The plan sets a target that 20 per cent of all trips to work be made by walking, transit or cycling 25 years from now. The key components of the plan are illustrated below.

MASTER TRANSPORTATION PLAN				
 Pedestrian Plan <ol style="list-style-type: none"> 1. Increase Sidewalk Coverage 2. Pedestrian Priority Areas 3. Enhanced Pedestrian Treatments 4. Greenways 	 Bicycle Plan <ol style="list-style-type: none"> 1. Enhanced Bicycle Network 2. Bicycle Facility Design Guidelines 3. Bicycle support Strategies 	 Transit Strategy <ol style="list-style-type: none"> 1. Improved Transit Services 2. Transit Priority Treatments 3. Improved Transit Infrastructure & Facilities 4. Transit Support Strategies 	 Street Network Plan <ol style="list-style-type: none"> 1. Updated Roadway Classification System 2. Major Road Enhancements 3. New Roads 4. Minor Road Improvements 5. Goods and Services Movement 6. Neighbourhood Traffic Management 	 Transportation Demand Management Strategy <ol style="list-style-type: none"> 1. Integrated Land Use and Transportation Planning 2. Parking Management Strategies 3. Leadership 4. Education & Awareness 5. Private Sector & Other Agency Initiatives
TARGETS				
10%	5%	5%		

Transportation Services (other than transit)

Other transportation services and infrastructure provided within the City of Campbell River and surrounding area include:

- School District 72 (Campbell River School District)** – The school bus system provides transportation for eligible school students who live beyond walking limits from their neighborhood to their nearest public school. For primary students this distance is over 4 km, and for intermediate and secondary students the distance is over 4.8 km. There are 5,310 full time students enrolled in the school district with 647 registered school bus users. Service is provided with a fleet of 19 buses that operate 833,776 kms of service per year. This translates into 38 hours of conventional and 12 hours of special needs service per school day.
- Jack Bell Ride-Share Foundation** – The program is funded by BC Transit and Translink to operate a public vanpooling service and provide online ride matching. Users register in the program to join vanpools/carpools or use the rideshare database. Jack Bell Rideshare vanpools use eight-passenger minivans and four-passenger automobiles, which are purchased by Jack Bell Rideshare and operated by a designated vanpool driver. All passengers except the driver pay a monthly fare calculated to recover capital and operating costs. Vanpools are formed through ride matching, which uses a GIS-based software program to match commuters who live close together, work close together and wish to travel at similar times. There are 128 registered vanpool members in Campbell River.

- **BC Ferries** – Provides daily service with 18 sailings from Campbell River to Quathiaski Cove Ferry Terminal on Quadra Island.
- **Airport and a seaplane base** – There is an airport and seaplane base that serves the city.
- **Taxi Service** – There are multiple taxi companies which operate seven days a week within the city. The existing taxi services in Campbell River are not wheelchair accessible.

Land Use & Transportation Challenges

Strengthening the link between land use and transportation planning – The updating and integration of the Sustainable Official Community Plan, Master Transportation and Transit Future Plan are critical steps to ensure a strong link between transportation and land use planning. It is important to ensure that as development proposals and transportation projects are implemented they support the vision of these plans.

Improving transit service to better connect the Downtown with Village and Neighborhood Centres - Strengthening the transit links between the Downtown, Village and Neighborhood Centres identified in the Sustainable Official Community Plan will ensure a strong link between transportation and land use planning.

Creating transit supportive land use policies that are market responsive – Transit supportive land use is critical to the delivery of the transit

strategy. Policies around transit supportive land use must be market responsive in order to attract private development.

Servicing low population densities – Providing transit to areas with low population densities decreases the efficiency of the entire transit system as these areas do not generate adequate demand for transit ridership. In some instances it may make sense to focus transit investments in higher density growth areas and not provide transit service to low density areas where future growth is not planned.

Servicing new neighbourhoods by transit - In order for transit to be viable in new suburban neighbourhoods it is important that new developments are closely linked to transit planning principles such as strong pedestrian connectivity, transit vehicle friendly road network design, bus stop and terminus considerations, and higher land use densities.



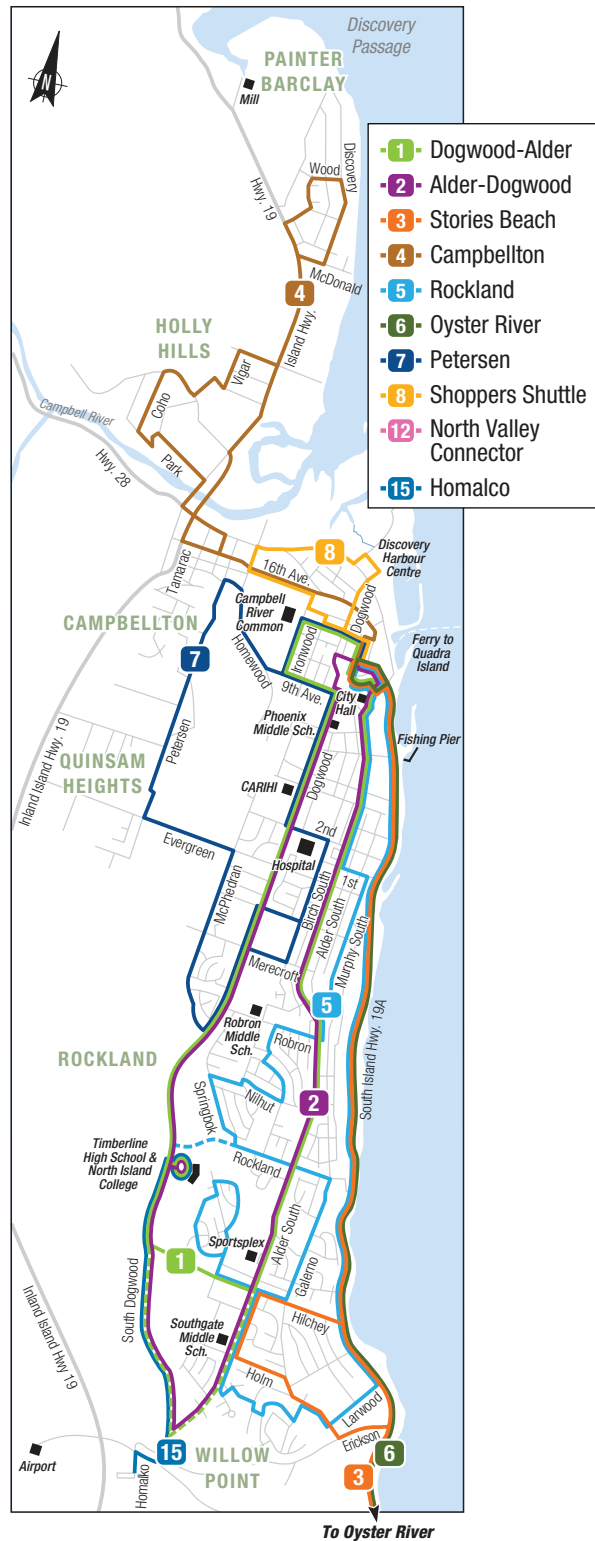
Conventional Transit System

The existing conventional transit system provides service within the City of Campbell River and extends to communities to the south that are administered by the Strathcona Regional District; including Shelter Point, Stories Beach, and Oyster River. The trips outside of the City of Campbell River require a two-zone fare payment.

The transit system provides over 580,000 rides annually with 10 bus routes and serves almost 240 bus stops. The transit system now operates over 21,000 annual service hours with a fleet of nine conventional buses.

Bus routes are largely structured in a “hub and spoke” pattern, with most routes beginning and ending at the Community Centre Transit Exchange. Routes loop through neighborhoods and operate at a relatively low frequency of service of 30 minutes or more. Many trips to destinations outside of the downtown require customers to transfer.

The main transit corridors in the city are the Island Highway 19A, Dogwood Street and Alder Street. The transit system also provides service to several other key destinations throughout the community including North Island College, the Sportsplex, Timberline Secondary School, Carihi Secondary School, Southgate Middle School, Phoenix Middle School, Robron Centre for Life-Long Learning, City Hall and the Campbell River & District Regional Hospital.



Service Frequencies and Hours of Service

As shown in the table below, transit service in Campbell River is provided seven days a week, excluding statutory holidays. Transit operates from 6:00 a.m. to 6:00 p.m. with extended evening service to 10:00 p.m. on Thursdays, Fridays, and Saturdays. On weekdays most transit routes operate approximately once an hour throughout the day, but both the 1 Dogwood-Alder and the 2 Alder-Dogwood routes operate at a 30 minute frequency during the morning and afternoon peak periods. Service is more limited on weekends.

Route #	Route Description						
		AM Peak	Mid-Day	PM Peak	Evening	Saturday	Sunday
1	Dogwood – Alder	30	30-60	20-35	120*	60	60
2	Alder – Dogwood	30	30-60	30	60*	60	60
3	Stories Beach	60	120	75	120*	60-120	120
4	Campbellton	55	40-70	30-60	120*	60	60
5	Rockland	60	60	60	180*	60	60
6	Oyster River	90	120-150	60	–	120-150	120
7	Petersen	60	45-60	65	50*	60	60
8	Shoppers Shuttle	60	60	60	120*	60	60
9	Rockland/Alder	6:54am	–	–	–	–	–
15	Homalco	8:45am	10:15am, 2:45pm	–	–	10:15am, 12:15pm, 2:45pm	–

* = Thursday/Friday Only

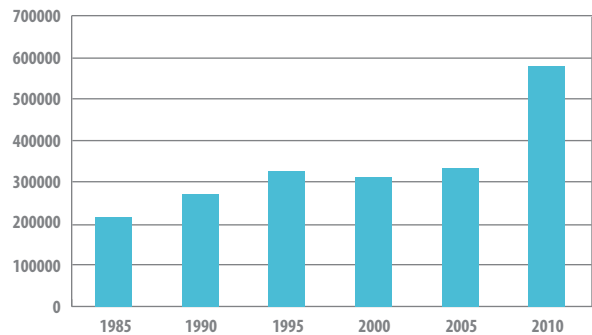
* = The route 9 and 15 are geared towards meeting school bell times

Transit Ridership

The Campbell River Transit System provides over 580,000 rides annually. According to the 2006 census, transit accounted for approximately 2.5 per cent of all trips to work and school in the city. Nine per cent of young adults (15-24 year old) used transit to travel to work and school, compared to 1.5 per cent of adults aged 25 and older. The data also indicated that transit use was higher among women than men with approximately 3.2 per cent of all work trips made by women, compared to 1.9 per cent of all work trips made by men.

In the last 25 years transit ridership in Campbell River has grown by approximately 270 per cent. In the last five years ridership has grown at a significantly faster rate from 335,000 annual rides in 2005 to 580,000 annual rides in 2010. The recent growth in ridership is linked with service frequency improvements to the Dogwood, Alder and Oyster River routes.

Historical Annual
Transit Ridership



Benchmarking the Existing Transit System

In the table below, the existing Campbell River Transit System was compared to other communities of similar size in British Columbia. The statistics below show that the existing system performs well when compared with similar sized transit systems.

Conventional Transit – 2010 Service Level Comparison

	Population	Annual service hours	Vehicles	Annual ridership	Hours per capita	Rides per capita	Rides per hour
Campbell River	30,900	21,200	9	580,000	0.68	18.8	27.4
Comox Valley	45,700	24,000	10	530,000	0.52	11.6	21.5
Vernon	37,600	21,000	8	400,000	0.56	10.6	19.0
Cowichan Valley	38,500	23,150	11	335,000	0.60	8.7	14.5

Customer Facilities

The attractiveness of transit is based not only on transit services, but on customer facilities that are provided at bus stops and transit exchanges. Customer facilities can include some form of weather protection (such as bus shelters), as well as benches, trash cans and lighting for security at night.

As shown in the table below, approximately a third of all bus stops in Campbell River have seating, but less than 10 per cent of bus stops provide weather protection with a shelter.

Summary of Existing Passenger Facilities

Route #	Route Description	Total Bus Stops	Seating		Bus Shelter	
			Number	%	Number	%
1	Dogwood – Alder	41	15	37%	3	7%
2	Alder – Dogwood	32	13	41%	3	9%
3 / 6	Stories Beach/Oyster River	58	24	41%	9	16%
4	Campbellton	34	11	32%	0	0%
5	Rockland	28	0	0%	0	0%
7	Petersen	41	7	17%	2	5%
8	Shoppers Shuttle	3	0	0%	1	33%
	Total	237	70	30%	18	8%

The existing on-street transit exchange is centrally located Downtown adjacent to the Community Centre. The exchange was moved in 2009 from the old location at Tyee Plaza to the Community Centre to allow for the construction of Spirit Square. The relocation of the transit exchange to the Community Centre is considered a temporary move until the planning process is finalized. This plan recommends long term locations for new transit exchanges in the Network and Resources Sections of the plan.

Existing Operations and Maintenance Centre

The Campbell River Transit System has one combined conventional and custom transit operations and maintenance facility that accommodates the existing fleet of nine conventional buses and four handyDART buses. The existing facility is nearing operational parking capacity with the ability to accommodate up to three more transit vehicles for a maximum capacity of 16 transit vehicles. It is critical to note that the fleet storage capacity of the existing facility limits the ability to expand transit services until the facility can be replaced or upgraded.



Conventional Transit Challenges

Invest to meet the local and provincial ridership targets – To grow the existing transit system mode share from 2.5 per cent to 5 per cent by 2035, ridership must increase from 580,000 annual rides to 2.4 million annual rides. An increase in mode share of this magnitude requires significant investment in the transit system supported by transit supportive land use planning and travel demand management policies.

Increase the efficiency of the transit network – The existing transit network is overly complex with multiple meandering routes that are located very close together. The complexity of the existing system is likely due to organic growth over time (adding on new layers/routes) without the guidance of a long-term strategic approach to improve the network. The number of transit routes must be reduced and simplified to improve efficiency and make it easier for customers to understand the transit system. In the future, as congestion increases, investments in transit priority measures should be made to mitigate the impacts on the operating efficiency of the transit system.

Improve service levels and hours of operation of the existing transit system – The existing service level of 30 minutes or more and the lack of evening transit service on some days of the week is unattractive. This impacts the potential growth of transit ridership.

Improve passenger facilities – Less than 10 per cent of transit stops have shelters and several transit stops do not meet universally accessible guidelines. Investments in street furniture such as benches, bus shelters and accessibility upgrades will improve accessibility of the transit system, as well as make transit a more attractive transportation choice.

Increase the operations and maintenance facility capacity – The fleet storage capacity of the existing operation and maintenance facility limits the ability to expand transit services.

Custom Transit Service

Service Description

Custom transit service, also known as handyDART, provides door-to-door transit service for people who are unable to use the conventional system without assistance. Potential customers must apply to travel by handyDART. To determine eligibility, handyDART considers limitations in mobility/agility abilities, cognitive abilities, medical conditions, and sensory abilities. The objective of custom service is to provide eligible customers access to their community and is not focused on ridership growth.

The system provides two types of service; regular subscription trips and one-time trips. Subscription trips are often for transport to adult day programs, school or medical-related appointments. In contrast one-time trips are often personal in nature. For one-time trips, customers must reserve on a first come first served basis at least 24 hours in advance by calling the reservation line Monday to Friday between 8:00 a.m. and 4:00 p.m. BC Transit also offers the Taxi Saver Program, which subsidizes taxi fares by 50 per cent, providing coupons to registered customers who book their own trips with a taxi company. The existing taxi services are not wheelchair accessible.

Service Area and Hours of Operation

The handyDART service area is the same as the conventional fixed-route transit system, providing service in Campbell River and to areas south of the city in the Strathcona Regional District. The service is provided with a fleet of 4 vehicles and 5,500 annual service hours. The handyDART hours of operation are more limited than conventional transit, operating from 8:00 a.m. to 4:00 p.m. on weekdays and from 10:00 a.m. to 4:00 p.m. on Saturdays, with no service on Sundays. Conventional transit, on the other hand, operates seven days a week, with many services running between 6:00 a.m. to 10:00 p.m.

Ridership

Approximately 505 individuals are registered with custom transit in the Campbell River Region. The handyDART system provides 19,900 rides annually and the taxi saver program provides 3,100 rides annually, which translates into 70-80 trips per service day. Approximately 55 to 65 per cent of these trips are subscription trips.

Cost per Ride

In 2011, Campbell River handyDART services cost on average \$19.69 per ride which is comparable to other handyDART systems in British Columbia. However, it is relatively expensive when compared with the average cost of providing a ride on the conventional transit service at \$3.65 per ride.

Custom Transit Challenges

Ensuring customers are matched to the appropriate transit service – Due to the relatively high cost of providing handyDART service, it is important to ensure that customers are matched with the type of transit service they need and only customers who meet the eligibility criteria use the handyDART services. This ensures limited resources are allocated appropriately and are available for those that require the service. BC Transit is developing a province wide standardized eligibility criteria to determine if an individual is unable to use conventional transit, and thus eligible for custom transit.

Limited custom transit service availability – handyDART transit hours of operation are more limited than the conventional transit operating system. The hours of service availability and the service area should align with the conventional transit system.

Limited availability during peak travel times on weekdays – The number of subscription trips at peak travel times limits the ability to provide casual trips, and restricts users' ability to travel semi-spontaneously, or travel at all during peak travel periods. Service capacity should be steadily

expanded to ensure that customers can request trips for all trip purposes at any time of the service day, and be guaranteed next day service. Opportunities for joint funding or other partnerships to accommodate medical and adult day program trips should also be considered.

Increasing demand for handyDART service

– The aging population will increase the demand for handyDART and other accessible services in the future. This will require an increase in resources and the provision of new accessible transit solutions to allow those unable to use the conventional transit system the ability to travel as spontaneously as those using the conventional system.

Increasing the efficiency of custom transit service

– Developing ways to increase the economic efficiency of custom transit services should be investigated to meet the custom transit market needs. For example, in North Vancouver, the Silver Harbour Seniors' Activity Centre has developed a "Go Bus" that operates three days a week and is designed to provide service for isolated seniors. The bus is free to ride and the service costs are covered by foundations, non-profits, service clubs and others.

Taxi Service – The existing taxi services in Campbell River are not wheelchair accessible.



Vision & Goals

Vision

“To be a leader of integrated transportation solutions connecting people and communities in Campbell River to a more sustainable future”

The statement reflects an ambition that is larger than increasing the amount of transit riders. The vision positions the Campbell River Transit System as a premier transit system and supports the four goals of the Sustainable Official Community Plan. To be leaders in integrated transportation solutions requires investments in transit and technology to put Campbell River at the forefront of mid-sized cities with transit systems.

Goals

The Transit Future Plan vision builds on the four key themes of the Sustainable Official Community Plan and the Master Transportation Plan Vision.

1. Campbell River is Compact and Green

The Campbell River transit system provides connections between its livable and complete neighbourhoods and vibrant downtown with safe, frequent and direct transit services that are an attractive transportation choice.

How do we do that?

- | | |
|---|--|
| <ul style="list-style-type: none"> • Improve the transit system to support community mobility, to make transit a viable transportation choice for the majority of residents by connecting them with major destinations within the city • Improve accessible services such as handyDART to allow customers of all abilities the opportunity to travel more spontaneously throughout the city • New and existing infrastructure will be made universally accessible • Include cycling facilities to ensure support for an integrated transportation network | <ul style="list-style-type: none"> • Invest in technology such as fully accessible vehicles and audible stop announcements on vehicles and at stops • Provide customer information such as a web-based trip planner, real-time information at the stop level • Provide customer information in formats for people with hearing and visual impairments (e.g., vision impaired friendly websites) to make the transit system easier to use • Provide new convenient and affordable fare payment options • Ensure the transit system is affordable for the majority of Campbell River’s population |
|---|--|

2. Campbell River is a Healthy Community

The Campbell River transit system is an affordable and accessible transportation choice for people of all ages and abilities and supports active modes of transportation by being highly integrated with walking and cycling facilities and infrastructure.

How do we do that?

<ul style="list-style-type: none"> • Improve the transit system to support community mobility, to make transit a viable transportation choice for the majority of residents by connecting them with major destinations within the city • Improve accessible services such as handyDART to allow customers of all abilities the opportunity to travel more spontaneously throughout the city • New and existing infrastructure will be made universally accessible • Include cycling facilities to ensure support for an integrated transportation network 	<ul style="list-style-type: none"> • Invest in technology such as fully accessible vehicles and audible stop announcements on vehicles and at stops • Provide customer information such as a web-based trip planner, real-time information at the stop level • Provide customer information in formats for people with hearing and visual impairments (e.g., vision impaired friendly websites) to make the transit system easier to use • Provide new convenient and affordable fare payment options • Ensure the transit system is affordable for the majority of Campbell River’s population
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3. Campbell River is Committed to Sustainability

Campbell River’s transit system will enhance the livability and sustainability of the community by providing transit services that are economically, socially and environmentally sustainable.

How do we do that?

<ul style="list-style-type: none"> • Provide frequent transit service that will encourage more transit use and thereby reduce the amount of single occupancy vehicles on the road • Integrate the transit network with active modes of transportation (e.g., cycling and walking) to increase the catchment of transit services and provide opportunities to further reduce the amount of single occupancy vehicles on the road 	<ul style="list-style-type: none"> • Explore the use of new transit vehicle technologies to further reduce transit’s impact on the environment • Design the transit network to help support land uses that lend themselves to an increase in the use of transit and active modes of transportation (e.g., increased densities and mixed use developments)
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4. Campbell River is Responsive and Inclusive

The City and BC Transit will work together to manage the transit system in a fiscally responsible manner that promotes the community's sustainability vision. The City and BC Transit will engage the community in the planning of future transit services.

How do we do that?

- | | |
|---|---|
| <ul style="list-style-type: none"> • Provide direct transit routes and transit priority measures on the Frequent Transit Network to create a more efficient transit network by decreasing transit travel times and therefore the overall cost of providing the service | <ul style="list-style-type: none"> • Utilizing different transit vehicles with varying capacities to better match demand may reduce costs on some transit routes |
|---|---|

Ridership Target

Targets are a critical component of the Master Transportation Plan and Transit Future Plan, as they are an effective way to measure progress towards achieving the goals of the plans, ensuring that they are implemented as intended, and to determine whether the plans are achieving their goals.

The plan sets a transit mode share target of five per cent for all trips in 25 years. This is consistent with the mode share targets set in the City's Master Transportation Plan of 20 percent of all trips to work be made by walking (10 percent), transit (5 percent) and cycling (5 percent) 25 years from now. Modal share is a transportation term which describes the percentage of travelers using a particular type of transportation such as walking, cycling, transit or automobile. A transit mode share target of five percent implies that Campbell River transit ridership will need to grow from 580,000 to 2.4 million passengers a year by 2035. In 2006, transit accounted for approximately 2.5 percent of all trips to work in the City of Campbell River. This is a doubling of the current mode share for transit, and experience elsewhere suggests that this is a relatively ambitious target that will require significant investment in transit to achieve. This target is also consistent with the Provincial Transit Plan's targets for transit mode share in regional centres in British Columbia, of three per cent in the near term, four per cent by 2020, and five per cent by 2030.



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The Network

To achieve the five per cent transit mode share target of the Transit Future Plan and Master Transportation Plan the transit network must support the vision of the Sustainable Official Community Plan by connecting the Downtown, Village and Neighborhood Centres with high quality transit services.

The network includes three distinct layers of transit service to better match transit service to demand and emphasizes connections between the Downtown, Village and Neighborhood Centres. It is also designed to be more competitive with automobile travel by improving the directness and reliability of the transit system.

Service Layers

The three layers of transit service outlined below combine to create a comprehensive transit network to best meet the existing and future needs of the Campbell River region. The service layers are designed to efficiently and effectively move people throughout the city and surrounding region facilitated by transit priority measures.

Frequent Transit Network (FTN)

The FTN service provides medium to high density mixed land use corridors with a convenient, reliable, and frequent (15 minutes or better between 7:00 a.m. and 7:00 p.m.) transit service on weekdays. The goal of the FTN is to allow customers to spontaneously travel without having to consult a transit schedule. The FTN will carry a large share of the transit system's total ridership and for this reason justifies capital investments such as transit priority measures, right-of-way improvements, a high level of transit stop amenities, and service branding.



Local Transit Network (LTN)

The LTN is designed to connect neighborhoods to local destinations and to the FTN. LTN services allow customers to plan a trip to work, school, local shopping centre or personal trips by transit. Frequency and vehicle type are selected based on demand. In some cases smaller transit vehicles can be utilized to better match customer demand and operating conditions.

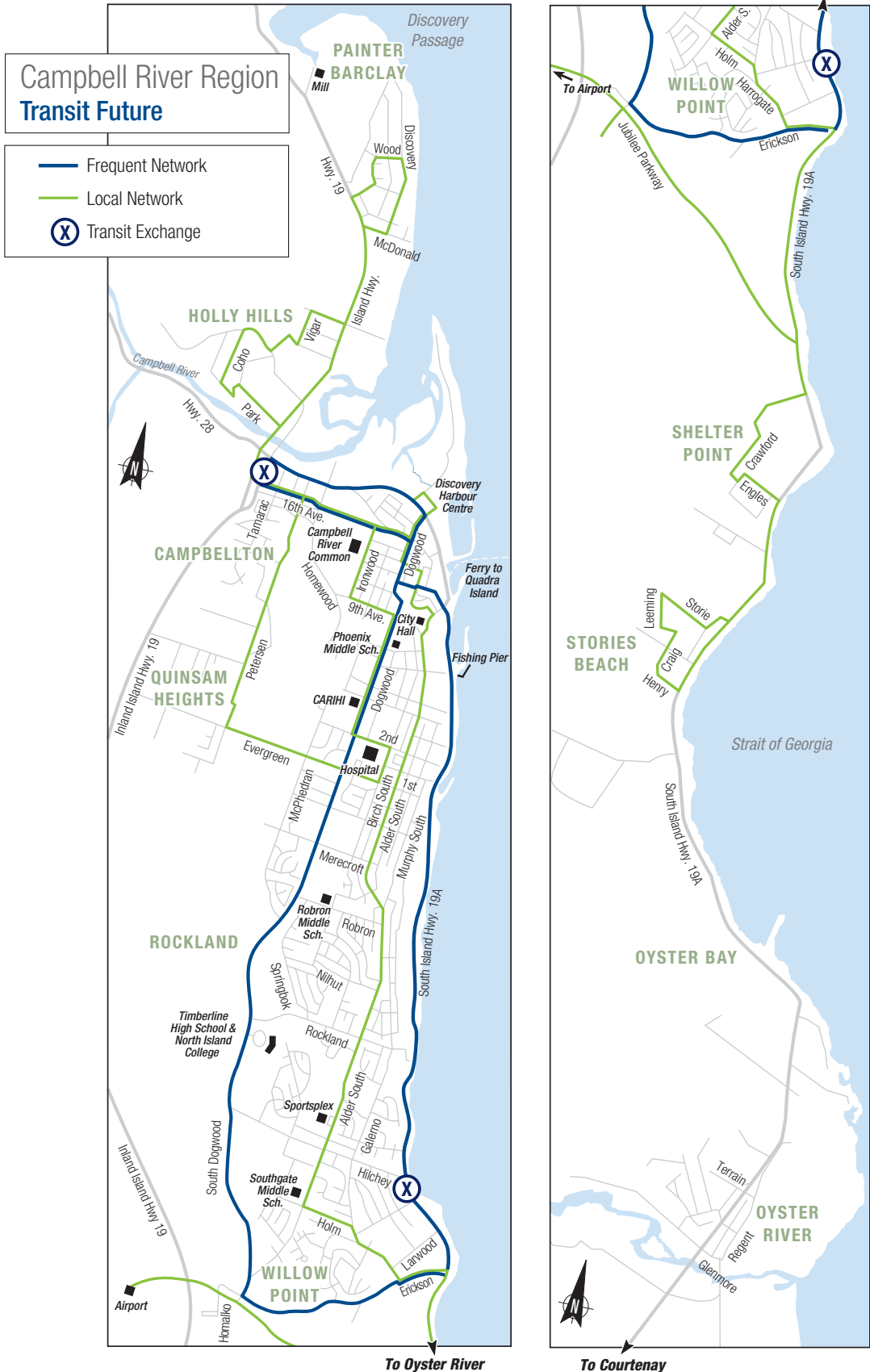


Targeted Services

Targeted services are a collection of transit services that do not fit into the other definitions and are more focused on the specific needs of customers. These services include:

- Inter-regional: provide connections between regions outside of the local transit service area
- Custom - handyDART: door to door services for customers unable to use the conventional service
- Express: a direct, limited stop, route between destinations
- Para-transit: may include transit services that are demand-responsive or operate with flexible routes and schedules in low ridership areas





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	Frequent	Local	Targeted
Land use	High to medium density along corridors	Medium to low density	Varies depending on service
Vehicle Type	Standard or High Capacity bus	Standard or small bus	Standard or small transit vehicles, vans, taxis, commuter rail vehicles
Service Frequency	15 minutes or better between 7:00 a.m. – 7:00 p.m., 7 days a week	As required	Varies depending on service
Service Hours	6:00 a.m. – 11:00 p.m., seven days per week, extended based on demand	7:00 a.m.- 10:00 p.m., five days per week, extended based on demand	Varies depending on service
Stop interval	Frequent stops along a corridor, 300m - 400m apart	250m - 400m	Varies depending on service
Facilities and Amenities	<p>Branded local stops;</p> <p>Enhanced amenities at major stops</p> <ul style="list-style-type: none"> • Premium transit shelters • Level door boarding • Off-board fare payment • Real time schedule information • Bike storage • Customer way finding information • Universally accessible • Pedestrian oriented lighting <p>Quality customer amenities at lower activity stops</p> <ul style="list-style-type: none"> • Universally accessible • Bench 	<p>Local Stops</p> <p>Enhanced amenities at major stops</p> <ul style="list-style-type: none"> • Transit shelters • Bike storage • Quality customer information • Universally accessible <p>Quality customer amenities at lower activity stops</p> <ul style="list-style-type: none"> • Universally accessible • Bench 	Varies depending on service



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Resources

To meet the mode share and ridership targets set out in the plan requires significant investments in transit operating and capital resources. This section of the plan outlines the forecast service hours, fleet and required infrastructure.

Service Hours and Vehicles

Future Service Hours

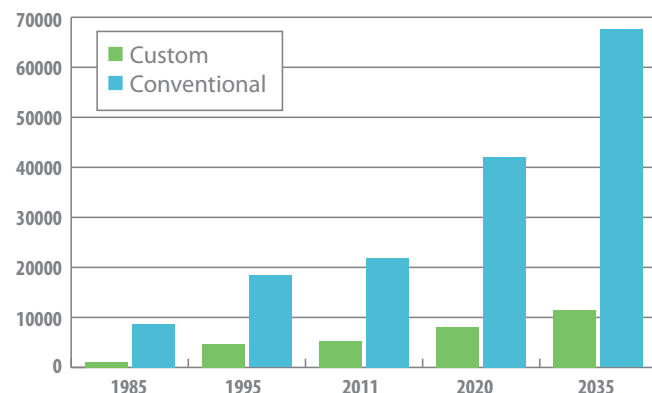
The future service hours were forecast for 2020 and 2035 for each transit corridor by service type (Frequent, Local and Targeted Services), assigning corresponding service levels and spans for each day of the week.

Service hours for each route were then calculated by estimating the cycle time. The cycle time is the length of time it takes for a transit vehicle to complete one round trip, including the recovery time. Cycle times were calculated by measuring the length of the route in kilometers and estimating the average trip speed (km/ average trip speed). The total number of service hours for each route was then calculated by multiplying the frequency of trips throughout the day by the cycle time. Travel speeds were based on current trip speeds. Variations in travel speed have a significant impact on the number of service hours and fleet required to provide service. Custom service hour projections were based on historical trends matched with past and future demographic trends.

Existing and projected annual service hours – conventional and custom transit

	Conventional transit system	Custom transit system	Total
2010	21,200	5,500	26,700
Projected 2035	63,500	10,500	74,000

Historical and projected annual service hours - conventional and custom transit



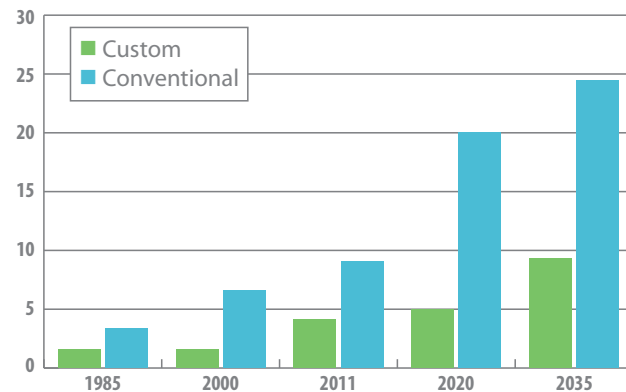
Future Fleet Requirements

The forecasts for fleet requirements were calculated for each transit route for 2020 and 2035 by determining the number of vehicles required to operate the service during the peak hour for each transit route during weekday service. The formula used was peak headway/cycle time.

Existing and projected fleet requirements – conventional and custom

	Conventional Fleet	Custom Fleet	Total Fleet
2010	9	4	13
Projected 2035	25	9	34

Historical and projected fleet requirements – conventional and custom



Benchmarking the Transit Future System

The plan projections were compared to other communities in Canada and the United States. The benchmarking exercise displays that the ridership target, future service hours and fleet requirements are comparable statistically with similar size communities. The existing transit system performs well, but will need to perform at an even higher level to attain the ridership targets in the plan. To meet these ridership targets the plan must be supported with a transportation demand management strategy, as well as transit oriented development with denser mixed land use along key transit corridors.

Forecast Conventional Transit System – Future Service Level Comparison

System	Population	Annual Service hours	Vehicles	Annual Ridership	Hours per capita	Rides per capita	Rides per hour
Ames, IA	50,726	103,100	49	4,314,000	2.0	85.0	41.8
Ithaca, NY	53,528	138,000	62	3,164,000	2.6	59.1	22.9
North Bay, Ont	53,000	61,136	23	1,886,686	1.2	35.6	30.9
Brandon, Man	52,000	60,495	23	1,109,437	1.2	21.3	18.3
Prince George, BC	60,100	64,034	26	1,725,000	1.02	28.7	26.9
Campbell River	41,000	63,500	25	2,400,000	1.6	58.5	37.8

Transit Infrastructure

Implementing the network requires significant investments in transit infrastructure such as customer facilities, operating facilities, and transit priority measures.

Customer Facilities

The attractiveness of transit is based not only on transit services but on customer facilities that are provided, such as at transit stops, exchanges, terminals and Park & Rides. New and expanded customer facilities will support the implementation of the plan and improve the customer experience and access to the system.

Transit Exchanges

Transit exchanges are typically located within the activity centres of the community, such as the Downtown, village centres, and shopping malls to reinforce the relationship with land use patterns. If properly planned and designed, transit exchanges can become effective multi-modal exchanges and pedestrian-oriented sites. The plan recommends two additional transit exchanges, one in Willow Point and one in Campbellton, to support the implementation of the plan’s network (see map on page 37). At a minimum, transit exchanges should provide weather protection, seating, transit route and schedule information, lighting, bicycle parking and other amenities as shown in the table below.

Enhanced Passenger Amenities

Passenger amenities at transit stops can also have a significant impact on attracting new users. The plan suggests that over the long-term, the City should strive to provide seating, shelters, lighting, and customer information at all stops in Campbell River. Listed below in Table x are the amenities that should be considered at exchanges, higher activity transit stops and lower activity transit stops.

Facility	Attributes
Exchanges	<ul style="list-style-type: none"> • Premium transit shelters • Level door boarding • Off-board fare payment • Real time schedule information • Bike storage • Customer way finding information (such as directional signage) • Universally accessible • Pedestrian oriented lighting
Major stops with enhanced amenities (includes existing Community Centre transit stops)	<ul style="list-style-type: none"> • Premium transit shelters • Level door boarding • Off-board fare payment • Real time schedule information • Bike storage • Customer way finding information (such as directional signage) • Universally accessible

Facility	Attributes
High activity transit stops	<ul style="list-style-type: none"> • Transit shelters • Bike storage • Quality customer information (such as transit schedule and map information) • Universally accessible
Lower activity transit stops	<ul style="list-style-type: none"> • Universally accessible • Bench

Transit Operations and Maintenance Facility

As outlined in the Setting the Scene section of this plan, the existing operations and maintenance facility is near operational parking capacity with the ability to accommodate up to three more transit vehicles. A new operations and maintenance facility is required and should be able to accommodate a forecast fleet of 34 transit vehicles.



Transit Priority Measures

Transit priority is a term used to refer to a variety of physical and operational improvements designed to give transit vehicles and their passengers priority over general vehicle traffic. Transit priority elements can be:

- Regulatory, such as “Yield to the Bus” regulations and signage
- Operational, such as retiming traffic signals to respect the large number of passengers on transit vehicles compared to private vehicles
- Physical, such as exclusive transit ways, intersection queue jumper, bus bulges, and transit signal priority measures

BC Transit and the City should examine opportunities along the future Frequent Transit Network corridors for priority measures that reduce delays to bus services, such as transit signal priority and queue jumpers at intersections where delays and congestion exist today or are anticipated to degrade in the future. These transit priority treatments will improve service for transit, often at the expense of vehicles. Although many of these treatments will impact vehicles, they are key to supporting long-term transit ridership by prioritizing transit over vehicles.



Implementation Strategy

The implementation strategy outlines how transit investments will be staged and prioritized over the life of the plan by identifying short term, medium to long term network priorities and on-going improvement initiatives.

Network Priorities

The Network Priorities section of the plan identifies the key priorities for establishing the Transit Future Plan network, with more detail provided on the short term initiatives. As the plan is updated over time more detail will be provided on initiatives that are now identified as medium to long term.

Service changes and infrastructure projects identified in this section vary significantly in terms of timelines, complexity, costs and process, meaning that initiatives will not necessarily be completed in a strictly chronological order.

The priorities are not scheduled on a year-by-year basis as the implementation of the Transit Future Plan is dependent on a number of factors that may change annually:

- The availability of funding from local government, the provincial government and the federal government
- Community growth factors (e.g., community development and shifts in demographic factors)
- Phasing of major projects (e.g., new operation and maintenance centre, new transit exchanges)
- Operational and capacity demands of the system
- Opportunities for value added partnerships (e.g., road improvement projects by local government)

Priority 1 – Short term initiatives

Improve evening service

Existing evening service is provided on Thursday, Friday and Saturday nights until approximately 10:00 p.m. The results of feedback gathered during the planning process indicated a desire for evening service to be extended to the other weekdays. The first priority of the implementation strategy is to extend existing evening service levels to Mondays, Tuesdays and Wednesdays.

Service Improvement	Annual Service Hours
Extend evening service levels on Thursday and Friday to other weekdays	1,400

Establish the critical transit facilities

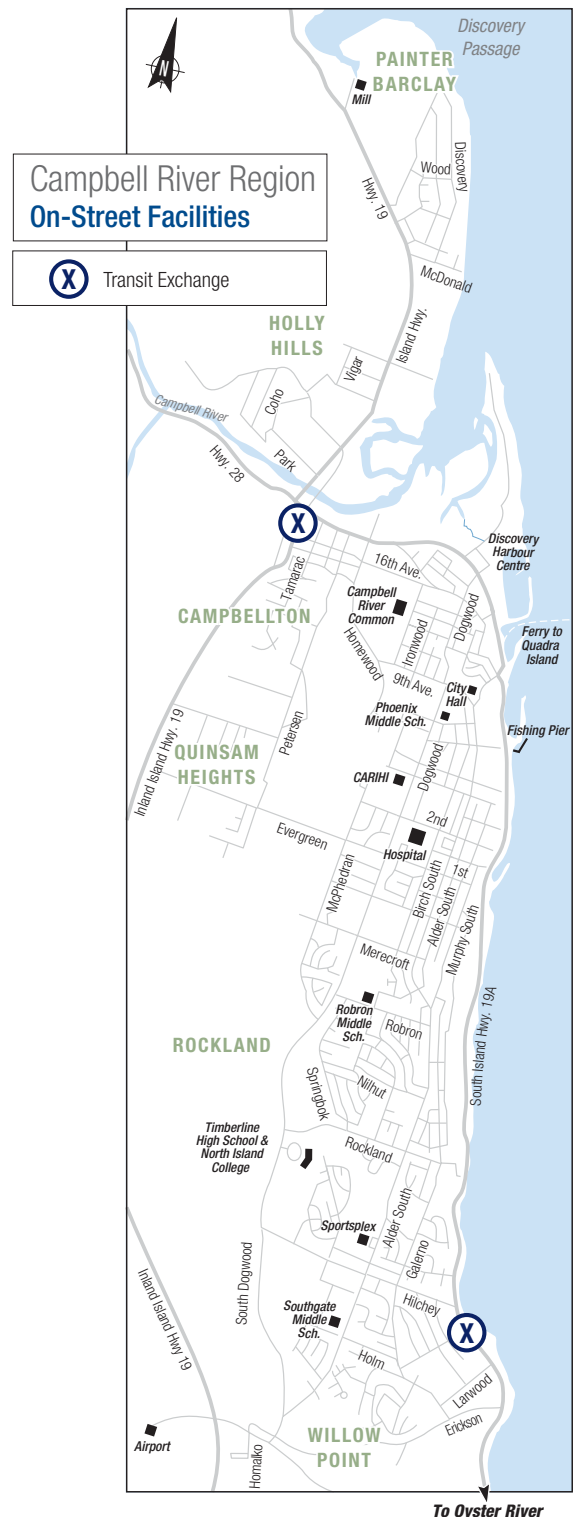
The following transit facilities are required prior to the implementation of the Transit Future Plan network and to accommodate the continued growth of the existing system. Given their significance to the implementation of the plan, the establishment of these facilities in Campbell River should be given a high priority for implementation:

Establish new transit exchanges in Campbellton and Willow Point

The plan has identified the need for two new transit exchanges one in the Campbellton area and one in the Willow Point area (see map, right). The establishment of transit exchanges in these locations supports the planned land use in the Sustainable Official Community Plan. The new exchanges are also critical to the implementation of the transit network as they are required to support the new route structures. Initially the exchanges could be established on-street at existing bus pullouts. Ultimately, the transit exchanges in both locations should be able to accommodate four to six buses with a high level of customer amenities such as transit shelters, benches, transit customer information and cycling facilities. A study will be required to identify and evaluate potential locations and recommend preferred sites. The study will consider both on-street and off-street transit exchange concepts.

Replace the existing operation and maintenance facility

The plan identifies an immediate need for a new transit operations and maintenance facility. As indicated earlier in the plan the existing facility is nearing operational capacity which limits, the ability to expand future service. The new facility should be able to accommodate a fleet of 34 transit vehicles. A study will be required to identify the functional requirements of a new facility as well as evaluate potential locations to recommend a preferred site location. Partnership opportunities to share a new facility with the school district or other municipal functions should be explored.



Establish the Transit Future Plan network structure

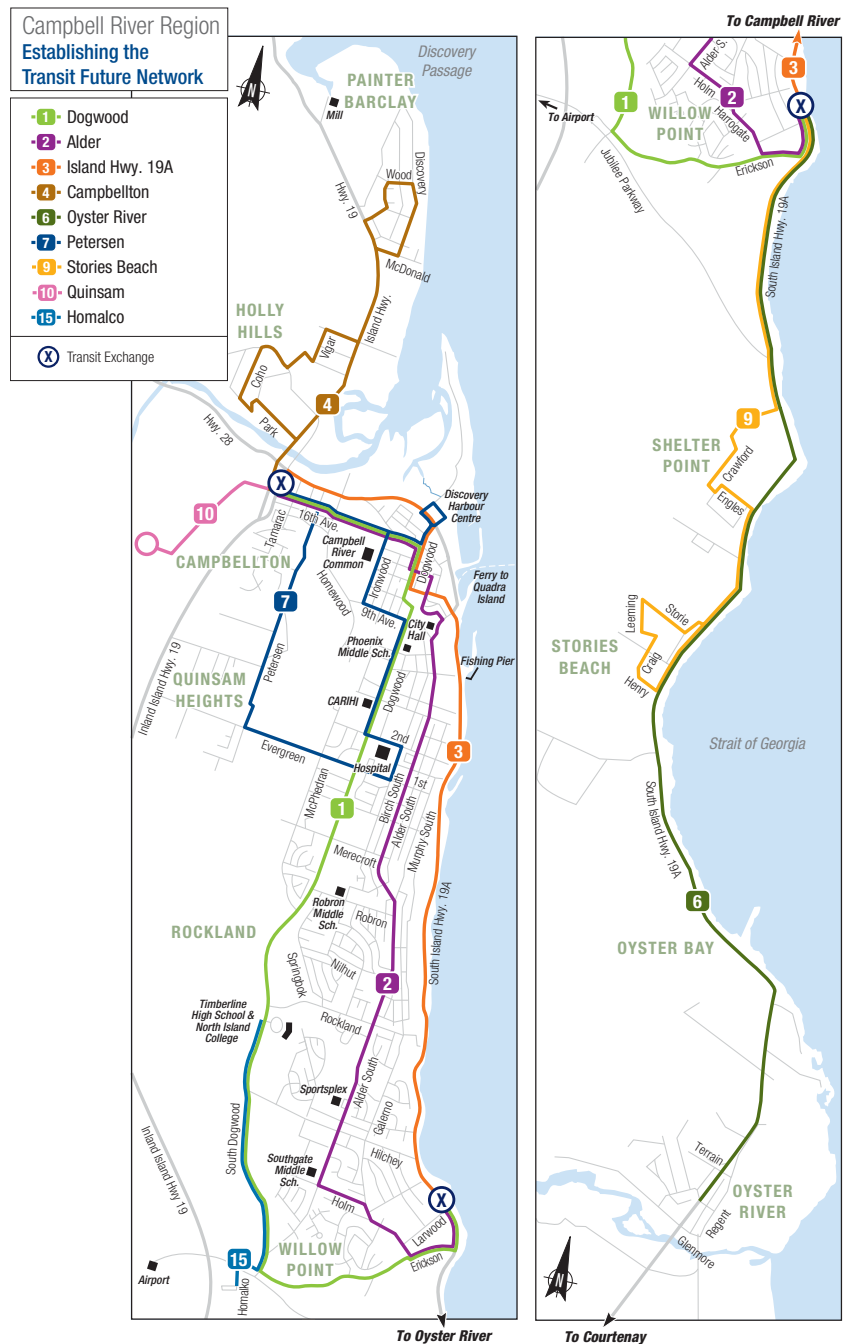
Transit services will be restructured from the existing “hub and spoke” network to the future network with routes on the major north-south arterial corridors of Dogwood, Island Hwy 19A and Alder. Routes on these corridors will form the spine of the transit network anchored by transit exchanges in Campbellton and Willow Point. Other areas will be served with local transit routes that connect into the transit network at these new exchanges. Select local services may still require a minor terminal location in the Downtown. Implementing these changes will simplify the network, improve connections between most destinations in the city and more effectively use existing resources.

Support the Sustainable Official Community Plan

Establishing a Frequent Transit Network on the major north-south arterial corridors of Dogwood and Island Hwy 19A strategically supports the Sustainable Official Community Plan. It aligns major transit investments with planned land use connecting the Downtown, Village and Neighborhood Centres identified in plan. The majority of transit ridership will occur on these corridors and the plan will focus investments on these corridors to create a transit network with simple and direct routes that are easy to understand.

Initial Transit Future service levels

The Transit Future Network can be implemented with similar levels of service to the existing network with the existing service hours and fleet. Many of the existing routes will be restructured and in some cases cancelled. The new service plan would use 550 service hours less than the existing plan. The savings in service hours could be reallocated for minor service improvements. However, it is critical to note that this service proposal cannot be fully implemented until the Willow Point and Campbellton exchanges are in place.



Transit Future service levels

Service	Frequency	Hours of service
1 Dogwood	30 peak/60 base	6:30 a.m. to 10:30 p.m.
2 Alder	30 peak/60-90 base	6:00 a.m. to 11:00 p.m.
3 Island Hwy 19A	30 peak/60 base	7:00 a.m. to 9:00 p.m.
4 Campbellton	60 peak/60 base	7:00 a.m. to 10:00 p.m.
6 Oyster River	80 peak/3 hours base	6:30 a.m. to 10:30 p.m.
7 Petersen	60 peak/ 2 hours base	7:00 a.m. to 9:00 p.m.
9 Stories Beach	60 peak/ 2 hours base	6:30 a.m. to 8:00 p.m.
10 Quinsam	Select	Peak
15 Homalco	Select	Peak
Special	Select	Peak

Estimate of transit system annualized hours and vehicles

Service Improvement	Fleet	Annual Service Hours
Establishing the Transit Future Network	0	(550 savings)

Increase peak frequency to 20 minutes Monday to Friday on the Dogwood, Alder and Island Hwy 19A routes

The focus of this service increase is to improve peak service to 20 minutes on the major north-south arterial corridors of Dogwood, Island Hwy 19A and Alder between Campbellton and Willow Point.

Service Levels

Service	Frequency	Hours of service
1 Dogwood	20 peak/60 base	6:30 a.m. to 10:30 p.m.
2 Alder	20 peak/60-90 base	6:00 a.m. to 11:00 p.m.
3 Island Hwy 19A	20 peak/60 base	7:00 a.m. to 9:00 p.m.

Estimate of transit system annualized hours and vehicles

Service Improvement	Fleet	Annual Service Hours
Increasing the peak frequency to 20 minutes Monday to Friday on the Dogwood, Alder and Island Hwy 19A routes	2	1,500

Improve Inter-regional service between Campbell River and the Comox Valley

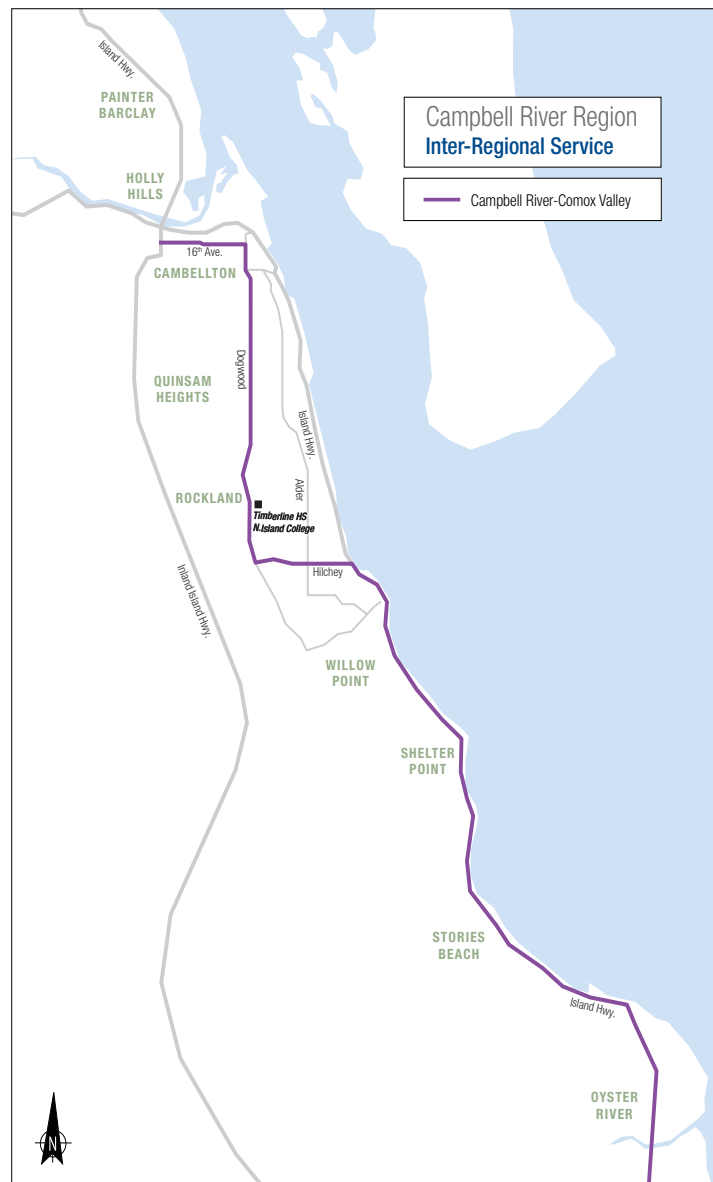
Improved inter-regional transit service between Campbell River and the Comox Valley was also identified as a need through the consultation process. The North Island College Administration and Student Union representatives identified improved Inter-regional connections to the Comox Valley as a high priority. North Island College programs are structured with academic classes provided at the Comox Campus and trades courses provided at the Campbell River Campus. The structure of course programs at North Island College requires many students to travel between regions to attend classes. Local government staff has also identified the need for improved inter-regional transit services that connects with transportation services to the Mount Washington Alpine Resort.

Existing service

Existing transit services offered by the Comox and Campbell River Transit Systems meet at Oyster River and require passengers to transfer between routes at this location.

Service from Campbell River to Oyster River is operated on the route 6 Oyster River with service every 60-90 minutes on weekdays and more limited frequency on weekends. The hours of operations are from 6:00 a.m. to 6:00 p.m. with extended service to 10:00 p.m. on Thursdays, Fridays and Saturdays. These trips outside of the City of Campbell River require a two-zone fare payment.

Service from the Comox Valley to Oyster River is operated on the route 12 North Valley Connector with only four weekday trips, two Saturday trips and no trips on Sundays. Existing transit services only provide customers with three connecting trips per weekday between the two communities.



The challenges of implementing Inter-regional service

The plan proposes that a new integrated inter-regional service be developed to replace the existing services. Inter-regional service would involve jointly administering the transit service and sharing the associated costs between the City of Campbell River and the Comox Valley. This presents specific challenges that are different than providing local service within the City of Campbell River. Before service could be implemented an agreement between all parties would be needed that includes the following items:

- Development of a service plan and implementation timeframe as well as the development of a governance mechanism for changing service levels in the future
- A cost sharing agreement outlining responsibility for both capital and operating costs
- Development of a tariff strategy, fare structure and revenue sharing agreement specifically related to Inter-regional service that could potentially include allowing passengers to use their transit pass within the other transit system
- Development of an operational plan to deliver the service including where the service would be administered, who would operate the service, where the fleet would be maintained and identification of responsibilities for development and maintenance of associated infrastructure, such as transit stops and Park& Rides

Developing a long term agreement prior to implementing inter-regional services is essential to provide all parties with long term stability. For example, without a long term agreement outlining responsibilities one party could potentially opt out of the service agreement and leave the remaining party in a possibly unsustainable situation.

Proposed Transit Future Inter-regional service

Below are the resources required to introduce an initial peak-oriented service.

Service Improvement	Fleet	Frequency	Hours of service	Annual Service Hours
Campbell River – Comox Valley Commuter	2	2 peak directional trips	Peak	3,000

Priority 2 – Medium to long term initiatives

Enhance service on the Frequent Transit Network (FTN)

Increase service to meet Frequent Transit Network service levels on Dogwood and Island Hwy 19A

After the Transit Future Network has been established a series of investments in transit service improvements to increase frequency and hours of service on the Dogwood and the Island Hwy routes will be made to meet Frequent Transit Network service standards (every 15 minutes from 7:00 a.m. - 7:00 p.m. Monday to Friday). Service improvements will also be outlined for other routes and be implemented as demand warrants.

The goal of the FTN is to provide an attractive transit service that allows customers to spontaneously travel without having to consult a transit schedule. The FTN will carry a large share of the transit system's total ridership and for this reason justifies developing strategies for capital investments such as transit priority, right-of-way improvements, a high level of transit stop amenities, and service branding. Below is a table of medium to long term service improvements to develop the FTN;

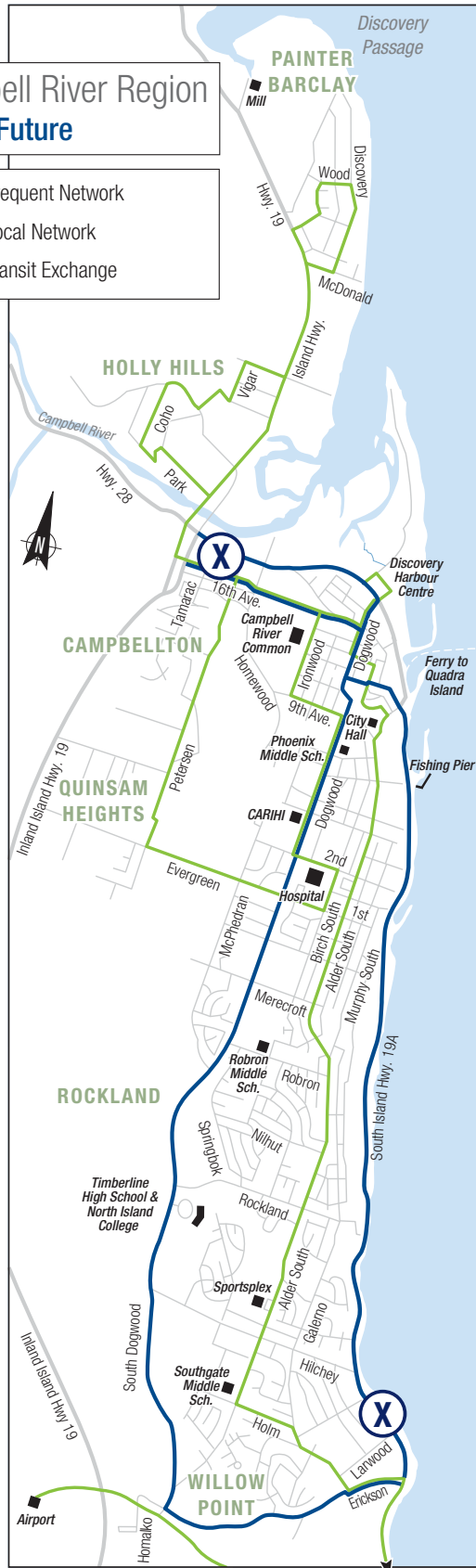
Service Improvement	Timeframe
Increase the frequency of service in the peak a.m. and p.m. periods to 15 minutes Monday to Friday	Medium term
Increase the frequency of mid-day service to 30 minutes in the mid-day Monday to Friday	Medium term
Increase the frequency of evening service to 30 minutes in the evening Monday to Friday	Medium term
Extend the hours of service to 6:00 a.m. - 11:00 p.m. Monday to Friday.	Medium term
Increase the peak frequency on the Dogwood route to 10 minutes Monday to Friday	Long term
Increase mid-day and early evening frequency to 20 minutes Monday to Friday	Long term
Establish FTN service levels on weekdays with service every 15 minutes from 7:00 a.m. - 7:00 p.m. Monday to Friday	Long term
Increase the frequency and hours of service on weekend days	As required

Identify and implement transit priority on the Frequent Transit Network Corridors (as required)

In the future, as traffic levels increase, the City and BC Transit should ensure that transit services are operated in an efficient and attractive manner. A transit priority study should be conducted to identify the needs and opportunities for transit priority measures along the Dogwood and Island Highway corridors. The transit priority study will take into consideration the timing of local road projects, municipal priorities, and passenger demands on each corridor, major congestion points, and average transit speeds. Transit Priority measures identified in the transit priority plan should be implemented as required.

**Campbell River Region
Transit Future**

- Frequent Network
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Enhance service on the Local Transit Network (LTN)

The LTN is designed to connect neighborhoods to local destinations and to the FTN. Future improvements to service frequency and hours of availability will be based on demand. In some cases smaller transit vehicles can be utilized to better match customer demand and operating conditions to local roads. The service improvements identified below can be phased in.

Service Improvement	Timeframe
Increase service frequency	As required
Extend the hours of service on local routes Monday to Friday from 7:00 a.m. - 10:00 p.m.	Medium term
Extend evening service on Sundays and statutory holidays	Long term

Enhance service on the Inter-regional Transit Network

In the future as ridership grows the Inter-regional service may require enhancements such as improved service frequency or Park & Rides. It may be appropriate to conduct a study to identify and develop Park & Ride sites in the Strathcona Regional District along the Island Hwy 19A corridor.

Service Improvement	Timeframe
Enhance the Comox Valley to Campbell River service over time with increased frequency	Long term
Identify and develop Park & Ride sites for Inter-regional transit service on Hwy 19A in the Strathcona Regional District south of Campbell River	Long term

On-Going Initiatives

The ridership targets cannot be reached by simply changing the transit network and increasing transit service levels. Growing ridership will also require other strategies such as the ones outlined below. The following initiatives in the Transit Future Plan are non-network related and some will require continuous effort throughout the life of the plan.

Enhance Custom Transit service and transit accessibility

Improvements to accessible and custom transit services will make the transit system more accessible for people of all ages and abilities. The plan forecasts that a fleet of nine buses and 10,500 service hours will be needed to operate custom transit services by 2035. A series of service improvements to enhance accessibility and custom transit are outlined below:

- To align the hours of operation with the conventional system
- Increase service availability to allow customers to plan casual trips throughout the entire service day.

Implement a senior's oriented service

Public consultation revealed that some customers find the conventional fixed-route service challenging to use but do not require the level of service offered by handyDART. These customers may best be served by developing a service plan to provide a regular bus service oriented to seniors or those who have difficulty accessing the conventional fixed route system. For example, in North Vancouver, the Silver Harbour Seniors' Activity Centre has developed a "Go Bus" that operates three days a week and is designed to provide service for isolated seniors.

Implement a travel training program

The Community Centre has an existing program to provide a basic transit travel training program for those interested. A more comprehensive program should be developed to provide travel training to assist individuals who meet the handyDART eligibility criteria in learning to use conventional and handyDART transit systems.

Other initiatives to make transit more accessible

- Upgrading existing and new transit infrastructure to meet BC Transit's Infrastructure Design Guidelines
- Improving fleet access for mobility aids and strollers
- Improving written and online material for those with visual impairments
- Providing customers more convenient and affordable fare payment options
- Implementing audible stop announcements on transit vehicles and at stops
- Improving accessibility for cyclists to use the transit system

Establish a U-Pass program at North Island College

Establishing a U-Pass program at North Island College would help BC Transit and the City of Campbell River meet the transit ridership targets set in the plan. The U-Pass program has been successfully implemented at several post-secondary institutions across the province. Communities which have implemented a U-Pass have realized significant growth in ridership.

The U-Pass is a universal transit pass that is mandatory for all students that enroll at a participating post-secondary institution. The U-Pass provides unlimited use of transit services for the full school-term and is included as part of the tuition fees of each student for the semester.

Preliminary consultation with North Island College Students indicates that the students would consider a U-Pass program if it was linked with improved Inter-regional service between the Campbell River and Comox Valley North Island College Campuses. Implementing a U-Pass program will require BC Transit, local government, North Island College Administration and Student's Union to work together to develop a proposal and a student referendum to approve the proposal. Strategically, a U-Pass program could be coordinated with implementation of the short term initiatives outlined in the network priorities section of the implementation strategy. Coordinating a U-Pass program with service improvements to campus would improve the chances of the proposal being successfully passed by the student population.

Address current service needs

There are often immediate service demands and operational service issues that need addressing. This plan recognizes that operational service issues may need to be addressed ahead of other transit improvements, including:

- Increasing service frequency when demand warrants
- Adding running time to an existing schedule to maintain reliability

Match vehicle type to local service demand

There are opportunities to better match transit service to demand by utilizing smaller vehicle types to increase efficiency and reduce capital costs on select transit routes that do not require a full size vehicle.

An example of a smaller vehicle type is the Vicinity, a 27.5 foot vehicle BC Transit is currently trialing. The Vicinity seats 23 passengers with room for 16 standees and is compact and narrow, making it suitable for use on residential streets. The Vicinity is a low-floor bus with a ramp at the front door and kneeling capabilities. Opportunities to use smaller vehicle types, where demand does not require a conventional sized vehicle, should be pursued to reduce transit operating costs and greenhouse gas emissions.



Incorporate new service areas outside of the City of Campbell River

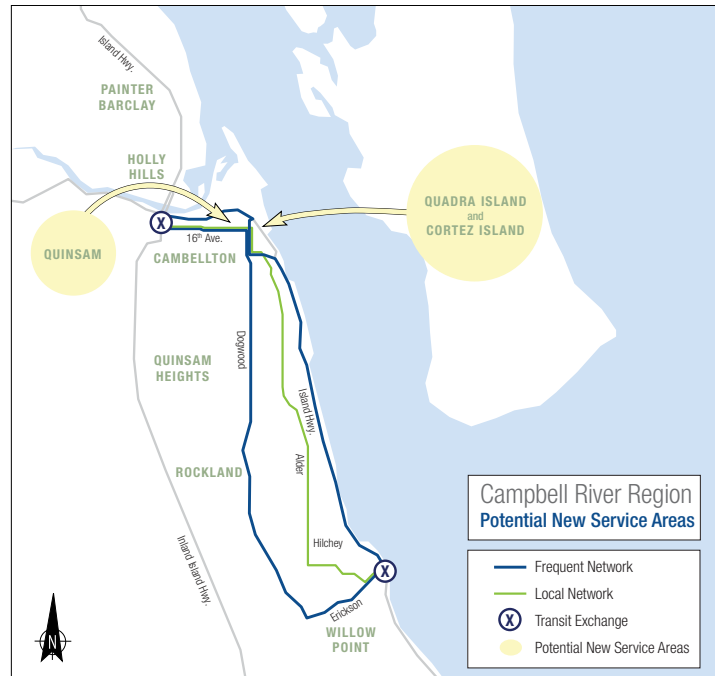
There are areas outside of the City of Campbell River that will experience growth in the future and may request or require transit service. The public consultation process identified Quinsam Crossing, Quadra Island and Cortez Island as potential future transit service areas. Providing transit service in these locations would require adding new local government partners into the operating agreement with the City and BC Transit.

Quinsam Crossing (Short term)

The Quinsam Crossing residential and commercial area is located west of Campbell River within the We Wai Kai Nation. We Wai Kai Administration have both short and long term plans to develop a significant commercial area in Quinsam Crossing. The administration has officially requested transit services to connect Quinsam Crossing with Downtown Campbell River and other local destinations. The City of Campbell River supports We Wai Kai's request for future transit service. When transit service can be implemented, a transit cost-sharing agreement with the We Wai Kai Nation will have to be reached in order to add them as a local transit partner. The introduction of service to Quinsam Crossing will need to be prioritized with other planned service improvements. Subject to the parties working out an agreement, introductory service to Quinsam Crossing could tentatively be implemented with the establishment of the Transit Future Network as outlined in the short term priorities.

Future Quadra and Cortez Island Transit Feasibility Study (Long Term)

Strathcona Regional District staff identified that some island residents had informally discussed the need for a transit connection on Quadra Island between the BC Ferries terminals that connect to Campbell River and Cortez Island. There are no immediate plans known to request transit service; however, in the future if a formal request for transit service on Quadra and Cortez Islands is made BC Transit will partner with the Strathcona Regional District to conduct a transit service feasibility study. A transit feasibility study will review existing transportation options and identify concepts for future transit service options and costs. The study will also discuss governance models and how new transit services could be cost shared between local partners and BC Transit. The study will allow BC Transit and the Strathcona Regional District to have a better understanding of the viability of a new transit service, governance models and how potential new services would be prioritized with other planned service improvements in the City of Campbell River.



Improve customer information

The improvement of customer information helps to assist existing customers to navigate the transit system and makes it easier for new users to access the transit system for the first time. The following customer information tools are recommended for consideration:

- Additional transit information at the stop level
- Online trip planner or provide transit information on Google Transit
- Real-time information system
- Develop branding standards for FTN corridors

Improve transit customer facilities

Continued improvement and maintenance of transit facilitates and on-street customer amenities are important for the continued operation and future growth of the transit system. Some improvements that have been identified are:

- Ensure that transit stops are spaced along a corridor at appropriate intervals between 300m - 400m. In some locations, transit stops are spaced too close together leading to slower transit trips and higher transit stop maintenance costs. Corridor transit and transportation projects should include a review of stop locations before infrastructure investments are made
- Invest in on-street customer amenities such as transit shelters and benches at transit stops
- Improve universal accessibility of transit stops
- Identify and provide Park & Ride opportunities outside of the City to cater to rural or semi-rural areas where local service is less frequent or does not exist. Park & Rides can also be used to establish new customer markets



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Moving Forward

Funding the Plan

Given the significant increase in transit investment expected over the coming decades, the way in which transit is and will be funded needs to be examined.

Today, the Campbell River Transit System is funded through a combination of provincial funding, local property tax, passenger fares and advertising revenue.

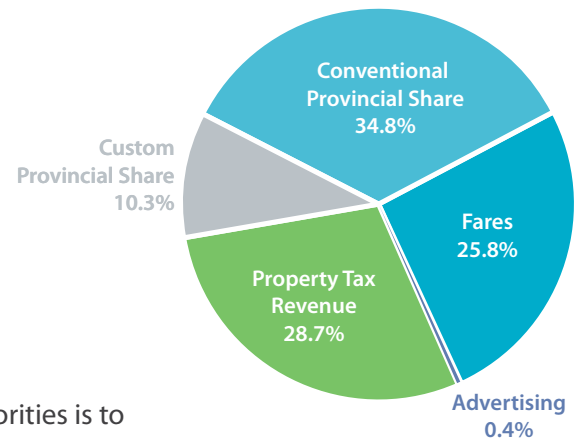
BC Transit's budgets are confirmed on a year by year basis making it difficult to plan for future growth. A limitation on future funding is the ability to fund the local share of transit projects and operations, particularly for major capital investments, which often requires increasing property taxes.

As a part of BC Transit's 25 year Strategic Plan one of the priorities is to "develop stable and predictable revenue sources."

The proposed actions for this are:

- Develop stable revenue sources
- Assess various approaches to developing stable, secure provincial investment in transit
- Work to identify and implement new revenue sources
- Assess various approaches to developing stable, secure local investment in transit
- Initiate a revenue committee to manage fare revenue strategies in partnership with local authorities
- Increase predictability
- Examine and implement improvements for conveying transit system budget information to local governments, such as the provision of multi-year budgets aligned to municipal calendar years
- Continue to confirm the Provincial Government's BC Bus Pass program pricing (an annual pass program for lower income seniors and people with disabilities)
- Implement new partnerships and revenue opportunities
- Seek to revise legislation, policies and procedures to encourage profitable commercial use of BC Transit assets and resources for reinvestment to further transit service objectives
- Explore opportunities to offset BC Transit costs by leveraging BC Transit expertise and scope with other organizations (for example, synergies with other local transportation providers, BC Transit fleet procurement expertise or bulk fuel contracts)
- Continue to support local governments to offset costs by identifying and creating local transit funding partnerships with other agencies

**Campbell River
Funding Split 2010/11**



Alternative Local Funding Options

BC Transit has heard from local government that continuously increasing property tax to fund the local share of transit projects and operations, particularly for major capital investments is a challenge. Reducing the local share funded through property taxes might be achievable through alternative funding sources. BC Transit would be interested in further developing concepts for alternative funding methods with local partners and the provincial government. Below are a number of concepts that are worth further consideration. These options may require legislative changes and /or provincial government approval.

Local Fuel Tax

A tax on fuel could be collected at the pump at all gas stations in Campbell River to help fund transit. A transit tax is levied on fuel in Greater Victoria and Vancouver to help fund transit services.

Community Pass

Each household could receive an annual transit pass. Each household could be charged approximately ½ of the cost of an annual pass as part of their property taxes.

Parking Tax

A parking tax could be used to offset transit costs. It acts as an incentive to decrease parking demand, which in turn can make transit more attractive.

Capital Reserve

A portion of property taxes could be put aside each year to build a capital reserve for transit infrastructure.

Vehicle Levy

An annual vehicle levy could be collected when vehicle insurance is renewed.

Implementing the Plan

The Implementation Strategy section of the Transit Future Plan directs immediate and short term investment in the Campbell River Transit System, and informs the three year service planning process, called the Transit Improvement Program (TIP). The TIP seeks to provide a closer link to municipal/regional budgeting process in order to ensure that funding availability is better aligned with local needs and provincial funding. It is also performance based and allocates a per cent of annual service hours to groups of transit systems across the province. The groupings are created from performance criteria and thresholds, as described below:

- **Boardings per service kilometer** – (a boarding is an entry to a transit vehicle) A measure of productivity. Longer regional services or systems that have a spread out urban form will not perform as well compared to compact urban communities
- **Boardings per service hour** – A measure of effectiveness
- **Cost per passenger trip** – Measures how expensive a service is to operate relative to the volume of people using the service
- **Cost recovery** – Measures the cost of providing service versus the rate of return through the fare box
- **Passengers per capita** – A relative measure of the overall service level

Keys to Success

BC Transit will work with the City of Campbell River and other local partners to begin to take steps to guide the Transit Future Plan from a vision to a reality. These efforts will only be successful if done in partnership with continuous dialogue between these partners to ensure strong links between:

- Land use planning and transit planning
- Provincial and regional transportation and transit planning
- Transportation policy and funding availability

How will BC Transit use this plan?

- As a tool to communicate the vision for transit to partners, stakeholders, and the public
- To identify where and in what order key transit investments will occur
- To strategically move projects through the capital planning process
- To inform the three year service planning process
- To work with partners on integrating transit plans and investments with other major infrastructure plans and projects
- To respond to planning and development proposals

What actions does BC Transit need from our partners for success?

- Ensure that as local plans are updated future transit plans are integrated with land use plans and transportation plans.
- Integrate and consider the Transit Future Plan network when developing sustainable transportation infrastructure plans and projects. For example, a pedestrian and cycling infrastructure project on a transit corridor could improve access to transit by providing or improving sidewalks
- Integrate and consider the Transit Future Plan network when developing local corridor plans or any road infrastructure projects. For example, incorporating transit priority measures with an intersection upgrade project
- Ensure that local and major development proposals and projects are received and reviewed by BC Transit and support the Transit Future Plan
- Implement travel demand management strategies that encourage shifting automobile trips to transit such as implementing high occupancy vehicle lanes, transit priority measures, marketing, restructuring parking fares, and reducing parking availability/requirements in areas well served by transit
- Support and encourage transit oriented development and work with BC Transit to explore incentives to attract high density and mixed use development to areas well served by transit



BC Transit would like to thank all those who were involved in the creation of this plan.





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