



CITY OF  
FORT SASKATCHEWAN

# FORT SASK TRANSIT

2024

## Transit Review & Action Plan

May 2024



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## Executive Summary

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The City of Fort Saskatchewan is a growing community, attracting many new residents and workers. To provide quality transit services now and into the near future, Fort Sask Transit (FST) conducted a high-level review of the system. This review evaluated the service against the current service standards to identify areas where the service is performing well and areas in need of improvement. Both the local and commuter services were reviewed, and recommendations reflect the projected needs of passengers.

To meet the current and future demand, FST is recommending the following:

- Implement changes recommended through the [Commuter Transit Service Change Administrative Report](#) in 2024.
- Increase the number of trips on the commuter service in 2025 and 2029.
- Introduce local service to developing neighbourhoods in 2027.
- Expand local service later in the evening in 2029.
- Introduce Saturday service for both local and commuter services in 2030.
- Other recommendations include evaluating facility and bus stop needs and the opportunity for partnerships with our regional partners.

The Transit Review & Action Plan was informed through an analysis of existing data, industry standards and through engagement with passengers.

The recently announced federal funding for transit projects will enable the City to explore improvements that would otherwise be cost prohibitive to achieve in the near term. This review has identified projects that could benefit from this grant funding.

Overall, over the next five years, the recommendation is to increase service hours for commuter by 2,340 (93%) and service hours for local by 5,200 (88%). This will require an operating investment of \$982,200 and a capital investment of \$980,000. These recommendations will both maintain and improve existing service levels.

## Background

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The City of Fort Saskatchewan is located 25 kilometres northeast of Edmonton and is part of the Edmonton census metropolitan area. In 2023, the population was 28,624, which was a 6.24% increase from the last census conducted in 2019. By 2033, the population is expected to reach 35,046, according to the 2015 City of Fort Saskatchewan Growth Study.

FST first began operations with a commuter route in 2005, which was operated by Edmonton Transit Service (ETS). The commuter route connected Fort Saskatchewan with Clareview Station in Edmonton. In 2014, FST began a pilot for local transit service. The current route network and service levels have remained largely unchanged since their permanent implementation in 2016.

In January of 2021, the Edmonton Metropolitan Transit Service Commission (EMTSC) was incorporated with the goal of bringing together municipal transit services for the benefit of the region. Fort Saskatchewan was a member of this initiative and therefore made no significant internal plans for transit updates, as any changes would be led by the EMTSC. Due to various reasons, the EMTSC was officially dissolved in May of 2023.



With the significant growth in Fort Saskatchewan since the service was first implemented and with the dissolution of the EMTSC, FST is now undertaking the analysis to determine the best strategy to achieve the City's objectives and to prepare for the future.

## Current System Overview

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Fort Sask Transit consists of three routes – two local routes and one commuter route.

Throughout this report, the terms service hours and revenue hours are used to describe two separate types of hours. A service hour refers to the amount of time a bus is on the road, which includes the time to travel from a garage to the first pick-up location. A revenue hour is the amount of time a bus is in operation and picking up/dropping off passengers.

### Local Service

Local services, Routes 582 and 583, are currently operated through a contracted service provider, Pacific Western Transit (PWT). They connect passengers with local destinations and with the commuter service Route 580 for travel into Edmonton.

These routes operate between 05:55 and 20:30, Monday through Friday. There is no late evening or weekend service. During peak hours (05:55 - 08:25 and 13:25 - 20:30) both routes run every 30 minutes. During the midday (08:25 - 13:25), both routes run every 60 minutes at alternating times. There is a 30-minute gap in service at 13:00, where both routes do not operate.

Both routes are scheduled to take approximately 30 minutes to complete one trip.

FST currently budgets 6,400 annual service hours and operates 6,000 annual revenue hours on local services.

### Commuter Service

Commuter service, Route 580, is currently operated by ETS. It connects the Dow Centennial Centre (DCC) with the Clareview LRT Station. Effective June 30, 2024, Route 580 will be discontinued and a new route, the 600, will connect the DCC with the Bethel Transit Terminal in Sherwood Park and will be operated by Strathcona County Transit (SCT).

During the fall and winter months, Route 600 will operate between 05:30 and 18:30, with four trips in the morning and seven trips in the afternoon. In the spring and summer months, this route operates between 05:30 and 19:00, with four trips in the morning and four trips in the afternoon.

Each one-way trip is scheduled to take approximately 30 minutes and is designed to make connections with the two local routes.

FST currently budgets 3,600 annual service hours and operates 2,500 annual revenue hours on commuter services. As this service is contracted out, the actual number of service hours will vary depending on the garage location utilized by the contractor.

### Paratransit Service

Paratransit service is operated for those passengers who cannot access the conventional transit services. Currently, this service is provided by a non-profit organization, the Fort Lions Transportation Society. FST does not provide this service directly.

Within the City, passengers can book trips Monday through Friday between 08:00 and 17:00. For trips to Edmonton, Sherwood Park, St. Albert or Lamont, passengers can book trips Tuesday through Thursday between 08:00 and 17:00. All bookings must be made a minimum of 24 hours in advance.

The costs for these trips are higher than those paid by passengers using the conventional transit service. The service levels are different than FST services, with Fort Lions offering a door-to-door service and drivers who will often wait for the clients for their return trip.

## Fare Structure

On February 1, 2024, FST officially launched Arc, the regional electronic fare payment system. Passengers are being transitioned over to the new system over the months of February to June. The below table illustrates the fares that were implemented as part of Arc. Fare structures are reviewed annually as per FIN-009-A – User Fees & Charges Procedure – Transit Services (Public Works).

### FST – Conventional Service

Arc Rates		
Fare Type	Local	Commuter
<b>Arc tickets</b>		
Arc tickets (no discounts)	\$3.00	\$5.00
<b>PAYG Rates</b>		
Flat Rate Fare (no discounts)	\$2.50	\$4.50
<b>Monthly Caps</b>		
Standard Adult	\$47.50	\$85.50
Youth (6-18)	\$23.75	\$42.75
Young Adult (19-24)	\$47.50	\$85.50
Student (19-24)	\$23.75	\$42.75
Student (25+)	\$23.75	\$42.75
Senior	\$23.75	\$42.75
Everyone Rides	\$14.25	\$25.75

Everyone Rides is part of the Access for Everyone program that helps City residents on a limited income to access different City services. The Everyone Rides program is offered to eligible Fort Sask Transit passengers and provides them with a reduced monthly cap price.

### Fort Lions Transportation Society

Rates for paratransit services are set by the Fort Saskatchewan Lions Club. Arc is not available for use on this service as it is operated by a standalone provider.

Local Trips – One-way	\$5
Local Trips – Round trip	\$10
Commuter Trips	Dependent on location

## Fleet

FST acquired three buses in 2024 that replaced the entire previous fleet. These replacement buses are 22-passenger seat buses, with the ability to transport two wheelchairs and are used solely on the local routes.

As the commuter service is contracted out, FST does not own the commuter buses.



## Facilities

The three FST owned buses are stored at a facility owned and managed by PWT. The facility is located in the Eastgate Business Park. Local buses use the fuel station located at the City's Public Work site.



## Service Levels Performance Analysis

To better understand the current transit systems, the following metrics were measured against the current [service levels](#).

### Service Coverage

The current service level for route coverage is 85% of households within the City's boundaries are within a 400 metre walking distance of weekday transit.

In 2016, approximately 78% of households were within a 400 metre walk of a bus stop. With the growth in the developing neighbourhoods (i.e. Westpark and Southfort), currently approximately 65% of households are within a 400 metre walk of a bus stop.

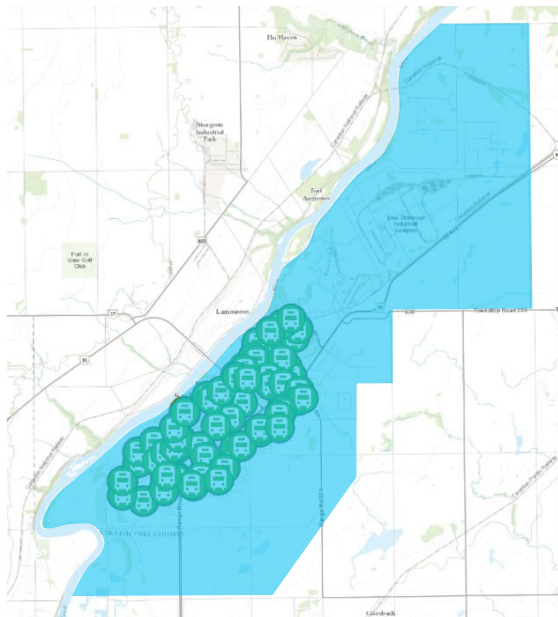


Figure 1 - 2023 Service Coverage

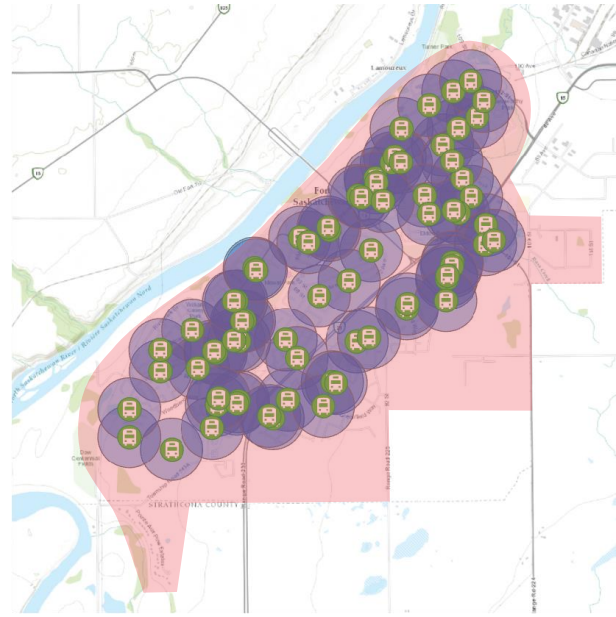
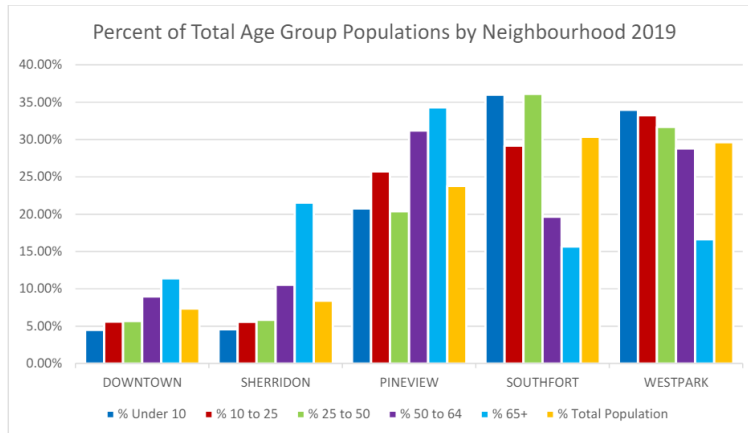


Figure 2 - 2023 Service Coverage – Residential Only

Figure 1 shows the areas served by transit in all of Fort Saskatchewan. As seen, there are many employment areas with no access to transit. As shown in Figure 2, the unserved residential areas are within the Pointe Aux Pins Estates, Clover Park, Southfort and Westpark neighbourhoods. According to the [MDP Implementation Bi-Annual Update \(2023\)](#), the Southfort and Westpark neighbourhoods are disproportionately populated by youth and children (as shown in Figure 3). Ideally, transit is accessible to this demographic since youth are unable to operate a private vehicle.



**Figure 3 – Percent of Total Age Group Populations by Neighbourhood, according to the 2019 Federal Census.**

*Service Level: Not Met*

### Span of Service

The local service provides two routes with 30-minute fixed route/loop service. The route starts and ends at the Dow Centennial Centre with 32 stops in each direction along the routes .

The commuter service provides one route with 30-minutes fixed route/loop service. The route starts and ends at the Dow Centennial Centre with one stop at the Clareview Transit Centre in Edmonton. Starting in July of 2024, the one stop will be relocated to the Bethel Transit Terminal in Sherwood Park.

Transit services on both the local and commuter routes operate Monday through Friday during the below times. Currently there is no evening or weekend service.

Route	Service	Fall/Winter		Spring/Summer	
		Span of Service	Total Daily Revenue Hours	Span of Service	Total Daily Revenue Hours
582	Local	05:55-20:30	12.0	05:55-20:30	12.0
583	Local	05:55-20:30	11.5	05:55-20:30	11.5
580	Commuter	05:25-18:30	11.0	05:25-19:30	8.0

*Service Level: Aligned*

### Reliability

Service reliability is defined in the standards as buses departing key timing points zero minutes before and up to five minutes after the scheduled departure times, on 90% of trips. The below table details the average on-time performance of both local routes for the time period of January 1, 2023, to February 29, 2024.

Due to the number of wheelchairs transported on many back-to-back trips and the increase in traffic on local roads, Route 582 was delayed 40% of the day on average and Route 583 was delayed 41% of the day on average. The table below displays that busses departed early, which also contributes to an unreliable system. When combining the early and late trips, the local service is not within five minutes of the scheduled departure time more than 50% of the time.

Route	Early	On Time	2-5 Minutes Late	5-10 Minutes Late	>10 Minutes Late
582	10%	42%	9%	5%	35%
583	14%	34%	11%	6%	36%

In 2024, the local routes are being adjusted with the goal of improving service reliability. Both local routes will no longer divert into the parking lot of the Walmart and will instead remain on 86 Avenue. New bus stops will be added along 86 Avenue to ensure that walking distances remain within the recommended 400 metres. The on-demand service into the parking lot of the Hospital will also be discontinued, with service instead utilizing the bus stops along 86 Avenue.

As the commuter service is contracted out, its on-time performance is not currently reported.

*Performance Target: Not Met*

### Ridership

The current ridership target for the local service is 4 passengers boarding per revenue vehicle hour. The current ridership target for the commuter service is 6 passengers boarding per revenue vehicle hour.

In the fall and winter of 2023, ridership was as follows:

Route	September 2023 Boardings	October 2023 Boardings	November 2023 Boardings	Revenue Vehicle Hours	Average Boardings per Revenue Vehicle Hour
Local 582	2,685	2,676	2,877	1,992	11
Local 583	3,472	3,662	3,895	1,909	15
Commuter 580	1,882	2,145	1,980	1,826	8

In the spring and summer of 2023, ridership was as follows:

Route	June 2023	July 2023	August 2023	Revenue Vehicle Hours	Average Boardings per Revenue Vehicle Hour
Local 582	2,004	1,761	1,825	1,044	7
Local 583	3,086	2,732	2,758	1,001	11
Commuter 580	1,314	1,204	1,149	696	7

Throughout the year, both local routes are exceeding the target ridership, while the commuter route is just meeting the threshold.

*Performance Target: Met*

### Service Directness

Although the current service levels do not speak to service directness, ideally routes are designed to minimize transfers, especially routes between major destinations, such as schools.

Of the seven junior and senior high schools in Fort Saskatchewan, five have direct transit service. While downtown and the businesses along the south side of Highway 21 have transit service, some of the businesses in south Westpark and Southfort and the industrial areas have no transit service.

By taking passengers to Clareview or to Bethel, any trip to downtown Edmonton or to the University of Alberta on the commuter service requires a transfer. If passengers are travelling to a location outside of those areas in Edmonton, additional transfers may be required.

*Performance Target: Partially Met*

## Service Evaluation

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### Strengths

#### Local Service

Over the pandemic period, rider patterns indicate a base of passengers rely on transit as their primary mode of transportation.

FST provides efficient services with the available resources, having maximized the number of residents and businesses serviced with only two local routes.

#### Commuter Service

The commuter service provides access to a main transit hub in the City of Edmonton. This contracted service allows residents access to schools and jobs in Edmonton, without significant capital investment. Once the route is changed to travel to Sherwood Park, residents will now have the option to attend school or seek work in either Sherwood Park or Edmonton more conveniently.

#### Paratransit Service

While this service is not provided by FST, the City of Fort Saskatchewan supports the Fort Lions Transportation Society through a Community Grant. This door-to-door service is essential to residents who are unable to drive or access conventional transit services.

### Weaknesses

#### Local Service

The local service has remained largely unchanged since its original design in 2016. As the community grows, the service coverage has declined below service levels.

As the population of Fort Saskatchewan has increased, so too has the quantity of privately-owned vehicles. Higher traffic volumes have increased travel time, delaying the arrival of buses and compromising reliability.

At certain times of the day, there can be a number of passengers boarding who use wheelchairs and other mobility aids. The time taken to ensure the wheelchair is safely secured can impact the on-time performance of the routes.

The neighbourhoods of Westpark and Southfort have seen significant increases in households and will continue to expand over the next few years. These areas cannot be served by the existing two local routes.

The overall design of the local routes is long and circular, resulting in unattractive travel times to local destinations. In addition to lengthy travel times, there is no late evening or weekend service. These factors make it difficult for residents to rely on transit as their main mode of transportation.

#### Commuter Service

The lack of evening, weekend and limited weekday span of service poses limitations on the system.

Passengers travelling into the region may have to transfer multiple times if their destination is not downtown.

#### Paratransit Service

FST does not provide paratransit services in-house but serves passengers with mobility aids, indicating a reliance on an external entity. Further analysis is required to evaluate the paratransit needs of the community and how FST and the Fort Lions Transportation Society can work together to meet the community's needs.

## Opportunities

#### Local Service

As a rapidly growing city, transit friendly designs can be incorporated into the developing neighbourhoods. One of the pillars in the MDP is 'Connections' and providing a variety of transportation options and having easy access to amenities. Transit can be a key component to ensuring that residents have the option to forego owning a vehicle while still being able to access amenities. The recommendation for neighbourhood nodes that focus on walkability, high densities, and mixed uses are a great opportunity for increased transit usage.

The revitalization of the existing areas is another opportunity for ridership growth, as new businesses and residential units can increase the population served within the service area.

There are many special events that take place in Fort Saskatchewan throughout the year, including Canada Day and the Legacy Park Family Festival. These events draw people not only from the local community, but from surrounding areas. Transit at these events can alleviate traffic congestion issues and introduce the service to new riders.

The existing relationships with local businesses and industry offer opportunities for sponsorship arrangements for infrastructure investments and advertising. Improvements to bus stop amenities, such as the installation of benches and shelters, is a great example of a way local businesses can support transit.

Transit is a frequent topic in regional discussions and there are many opportunities for partnerships to increase ridership and reduce costs. There are two regional initiatives which could have a positive impact on the local FST service: on-demand service and advertising contract collaboration. Most transit agencies in the area operate some version of on-demand service and contracts will be coming up for renewal in 2025 and 2026. By partnering with other regions on an on-demand service vendor, FST could reduce implementation costs and provide passengers with a single platform to use when traveling on multiple transit agencies. There are very few advertising companies who specialize in advertising on transit property (i.e. buses, benches and shelters) and most will not enter into agreements with agencies as small as FST. By partnering with a larger agency on a joint advertising contract, FST can increase its revenue potential and reduce the administrative costs of managing ad contracts.

### Commuter Service

With the change to routing being implemented in the summer of 2024, there is the opportunity to grow ridership to Sherwood Park and access a new ridership market. Clients from groups such as the Robin Hood Association and the Lamoureux Support Services (located in Fort Saskatchewan) have the potential to increase the overall commuter ridership during off-peak times.

### Paratransit Service

Transit should be a barrier-free transportation option for all residents of Fort Saskatchewan. Based on the number of passengers with mobility aids who are currently utilizing FST services, there is an existing need for affordable paratransit services within the community. A partnership with FCSS, Lamoureux Support Services, Robin Hood and the Fort Lions Transportation Society should be explored to better establish the needs of residents and determine the best way to meet them.

### Permanent Public Transit Funding Program

There is an emerging funding opportunity available to transit agencies across the country through the Federal Permanent Public Transit Funding Program. This fund will potentially provide \$3 billion of capital grant funding to projects that help to improve transit and housing availability. As there is a regional component to the funding, the transit agencies in the region are collaborating to identify the region's needs and to develop the submissions. The impact of this grant program will be assessed and brought forward through the regular budget process.

## Threats

### Local Service

As new growth areas are planned, it is essential that they be designed to prioritize active modes of transportation, which includes transit. This design needs to be incorporated at the earliest stages of the development. Changes to designs are more difficult in later planning stages.

### Commuter Service

Without direct service to locations near passengers' final destinations, transfers will always be required. This adds time and costs, which results in a less attractive service. In addition to this routing limitation, fully contracting out the service to another municipality reduces the control FST has over the service provided. Adjustments and improvements cannot be as easily made.

### Paratransit Service

An in-depth review of the paratransit needs of the community is recommended to assess the challenges faced by these passengers and this industry.

## 2025-2031 Action Plan

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To address unmet service levels and performance standards, an multi-year action plan is recommended. The actions have been divided into two categories:

1. achieve existing service levels; and
2. improve service levels.

When introducing new or expanding existing services, it is important to consider the timing of the implementation. The recommendations in this report all include a summer implementation timeline in the respective years. A summer implementation allows transit to make changes during lower ridership time periods when the weather is more forgiving. Adjustments can then be made prior to the fall when students return to school and ridership increases. It is also important to ensure a full 12 months are allocated for the evaluation of any service change. This length of time is required to gather and evaluate data for different ridership periods.

### Achieve Existing Service Levels

FST 1 – Change commuter route and provider.

- Implement a change to the commuter route to connect the DCC with the Bethel Transit Terminal in Sherwood Park, using SCT.
- Implementation date: July 2, 2024.
- Budget: This previously approved change will have no additional budget requirements.

FST 2 – Discontinue service into the Walmart and Hospital parking lots.

- To alleviate some of the reliability issues with the local service, service into the Walmart and Hospital parking lots will be replaced with new bus stops along the collector roadways.
- Implementation date: July 2, 2024.
- Budget: This previously approved change will have no additional budget requirements.

FST 3 – Adjust local routes.

- With the change to the commuter route, adjustments are needed to the local routes to cover the 94 Avenue corridor.
- Implementation date: July 2, 2024.
- Budget: This previously approved change will have no additional budget requirements.

FST 4 – Alternative service delivery evaluation.

- To determine the best strategy to meet future transit needs, an evaluation of service delivery models will be conducted. This evaluation will determine the best model for serving new development areas and provide preliminary considerations for serving reduced mobility passengers. The review will include conventional fixed routes, on-demand, private partnerships, family-of-services and other related models. As FST currently only has two buses available for service at any given time, all alternative delivery methods will require additional buses. See Recommendation FST 6 for details on additional fleet needs.
- Start date: Spring 2025.
- Budget: This initiative will be conducted in-house with no additional budget requirements.

**FST 5 – Bus stop improvement project.**

- To improve accessibility and to provide space for additional amenities, all bus stops will be assessed. Potential improvements could include installation of concrete pads, benches and shelters.
- Start date: Spring 2026.
- Budget: A preliminary project cost of \$500,000 is anticipated and will be contingent on the Federal Permanent Public Transit Funding.

**FST 6 – Expand local service in developing neighbourhoods and redesign existing fixed routes.**

- To meet the service coverage standard, it is recommended to introduce service to the developing neighbourhoods of Southfort and Westpark, while redesigning the base route network.
- This initiative will require the procurement of two additional buses. To ensure buses are available for mid-2027 implementation, the procurement process would begin in 2025.
- The two additional buses will expand the local service, while also improving reliability by increasing the spare ratio from one to two buses.
- Implementation date: Summer 2027.
- Budget: This initiative is estimated to cost a total of \$495,000 for capital and \$501,000 ongoing. The budget increase would be incorporated into multiple budget cycles to reflect the mid-year implementation timeline and the two-year delay to receive transit fleet:
  - Budget 2025: \$495,000 capital expense to purchase and outfit two buses.
  - Budget 2026: \$93,000 annual reserve contribution for future replacement of the buses.
  - Budget 2027: \$195,000 ongoing increase for contracted services and \$9,000 increase for fuel.
  - Budget 2028: \$195,000 ongoing increase for contracted services and \$9,000 increase for fuel.

Note: The procurement of new buses would likely be eligible for the Federal Permanent Public Transit Funding grant.

**Summary of Recommended Action Plan by Year for Achieving Existing Service Levels**

Year	Action
2024	FST 1 – Change commuter route and provider FST 2 – Discontinue service into the Walmart and Hospital parking lots FST 3 – Adjust local routes
2025	FST 4 – Alternative service delivery evaluation
2026	FST 5 – Bus stop improvement project
2027	FST 6 – Expand local service in developing neighbourhoods and redesign existing fixed routes

**Operating Costs by Year – Achieving Existing Service Levels**

OPERATION	2025	2026	2027	2028	2029	2030	2031	Total
Local costs			\$195,000	\$195,000				\$390,000
Commuter Costs								
Fuel costs			\$9,000	\$9,000				\$18,000
Transfer to Reserve		\$93,000						\$93,000
<b>Total</b>		\$93,000	\$204,000	\$204,000				\$501,000



### Capital Costs by Year – Achieving Existing Service Levels

CAPITAL	2025	2026	2027	2028	2029	2030	2031	Total
Fleet Addition	\$480,000							\$480,000
Bus Stop Amenity		\$500,000						\$500,000
Total	\$480,000	\$500,000						\$980,000

### Improve Service Levels

FST 7 – Incorporate future Transit needs in the Public Works Yard Needs Assessment.

- To prepare for the long-term facility needs for FST, it is recommended that the Public Works Yard Needs Assessment includes Transit.
- The storage of transit buses is managed by the operations contractor. The cost of storage is charged to the City through their hourly rates. The current facility cannot accommodate growth to the Transit fleet. The following scenarios should be evaluated to determine how to best address future needs:
  - Scenario 1 – negotiate with the contractor to have them acquire additional storage space for a fee.
  - Scenario 2 – lease space at an existing facility and negotiate a decreased fee charged by the contractor.
  - Scenario 3 – build a new facility and negotiate a decreased fee charged by the contractor.
- Any new infrastructure built for transit would likely be eligible for federal funding that may otherwise be inaccessible (lease costs and contractor fees are not eligible expenses).
- Timeline: 2025.
- Budget: This initiative can be incorporated into an existing project and no additional budget is required.

FST 8 – Increase commuter service by adding a morning trip.

- Increase service hours for commuter service on weekdays by adding one hour of service in the morning, resulting in an additional 260 platform hours, an increase of 7% above the current hours of service.
- Implementation date: Summer 2025.
- Budget: This initiative is estimated to cost a total of \$40,000. The budget increase would be incorporated into two budget cycles to reflect the mid-year implementation timeline:
  - Budget 2025: \$20,000 to increase contracted services.
  - Budget 2026: \$20,000 for the remainder of the increase to contracted services.

FST 9 – Increase local service by adding evening hours.

- Increase service hours for local service on weekdays by adding two hours of service in the evening, resulting in an additional 260 platform hours, an increase of 4% above the current service hours.
- Implementation date: Summer 2029.
- Budget: This initiative is estimated to cost a total of \$55,000. The budget increase would be incorporated into two budget cycles to reflect the mid-year implementation timeline:

- Budget 2029: \$26,000 to increase contracted services and \$1,500 increase for fuel.
- Budget 2030: \$26,000 to increase contracted services and \$1,500 increase for fuel.

FST 10 – Increase service hours for commuter service by adding midday and evening trips.

- Increase service hours for commuter service on weekdays by adding four hours of service midday and one hour of service in the evening, resulting in an additional five hours, an increase of 34% above the current hours of service.
- Implementation date: Summer 2029.
- Budget: This initiative is estimated to cost a total of \$182,000. The budget increase would be incorporated into two budget cycles to reflect the mid-year implementation timeline:
  - Budget 2029: \$91,000 to increase contracted services.
  - Budget 2030: \$91,000 to increase contracted services.

FST 11 – Increase service hours for local and commuter services by adding Saturday trips.

- Expand the span of local service on weekends by adding 15 hours of service, an increase of 12% above the current hours of service.
- Expand the span of commuter service on weekends by adding 15 hours of service, an increase of 21% above the current hours of service.
- Implementation date: Summer 2030.
- Budget: This initiative is estimated to cost a total of \$205,200. The budget increase would be incorporated into two budget cycles to reflect the mid-year implementation timeline:
  - Budget 2030: \$93,600 to increase contracted services and \$9,000 increase for fuel.
  - Budget 2031: \$93,600 to increase contracted services and \$9,000 increase for fuel.

#### Summary of Recommended Action Plan by Year – Improve Service Levels

Year	Action
2024	FST 7 – Incorporate future Transit needs in the Public Works Yard Needs Assessment
2025	FST 8 – Increase service hours of commuter service by adding a morning trip
2026	-
2027	-
2028	-
2029	FST 9 – Increase service hours for local service by adding evening trips FST 10 – Increase service hours for commuter service by adding midday and evening trips
2030	FST 11 – Increase service hours for local and commuter services by adding Saturday trips

#### Operational Cost Impact of Recommended Action Plan – Improve Service Levels

OPERATION	2025	2026	2027	2028	2029	2030	2031	Total
Local costs					\$26,000	\$65,000	\$39,000	\$130,000
Commuter Costs	\$20,000	\$20,000			\$90,000	\$145,600	\$54,600	\$330,200
Fuel costs					\$1,500	\$10,500	\$9,000	\$21,000
Transfer to Reserve								
<b>Total</b>	<b>\$20,000</b>	<b>\$20,000</b>			<b>\$117,500</b>	<b>\$221,100</b>	<b>\$102,600</b>	<b>\$481,200</b>

### Capital Cost Impact of the Recommended Action Plan – Improve Service Levels

The is capital cost with proposed improved service levels.

#### Summary of Recommended Action Plan – Existing and Improved Service Levels

	Service	Service Level		Action
2024	Local	Existing	FST 1	Change commuter route and provider
	Local	Existing	FST 2	Discontinue service into the Walmart and Hospital parking lots
	Local	Existing	FST 3	Adjust local routes
	Commuter	Improved	FST 7	Incorporate future Transit needs in the Public Works Yard Needs Assessment
2025	Local	Existing	FST 4	Alternative service delivery evaluation
	Commuter	Improved	FST 8	Increase service hours of commuter service by adding a morning trip
2026	Local	Existing	FST 5	Bus stop improvement project
2027	Local	Existing	FST 6	Expand local service in developing neighbourhoods and redesign existing fixed routes
2029	Local	Improved	FST 9	Increase service hours for local service by adding evening trips
	Commuter	Improved	FST 10	Increase service hours for commuter service by adding midday and evening trips
2030	Local & Commuter	Improved	FST 11	Increase service hours for local and commuter services by adding Saturday trips

## Appendix A – Survey Results 2023/2024

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### Recent Commuter Survey

As part of the commuter route change evaluation, a targeted public survey was conducted. The results of the indirectly related survey informed this review.

A total of 453 surveys were submitted by respondents, inclusive of those submitted online and in-person. The most common theme identified was the request to add a route to Sherwood Park, while keeping a direct route to Edmonton (39 comments included this theme). The next two most frequently expressed requests were for more frequent service during the weekdays and for the introduction of weekend services (14 comments each). While not as popular a response, another theme was how a route to Sherwood Park would allow passengers with disabilities or who access the services of the Robin Hood Association the ability to travel to additional day programs or new jobs. Many respondents also expressed their view that the perceived safety issues on ETS is a deterrent to using the existing service.

### Recent Staff Survey

The City's Leadership Team was consulted to gather high level feedback on the transit system. The following questions were asked:

1. How can FST support the vision, mission, and strategic direction of the City of Fort Saskatchewan?
  - a. Transit needs to be able to support the MDP, and housing and parking needs of the community.
  - b. Transit should help provide access to city facilities (ie. DCC and Harbour Pool), especially for those with low-income or seniors.
  - c. Historically transit is always related to costs.
2. What is your vision for FST?
  - a. An updated vision for transit could be included in a future TMP that would be based on Council and public input.
3. How can FST support the transportation needs of the overall region and local industry?
  - a. The Eastgate area has expressed interest in transit in the past, but more evaluation would be required.
  - b. More coordination with Strathcona would be beneficial as the two communities continue to grow.
4. Should transit services be viewed and evaluated through a social lens?
  - a. Transit needs to be part of the housing/high density discussion.
  - b. Transit is and should be viewed through a social lens.
5. FST does not currently offer a paratransit service. Should this service be offered?
  - a. This should be evaluated further as part of the TMP.
6. What is FST doing well today?
  - a. Buses are clean and there is little safety risk.
  - b. The routes and schedules are efficient and service most major destinations.
  - c. Customer service is excellent.
  - d. Long term planning for fleet replacements is decent.
  - e. The service is flexible and can be adjusted easily, as was done during the pandemic.
7. How can local services be improved?

- a. 60% of the population don't have direct access to transit.
  - b. The Passio Go app is unreliable.
  - c. There is no evening or weekend service.
8. How can commuter services be improved?
  - a. The morning peak period isn't long enough.
9. Do you feel that the current service standards are appropriate?
  - a. Should include minimum usage standards.
  - b. Ridership metrics don't need to use bus types, but should accommodate time of year fluctuations.
  - c. The walking distance should be reviewed.
  - d. The standards for adjusting service levels should be reviewed.
10. Should FST pursue alternative fuel-source buses?
  - a. Consideration should be given to the long term fleet needs and alternative fuel sources.