

**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 black ink, appearing to be 'Roger Cook', written over a faint rectangular stamp.

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

# 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-????

			41-8400-0313	41-8400-0922	41-8400-0579	01-3910-0521	01-3910-0521	41-0190-0421
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>	<b>426.49</b>	<b>710,540.00</b>	<b>2,033.08</b>	<b>-</b>	<b>67,709.45</b>	<b>311,829.76</b>	<b>333,460.36</b>
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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