

**REPORT TO: SAUGEEN MOBILITY & REGIONAL TRANSIT BOARD OF DIRECTORS,  
MEMBER CAOS, CLERKS AND COUNCILS**

**FROM: ROGER COOK, MANAGER**

**DATE: JANUARY 14, 2021**

**REPORT: RAC2021-02**

**SUBJECT: 2020 ANNUAL REPORT**

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**REPORT:**

Attached please find the following as at December 31, 2020:

Summary of Ridership Statistics

Budget vs Actual Statement of Operations

Summary of Gas Tax account activity

Vehicle List with kilometers and planned replacement schedule

After a solid 2019, 2020 was a very difficult year for SMART. Like all transit services, SMART's ridership and user fee revenue were both hit hard by the Covid-19 pandemic. As well, SMART's cost per ride and operational efficiency were substantially affected.

Total ridership decreased 54.7% to 16,175 rides. This compares to 35710 rides in 2019, 36020 rides in 2018, 32488 rides in 2017, 33556 rides in 2016, 33941 rides in 2015 and 30287 rides in 2014.

Ridership in the membership area decreased 53.36% to 16,173 compared to 34,673 rides in 2019 and 34,042 rides in 2018.

Total user fee revenue decreased 48.9% to \$221,091 compared to \$432,349 in 2019, \$432,899 in 2018, \$382,007 in 2017, \$383,712 in 2016, \$369,402 in 2015 and \$257,100 in 2014. The average revenue per ride was \$13.67 compared to \$12.10 in 2019, \$12.01 in 2019, \$11.76 in 2017, \$11.43 in 2016, \$10.88 in 2015 and \$8.49 in 2014. Once again, this indicates longer average rides which tie up drivers and vehicles for longer time periods.

Individual ridership totaled 14,540, down 46.4% from 27,113 individual rides in 2019 and 26,551 individual rides in 2018 (24,501 individual rides in 2017 and 25,760 individual rides in 2016). Included in this total were 1,740 attendant rides. After deducting these rides, net individual ridership for 2020 was 12,800 compared to 23,638 in 2019 and 22,947 in 2018. The average net individual user fee for 2020 was \$16.55 compared to \$15.81 in 2019 and \$15.68 in 2018 (\$15.26 in 2017, \$14.57 in 2016 and \$13.43 in 2015). The average individual ride was 20.26 kms in 2020 compared to 19.04 kms in 2019 and 19.26 kms in 2018.

There were no rides for Home and Community Support Services or Grey-Bruce Student Transportation.

Group ridership decreased 81% to 1,635 rides compared to 8,597 rides in 2019 and 9,469 rides in 2018 (7,987 rides in 2017, 7,796 rides in 2016, 6,957 rides in 2015 and 5,726 rides in 2014).

There were no group excursions from Grey Gables or Gateway Haven.

Group user fees were \$9,254, down 80.7% from \$47,828 in 2019 (\$57,720 in 2018, \$45,530 in 2017 and \$46,956 in 2016).

Unaudited operational expenses were \$1,270,720 compared to audited expenses of \$1,772,853 in 2019, a decrease of 28.3%. On a “per ride” basis, operational expenses were \$78.56 compared to \$50.58 in 2019 and \$48.42 in 2018. This will return to normal when the pandemic eases.

The 2020 gross operating deficit was \$1,049,629 or \$64.89 per ride compared to \$1,373,926 or \$38.47 per ride in 2019 and \$1,311,198 or \$36.40 per ride in 2018.

Municipal funding totaled \$750,000 or 59% of operational expenses up from 36.54% of operational expenses in 2019 and 36.12% in 2018.

On a per capita basis, SMART’s municipal funding for 2020 was \$9.08.

MTO Gas Tax funding for the 2020-21 program has been announced and SMART will be receiving \$740,828. It is not known when funding will flow.

As at December 31, the Gas Tax reserve account had a balance of \$333,460 compared to \$426.49 at Dec 31, 2019.

SMART purchased five new vehicles in 2020 and has three new 9-passenger buses on order for April 2021 delivery. These vehicles have been purchased through ICIP funding. An additional three 9-passenger buses are planned for 2022.

The attached vehicle list shows how SMART’s fleet is aging as well as the approximate replacement schedule and costing. This vehicles list includes vehicles being used as ‘spares’ along with those due to be sold.

The effects of the pandemic on ridership and MTO Gas Tax funding will not be known for another year. SMART will need to be prepared for possible decreased funding in 2022.

Throughout the pandemic, SMART has remained a safe and dependable service for its clients and continues to provide outstanding value to the taxpayers of its member municipalities.

**RECOMMENDATION:**

That the board approve Report RAC2021-02 2020 Annual Report as presented and forward it to member councils.

Respectfully submitted,

A handwritten signature in dark ink, appearing to be 'Roger Cook', written over a light blue rectangular background.

Roger Cook  
Manager

## 2020 Annual Report

The year 2020 and the COVID pandemic presented unique and challenging times for SMART, its clients, staff, and member municipalities. We are pleased to be able to say SMART continued to provide safe and uninterrupted service throughout the COVID pandemic. All staff are trained on enhanced cleaning measures and PPE, staff, and clients complete daily COVID self-assessments, and select vehicles have been outfitted with plexiglass barriers. Providing reliable and safe transit is our priority.

The SMART board of directors would like to thank the staff for their understanding and ongoing support throughout these difficult times. The COVID pandemic resulted in significant staffing adjustments for drivers and office staff to meet changing ridership levels. At some points throughout the pandemic ridership was down about 90% which was in line with all transit services across the province.

Throughout 2020 SMART's board and management spent considerable time reviewing operations. Throughout 2021 we will continue our review of ongoing operations and practices to ensure a sustainable business model while offering an essential means of transportation for those with mobility issues.

Below are some highlights of our 2020 operational review.

- 1) SMART purchased and put five new mobility vans into service and has re-established a capital reserve which over the past 10 years had been reduced to ZERO.
- 2) SMART Board has introduced defined hours of operation and service area. Effective March 1st, 2021 hours of operation will be Monday to Friday 6am-6pm and Saturdays 7am-5pm. Sunday service has been eliminated. We have more clearly defined our service area and destinations.
- 3) Weekend dispatch has been moved to an answering device.
- 4) Our Board has contracted the services of a Human Resources professional to write a Policy and Procedures Manual.
- 5) Job descriptions have been completed and we have completed a Strategic Plan.
- 6) SMART continues to explore the creation of a relationship with Bruce County transportation staff in an effort to explore partnership opportunities, where a potential partnership may align with recommendations from Bruce County's soon to be completed Transportation Master Plan.
- 7) SMART recently met with Grey County CAO and Community Transportation Manager to discuss potential partnership opportunities.

Our Board's primary objective is to ensure that we continue to provide a high level of service while continuing to explore ways to ensure a sustainable business model that will serve our clients and municipal partners in the long term.

SMART Board of Directors

RIDERSHIP STATISTICS SUMMARY - 2020 vs 2019 to Dec 31

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL	CHANGE
Arran-Elderslie	234 128	195 115	127 138	10 220	19 207	37 214	38 235	67 244	141 192	206 296	98 216	131 218	1303 2423	-46.22%
Brockton	320 215	337 231	235 344	99 356	97 416	102 412	138 541	181 497	199 499	191 519	176 470	165 410	2240 4910	-54.38%
Chatsworth	157 113	184 110	111 160	58 174	54 207	70 184	107 194	123 241	122 214	164 236	150 212	148 200	1448 2245	-35.50%
Hanover	640 659	499 572	308 691	52 636	78 674	92 626	146 704	265 688	328 686	315 720	331 639	397 650	3451 7945	-56.56%
Huron-Kinloss	189 125	167 121	81 237	13 211	10 206	16 190	17 209	30 220	69 213	68 244	86 256	80 186	826 2418	-65.84%
Kincardine	265 225	192 263	122 263	20 300	23 509	54 371	111 420	88 362	171 492	165 438	119 393	188 337	1518 4373	-65.29%
Saugeen Shores	457 474	480 463	295 577	26 572	40 579	86 486	175 438	119 390	233 473	231 613	307 584	284 505	2733 6154	-55.59%
Southgate	120 20	88 63	69 58	27 58	26 90	40 66	47 131	51 104	70 106	73 115	39 104	33 93	683 1008	-32.24%
West Grey	218 206	196 208	141 346	49 293	48 232	111 255	191 270	191 306	226 215	247 311	188 316	165 239	1971 3197	-38.35%
SUB-TOTALS	2600 2165	2338 2146	1489 2814	354 2820	395 3120	608 2804	970 3142	1115 3052	1559 3090	1660 3492	1494 3190	1591 2838	16173 34673	-53.36%
OTHER	0 0	2 0	0 0	0 2	0 114	0 40	0 210	0 108	0 122	0 100	0 104	0 44	2 844	
HCSS - out of area	0 20	0 20	0 24	0 20	0 23	0 25	0 23	0 16	0 0	0 0	0 0	0 0	0 171	
Grey-Bruce STS	0 0	0 0	0 0	0 0	0 0	0 22			0 0	0 0	0 0	0 0	0 22	
TOTALS	2600 2185	2340 2166	1489 2838	354 2842	395 3257	608 2891	970 3375	1115 3176	1559 3212	1660 3592	1494 3294	1591 2882	16175 35710	-54.70%

# SAUGEEN MOBILITY

## and REGIONAL TRANSIT

### 2020 OPERATIONAL BUDGET vs ACTUAL as at Dec 31, 2020

	Audited 2019 at Dec 31	Unaudited 2020 at Dec 31	2020 vs 2019	BUDGET 2020	ACTUAL vs BUDGET 100.00%
Individual Rides	27113	14540	53.63%	24000	60.58%
Group Rides	8597	1635	19.02%	7450	21.95%
<b>REVENUE</b>					
Municipal funding					
Arran-Elderslie	\$ 48,466.48	\$ 51,155.61	105.55%	\$ 51,155.61	100.00%
Brockton	\$ 86,385.28	\$ 98,535.79	114.07%	\$ 98,535.79	100.00%
Chatsworth	\$ 40,028.70	\$ 50,221.57	125.46%	\$ 50,221.57	100.00%
Hanover	\$ 137,054.90	\$ 150,546.05	109.84%	\$ 150,546.05	100.00%
Huron-Kinloss	\$ 52,893.83	\$ 54,836.86	103.67%	\$ 54,836.86	100.00%
Kincardine	\$ 78,891.88	\$ 98,364.90	124.68%	\$ 98,364.90	100.00%
Saugeen Shores	\$ 113,984.28	\$ 131,833.61	115.66%	\$ 131,833.61	100.00%
Southgate	\$ 26,332.17	\$ 32,838.79	124.71%	\$ 32,838.79	100.00%
West Grey	\$ 75,962.48	\$ 81,666.82	107.51%	\$ 81,666.82	100.00%
Sub-total	\$ 660,000.00	\$ 750,000.00	113.64%	\$ 750,000.00	100.00%
Municipal contracts					
User fees - Individuals	\$ 384,521.34	\$ 211,836.75	55.09%	\$ 342,500.00	61.85%
User fees - Group Excursions	\$ 47,828.00	\$ 9,254.00	19.35%	\$ 37,500.00	24.68%
User fees - School Transportation	\$ -	\$ -		\$ -	
Donations	\$ 7,248.80	\$ 5,629.20	77.66%	\$ 4,000.00	140.73%
Other	\$ 1,096.37	\$ 1,936.21	176.60%	\$ 2,000.00	96.81%
<b>NET LOCAL REVENUE</b>	<b>\$ 1,100,694.51</b>	<b>\$ 978,656.16</b>	<b>88.91%</b>	<b>\$ 1,136,000.00</b>	<b>86.15%</b>
<b>EXPENSES - net of HST</b>					
Audit - not an eligible MTO expense	\$ 17,258.49	\$ 17,150.62		\$ 19,000.00	
Advertising & Website	\$ 14,041.16	\$ 344.70	2.45%	\$ 4,000.00	8.62%
Bad debts & Collection	\$ 2,914.08	\$ 330.98	11.36%	\$ 4,000.00	8.27%
Bank charges	\$ 2,195.10	\$ 1,775.44	80.88%	\$ 2,000.00	88.77%
Credit/Debit Card charges	\$ 2,111.13	\$ 1,583.32	75.00%	\$ 2,000.00	79.17%
Interest	\$ 3,730.54	\$ 214.28	5.74%	\$ 2,000.00	10.71%
Insurance - liability & property	\$ 6,894.54	\$ 7,522.18	109.10%	\$ 6,000.00	125.37%
Legal	\$ -	\$ 114.48		\$ 3,000.00	
Membership fees	\$ 2,523.22	\$ -		\$ 2,500.00	
Driver Training, Apparel, Misc	\$ 9,596.86	\$ 2,698.77	28.12%	\$ 7,000.00	38.55%
Covid-19 Pandemic Supplies	\$ -	\$ 11,140.41			
MTO Liason	\$ 7,188.15	\$ 7,105.40		\$ 8,000.00	
Recording Secretary	\$ -	\$ 1,995.00			
Office Supplies & Postage	\$ 16,959.12	\$ 11,494.39	67.78%	\$ 16,500.00	69.66%
Office Rent	\$ 6,255.48	\$ 13,930.80	222.70%	\$ 15,000.00	92.87%
Telephones	\$ 33,779.77	\$ 29,858.28	88.39%	\$ 30,000.00	99.53%
Computer System	\$ 29,736.45	\$ 28,651.06	96.35%	\$ 30,000.00	95.50%
Travel, Meals, Parking, etc	\$ 4,315.24	\$ 2,272.43	52.66%	\$ 3,000.00	75.75%
Vehicles					
Fuel - cost less federal rebate	\$ 186,248.22	\$ 105,932.26	56.88%	\$ 168,000.00	63.05%
Insurance	\$ 58,093.30	\$ 60,023.98	103.32%	\$ 53,000.00	113.25%
Licenses	\$ 5,857.50	\$ 51.00		\$ 6,000.00	
Maintenance	\$ 116,183.68	\$ 112,544.71	96.87%	\$ 106,000.00	106.17%
Wages & Benefits					
Group Benefit Plan	\$ 38,906.33	\$ 60,453.59	155.38%	\$ 48,000.00	125.94%
Drivers	\$ 846,188.75	\$ 528,438.44	62.45%	\$ 825,000.00	64.05%
Office	\$ 242,900.47	\$ 192,190.38	79.12%	\$ 250,000.00	76.88%
Statutory Benefits & EHT	\$ 118,975.16	\$ 72,902.88	61.28%	\$ 126,000.00	57.86%
<b>NET EXPENSES</b>	<b>\$ 1,772,852.74</b>	<b>\$ 1,270,719.78</b>	<b>71.68%</b>	<b>\$ 1,736,000.00</b>	<b>73.20%</b>
<b>NET OPERATING SURPLUS (DEFICIT)</b>	<b>-\$ 672,158.23</b>	<b>-\$ 292,063.62</b>		<b>-\$ 600,000.00</b>	
Provincial Gas Tax Funding - operating	\$ 669,224.07	\$ 205,627.56		\$ 600,000.00	
<b>NET SURPLUS (DEFICIT)</b>	<b>\$ (2,934.16)</b>	<b>\$ (86,436.06)</b>		<b>\$ -</b>	

2020 Amortization of Capital Assets will be approximately \$200,000

SMART Gas Tax Activity

Acct# 41-8400-????

Date	Description	Balance	Additional Grant Received	Interest	Misc. Revenue	Capital	Operations	Closing Balance
Jan 1/20	Opening Balance	426.49						426.49
Jan 31/20	Interest			0.87				427.36
Feb 29/20	Interest			0.81				428.17
Mar 31/20	Interest			0.63				428.80
Mar 25/20	2019 Operations/Audit Adj. to Dec. 31/19						106,202.20	105,773.40
Apr 30/20	Interest			0.32				105,773.08
May 22/20	Qtrs 1-3 (Apr 1/19 - Dec 31/19)		532,905.00					427,131.92
May 31/20	Interest			55.56				427,187.48
Jun 30/20	Interest			316.01				427,503.49
Jul 31/20	Interest			326.78				427,830.27
Aug 31/20	Interest			327.03				428,157.30
Sep 11/20	Funding for 5 Vehicles through ICIP - SMART (Mun. portion of project payable from gas tax \$).					67,709.45		360,447.85
Sep 30/20	Interest			283.33				360,731.18
Oct 31/20	Interest			275.74				361,006.92
Oct 24/20	Qtr 4 (Jan 1/20 - Mar 31/20)		177,635.00					538,641.92
Nov 20/20	Operations to Oct. 31/20						138,613.18	400,028.74
Nov 20/20	Interest			229.46				400,258.20
Dec 15/20	Operations to Nov. 30/20						67,014.38	333,243.82
Dec 31/20	Interest			216.54				333,460.36
								333,460.36
								333,460.36
								333,460.36
								333,460.36

<b>TOTALS</b>		426.49	710,540.00	2,033.08	-	67,709.45	311,829.76	333,460.36
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## FLEET LIST WITH KMS at Dec 8, 2020

						Approximate Replacement Year w cost in 2020 dollars					
						2020	2021	2022	2023	2024	2025
62	2006 FORD	6 W/C	12 walk on	D	196400				\$150,000		
101	2010 DODGE	2 W/C	2 walk on	G	427920	\$60,000					
102	2010 DODGE	2 W/C	2 walk on	G	428365	\$60,000					
103	2010 DODGE	2 W/C	2 walk on	G	339500	\$60,000					
104	2010 FORD	4 W/C	9 walk on	G	325875		\$100,000				
105	2010 FORD	4 W/C	9 walk on	G	292305		\$100,000				
106	2010 DODGE	2 W/C	2 walk on	G	353930	no replacement					
111	2011 VPG MV-1	2 W/C	2 walk on	G	333963	\$60,000					
121	2012 DODGE		5 walk on	G	361846	no replacement					
122	2012 VPG MV-1	2 W/C	2 walk on	G	306990			\$60,000			
123	2012 VPG MV-1	2 W/C	2 walk on	G	233333	\$60,000					
131	2013 FORD	4 W/C	9 walk on	G	220540			\$100,000			
132	2013 FORD	4 W/C	9 walk on	G	375155		\$100,000				
133	2013 FORD	4 W/C	9 walk on	G	318029			\$100,000			
141	2014 FREIGHTLINER	14 W/C	30 walk on	D	105005						
142	2014 FORD	4 W/C	9 walk on	G	209457					\$100,000	
143	2014 FORD	4 W/C	9 walk on	G	300035					\$100,000	
144	2014 FORD	4 W/C	9 walk on	G	256204					\$100,000	
145	2014 VPG MV-1	2 W/C	2 walk on	G	295568						\$60,000
146	2014 VPG MV-1	2 W/C	2 walk on	G	325143						\$60,000
151	2015 DODGE	2 W/C	2 walk on	G	266557						\$60,000
152	2015 DODGE	2 W/C	2 walk on	G	236940						\$60,000
171	2017 FORD	4 W/C	9 walk on	G	129454						
172	2017 FORD	4 W/C	9 walk on	G	84543						
181	2018 DODGE	2 W/C	2 walk on	G	95112						
182	2018 DODGE	2 W/C	2 walk on	G	127768						
183	2018 DODGE	2 W/C	2 walk on	G	118993						
191	2019 DODGE	2 W/C	2 walk on	G	5038						
201	2020 DODGE	2 W/C	2 walk on	G	12121						
202	2020 DODGE	2 W/C	2 walk on	G	12083						
203	2020 DODGE	2 W/C	2 walk on	G	7859						
204	2020 DODGE	2 W/C	2 walk on	G	15424						
						\$300,000	\$300,000	\$260,000	\$150,000	\$300,000	\$240,000