

SAUGEEN MOBILITY

and REGIONAL TRANSIT

GENERAL BOARD MEETING AGENDA

Friday, September 27, 2024 10:00 a.m., in person at the SMART office,
603 Bruce Road 19, Walkerton.

Zoom link: <https://us06web.zoom.us/j/84923747797?pwd=mATDUqK6CKIosd1NDj3LR5ajZ9eYba.1>

1. Call to Order & Roll Call
2. Disclosure of Pecuniary Interest and Declaration of Conflict of Interest
3. Approval of Agenda Motion
Motion: That the agenda be approved as presented
4. Delegation – none
5. Minutes of Previous Meeting – June 28, 2024 Motion
Motion: That the minutes from June 28, 2024 be approved as presented
6. Business Arising from the Minutes Motion
 - A. Policy on charters Motion
Motion: That the policy on charters be accepted as presented.
 - B. Cancellation fee policy Motion
Motion: That the cancellation fee policy be accepted as presented
7. Correspondence – none
8. New Business Motion
 - A. Ontario Disability Employment Network’s “Light It Up! For NDEAM” Motion
Motion: That Saugeen Mobility participate in the “Light It Up” event on October 17, 2024 by using a purple light in its main entrance.
 - B. Kincardine Enhanced Service update Motion
Motion: That the Manager send the updated information letter, signed by the Chair, Board of Directors, to the Kincardine Council.
 - C. SMART Townhall October 10 (through Zoom) Motion
Motion: That the Manager carry out the townhall on October 9 and report back to the Board at the October 25th meeting.
 - D. Report on Municipal and Not-for-Profit Act requirements Motion
Motion: That each SMART municipality carry out a business case for its participation within the Saugeen Mobility Partnership.
 - E. Date of Board meetings Motion
Motion: That the Board meet on the third Friday of each month, except for July and August where there are no meetings.
 - F. Recording Secretary Motion
Motion: That the Manager hire a new Recording Secretary.
 - G. Agenda Package Motion
Motion: That the Manager send the Board meeting package on the Tuesday preceding the Board meeting.
 - H. Report on bank deficit Motion
Motion: That an increase of 7% per municipality be applied to the 2025 municipal contributions calculation, and that, should federal government funds be available, the Manager and the Chair liaise with the government to begin work for vehicle procurement.

Improving Quality of Life through Mobility

9. Reports and Recommendations
 - A. Report on June 2024 operations Motion
Motion: That the report on June 2024 operations be accepted as presented, and that a report on July, August and September 2024 operations be presented at the October 25, 2024 Board meeting.
10. Closed Session Motion
11. Adjournment & Upcoming Meeting Date – October 25, 2024, 10AM Motion
Motion: That the Board meeting be adjourned as of _____PM.

SAUGEEN MOBILITY

and REGIONAL TRANSIT

GENERAL BOARD MEETING MINUTES

Friday, June 28, 2024, 10:00 a.m.

Boardroom, 603 Bruce Rd 19, Walkerton, ON & via Zoom

Board Members Present: Ed McGugan, Councillor, Huron-Kinloss, Chair
Warren Dickert, Deputy Mayor, Hanover, Past Chair
Cheryl Grace, Councillor, Saugeen Shores
Kym Hutcheon, Councillor, Brockton
Joel Loughhead, Councillor, Grey Highlands
Jennifer Shaw, Deputy Mayor, Arran-Elderslie (via Phone & Zoom)
Monica Singh-Soares, Councillor, Southgate (via Zoom at 10:10 a.m.)

Board Members Absent: Doug Townsend, Councillor, West Grey, Vice Chair
Doug Kennedy, Councillor, Kincardine
Scott Mackey, Mayor, Chatsworth

Others Present: Stephan Labelle, SMART Manager
Catherine McKay, Recording Secretary

1. Call to Order

The Chair called the meeting to order at 10:00 a.m..

2. Disclosure of Pecuniary Interest and Declaration of Conflict of Interest

None declared.

3. Approval of the Agenda

Motion Moved by Cheryl Grace; Seconded by Kym Hutcheon

That the agenda be amended to add item *11. Manager Performance Review* and that the agenda be accepted as so amended.

Carried

4. Delegation

There were no delegations.

5. Minutes of Previous Meeting – May 24, 2024

Motion Moved by Warren Dickert; Seconded by Cheryl Grace

That the minutes from May 24, 2024 be accepted as circulated.

Carried

6. Business Arising from the Minutes

A. 30-Passenger Bus Charter

There have been no changes to the proposed rates for the 30 passenger bus of \$300/hour, and \$120/hour for the 9 passenger van. An insurer, Facility Association, has been found that can insure the 30 passenger bus operating as a charter, and as part of the usual SMART operation, for one year at \$10,292 and the 9 passenger bus for \$5,000. If the vehicles travel to the GTAHA the cost would increase to \$16,641 for the 30 passenger bus and \$7,290 for the 9 passenger van. This insurer will not cover only some vehicles, so all would have to be moved from Intact, the current insurer which does not cover charters. The current coverage with Intact costs \$23,000 so there could be a savings of \$15,000. It is not known whether charters will generate enough to cover the cost of insurance. The exact definition of “charter” was raised and it was noted that SMART’s agreement with the province does not mention charters. The Manager expects to receive information from Intact about coverage for charters within about a week. There are no Board meetings scheduled until September 27, so if a decision is required following receipt of the information from Intact, a meeting could be held via Zoom.

Motion Moved by Joel Loughead; Seconded by Kym Hutcheon

That the issue of rates for charters using the 30 passenger bus and the 9 passenger van be deferred to the next meeting.

Carried

B. Notifications Software

The software will cost \$10,000 plus \$5,800 in licensing fees. There is no requirement that it be kept for five years and if SMART decides it does not want it after one year, it can let it go. The purchase is contingent on SMART entering into a letter of agreement with the federal government. Implementation as of January 1, 2025 will allow savings to be achieved over a full year, rather than only for 6 months if acquired now, and will provide time to notify clients and allow them to become accustomed to and accept the new system.

Motion Moved by Cheryl Grace; Seconded by Monica Singh-Soares

That \$10,000 be expended from the SMART budget to install the notifications software so that operations can start January 1, 2025 and that \$5800 be included in the 2025 budget for annual licensing fees.

Carried

7. Correspondence

There was no correspondence.

8. New Business

A. Hiring of Recording Secretary

The Manager is waiting for applications to come in.

B. 2024 Budget Update

The budget is well on track with a projected \$96,000 surplus and a year-end deficit of \$779,000. Five areas account for the surplus. Legal fees were budgeted at \$8,000 with \$3,000 committed which might not be spent. Some cell phones were eliminated resulting in \$18,000 in expenditures compared to the \$24,000 budgeted. Fuel expenses are \$30,000 less than budget and a minimum of \$20,000 in savings is expected in maintenance as a result of having eliminated three older and costlier vehicles, leaving SMART with a smaller, newer fleet requiring fewer repairs. Additional savings of about \$25,000 are expected from group benefits through a rebate from the benefit administrator. There is the potential for savings of about \$83,000 for 2024.

The financial statement shows a negative amount of \$4,800 in revenue for grants which relates to funds received for AED training, of which \$4,800 was not spent and had to be returned.

The Manager explained that the Revenue line noted as RBC Cash accounts is for payments in cash, by debit and e-transfer. These funds may not in fact be revenue since they have already been accounted for in User Fees and could result in revenue being overstated. It was suggested that these funds should be on the Balance Sheet as an asset rather than as revenue on the Statement of Operations. The Manager will contact SMART's auditor, BDO, to clarify the issue.

Motion Moved by Cheryl Grace; Seconded by Monica Singh-Soares

That the budget update be received for information.

Carried

C. SMART Get-Together

The event is scheduled for September 15, 2024 and the Manger indicated that he has donated \$500 towards the cost. A pair of Oakley sunglasses will be offered as a draw prize which hopefully will generate interest in staff attending. The cost of the event last year was \$496 and attendance was less than the year before. Since the introduction of the policy on personal use of SMART vehicles, drivers

would not be allowed to use a SMART vehicle to travel to the event. The Chair encouraged Board members to attend and it was agreed that family members would be welcome.

Sponsorships for the event from some of SMART's suppliers and possibly promotional items from the member municipalities were discussed and it was suggested that the Elmwood Chamber of Commerce could do a barbecue for the lunch rather than serving submarine sandwiches. It was decided that the Manager should pursue sponsorship opportunities and promotional items, and that the food should be left to the Manager's discretion.

Motion Moved by Kym Hutcheon; Seconded by Joel Loughead

That the Manager be authorized to spend up to a maximum of \$750 for the staff get together and that Board members attend on September 15, 2024 at 1:00 p.m. at the Elmwood Community Centre.

Carried

Motion Moved by Kym Hutcheon; Seconded by Joel Loughead

That direction be provided to the Manager to pursue sponsorships for the staff get together.

Carried

9. Reports and Recommendations

A. Cancellation Fees

Cancellation fees are charged when there is a no-show situation or when a cancellation is made too late, hampering the ability to book alternative rides. Current cancellation fees are \$30 for short rides and \$50 for long rides to destinations such as London and Burlington. In 2023, there were 289 cancellations at the door leading to a loss of over \$18,000 in revenue. In the past, 20% of rides were cancelled and SMART has had no difficulty in collecting the cancellation fees. The policy is to provide for the Manager to use his discretion in applying the cancellation fee with examples such as illness, family emergencies, and cancellation of medical appointments amongst others. It was suggested that if a client repeatedly cancels due to illness, they could be asked for supporting medical documentation. The Manager explained that the fee has been waived in the past in 3% of cases at the most. The Manager will in future report to the Board on cancellation fees.

Motion Moved by Cheryl Grace; Seconded by Kym Hutcheon

That cancellation fees be increased to 50% of ride costs, with a minimum of \$30 for rides of less than 80 km round trip and a maximum of \$300 for longer trips to destinations such as London and Burlington, that the Cancellation Fee Policy be amended to provide for the Manager to use his discretion to waive fees, and that the amended policy be submitted to the Board for approval.

Carried

B. Report on May 2024 Operations

In May 2024, there were 2,512 rides, \$41,642.50 in sales and 38,495 billed kilometers an increase of 19% in rides, 30% in fees and 1% in billed kilometers compared to the same period last year. There were 36,438km driven in deadhead. Ridership continues to increase from the 2020 level, but has not yet reached the level experienced in 2019.

Motion Moved by Kym Hutcheon; seconded by Warren Dickert

That the report on May 2024 operations be accepted as presented.

Carried

C. Rural Transit Solutions Fund Project

The Manager circulated correspondence from SMART to the Rural Transit Solutions Fund Project to allow signing authority.

Motion Moved by Warren Dickert; seconded by Kym Hutcheon

That the Manager and the Board Chair be authorized to sign agreements, payment claims, cheques, reports and other documents related to the project on behalf of Saugeen Mobility, as the recipient of funds.

Carried

10. Committee Reports

There were no committee reports.

11. Manager Performance Review

In light of the Manager's upcoming second year anniversary, a date will be set for him to meet with the Board's Executive Committee to conduct his performance review.

There was some discussion of the process to be followed by committees of the Board, with it being noted that public notice of committee meetings must be provided and that quorum is a majority of committee members.

12. Closed Session

Motion Moved by Jennifer Shaw; Seconded by Cheryl Grace

That the Board convene in closed session at 11:10 a.m. to address matters pertaining to an ongoing investigation respecting the Board by the Ombudsman appointed under the Ombudsman Act.

Carried

The Board reconvened in open session at 11:34 a.m. and the Chair confirmed that the Board had gone in closed session and discussed matters pertaining to an ongoing investigation respecting the Board by the Ombudsman appointed under the Ombudsman Act, and no other matters were discussed.

13. Direction Coming Out of Closed Session

Motion Moved by Cheryl Grace; Seconded by Joel Loughead

That the SMART Board approve direction as provided in the closed session.

Carried

13. Adjournment & Upcoming Meeting Dates

Upcoming Meeting Dates

Friday, September 27, 2024, 10:00 a.m. Regular Monthly Board Meeting, SMART Office, 603 Bruce Rd 19, Walkerton, ON.

Motion Moved by Warren Dickert; Seconded by Jennifer Shaw

That the Board of Directors of SMART adjourn at 11:45 a.m.

Carried

Ed McGugan, Chair

Catherine McKay, Recording Secretary

SAUGEEN MOBILITY

and REGIONAL TRANSIT

Name of Policy: **Charters policy**

Effective Date: New

Charter Vehicle Options and Rates

1. S.M.A.R.T. offers two vehicle options for charter:

- 30-Passenger Bus: available for \$300 per hour.

- 9-Passenger Van: available for \$120 per hour.

The hourly rates include the cost of the vehicle, fuel, and driver services.

Geographical service area

2. Charter services are available for transportation within the geographic boundaries of the 10 municipalities partnered with S.M.A.R.T. In addition, vehicles can be chartered for long-distance trips to cities such as the Greater Toronto Area (GTA), London, Kitchener, Guelph, and other destinations outside the immediate service area, subject to availability and scheduling.

Hours of Operation

3. S.M.A.R.T. charter services are available during the following hours:

- Monday to Thursday: 7:00 AM to 6:00 PM

- Friday and Saturday: 7:00 AM to 12:00 AM (midnight)

- Sunday: No service available

All charters must be booked and scheduled within these operating hours.

Booking Process

4. To request a charter, clients must contact S.M.A.R.T. in advance to confirm availability. A completed booking form and confirmation of the trip details, including pickup and drop-off locations, must be submitted before the charter date.

Payment and Cancellations

5. Payment for charter services must be made upon booking confirmation. Cancellations must be made at least 48 hours in advance to avoid penalties. Late cancellations may be subject to a cancellation fee.

Terms and Conditions

6. Charter services are exclusively available to residents of the 10 partner municipalities. All charters must comply with the operating hours and vehicle capacity limits. S.M.A.R.T. reserves the right to deny charter requests if they conflict with regular service commitments or availability.

SAUGEEN MOBILITY

and REGIONAL TRANSIT

Name of Policy: **Late Cancellation Fee policy**

Effective Date: New

Overview

Saugeen Mobility is committed to providing reliable and efficient transportation services. To ensure fair usage and manage operational costs, the following cancellation policy applies when clients cancel rides without sufficient notice or a reasonable explanation.

Definition:

Late cancellation: a ride that is cancelled either at the door, or on the same day, or after noon (12pm) the day before.

Cancellation Fees

- Short Rides (Less than 80 km):

- If a ride is cancelled late, a cancellation fee of 50% of the estimated ride cost or a minimum of \$30 will apply, whichever is greater.

- Longer Rides (Over 80 km, including destinations like Burlington or London):

- For longer rides, a cancellation fee of 50% of the estimated ride cost will apply, with a maximum fee of \$300.

Process for Late Cancellations

- In the event of a late cancellation without a reasonable explanation (such as illness or other valid reasons), the Manager will estimate the ride cost.

- This estimate will be forwarded to the invoicing clerk, who will either:

- Generate a separate invoice for the cancellation fee.

- Include the cancellation fee in the client's next invoice.

Handling Repeated Cancellations

- If a pattern of frequent cancellations (e.g., repeated sickness-related cancellations) is identified, the Manager may reach out to the client to discuss the situation and explore potential solutions.

This policy ensures that Saugeen Mobility can continue to offer its services effectively while managing costs associated with late cancellations.

SAUGEEN MOBILITY **and REGIONAL TRANSIT**

September 27, 2024
Saugeen Mobility and Regional Transit
603 Bruce Road 19, Box 40
Walkerton, ON
N0G 2V0

Kenneth Craig
Mayor of Municipality of Kincardine
1475 Concession 5 Rd
Kincardine, ON
N2Z 2X6

Subject: Proposal for Enhancing Accessible Transportation Services in Kincardine

Dear Mayor Craig,

The purpose of this letter is to present to you a proposal to upgrade the current accessible transportation services within the Municipality of Kincardine with the Saugeen Mobility and Regional Transit (SMART) program. This initiative seeks to respond to the request by the Kincardine Accessibility Advisory Committee to improve the level of service provided by SMART to people in the Municipality of Kincardine.

Plan Overview

The proposal is to add an additional vehicle, fully-equipped for accessible transit services, and a professional driver, specifically dedicated to the municipality. We have reviewed the potential impact of this addition, and estimate that we would be able to increase the accessible ride capacity by approximately thirty percent. The vehicle and driver would be working Sundays from 10am to 10pm, and Monday through Thursday evenings from 6pm to midnight, which is a schedule that we have found aligns with the greatest demand periods.

This would be in addition to the regular weekday 6am to 6pm, Friday 6am to midnight and Saturday 7am to midnight service.

Financial Breakdown

The total cost associated with this proposed expansion is \$230,000, with the vehicle itself accounting for \$160,000 of this amount, and the balance being driver salary, fuel, insurance and administration.

We propose two options for the amortisation of these costs, tailored to suit the budgetary and operational needs of the municipality. They are outlined as follows:

1. **One-year Contract:** this option involves amortising the total cost over a one-year period. To recuperate the totality of the cost, an initial \$160,000 would be provided to Saugeen Mobility to cover the vehicle purchase. For the remaining \$70,000 as well as normal ride fees, we propose a cost of \$2.50 per kilometre. This approach may be suitable if the municipality is ready to make a full investment in the immediate enhancement of accessible transportation services
2. **Four-year Contract:** this option allows for spreading the cost over a longer period of four years. An initial payment of \$100,000 would be required. The cost per kilometre for the first year would be \$2.50 per kilometre. For the remaining three years, there would be a yearly payment of \$43,334 to SMART. The per-kilometre cost would be dynamically adjusted to ensure full recovery of the vehicle's value and associated costs over the contract period. This plan provides flexibility for the municipality, and smooths the impact on budget allocations.

Note: The above noted proposal cost will be borne by the municipality to provide the additional vehicle and driver etc. for the enhanced level of service.

The rider will still pay the normal fee per ride of \$2.00 plus \$0.70 per kilometre subject to a minimum fee of \$8 per ride and a wait fee of \$24.00 per hour – the first hour of wait is no- charge, and there is no wait time charge for dialysis patients.

Conclusion

This proposal is an opportunity for an investment that supports the mission of inclusivity, and builds on our commitment to serve the Municipality of Kincardine and its residents. We invite you to consider this proposal, and the potential it carries for an enhanced accessible transportation system. We welcome any opportunity to discuss this proposal further and to answer any questions you may have.

Thank you for your time and consideration, and could you please forward to us a response within the next 60 days? We look forward to continuing to serve the Kincardine community in an even more impactful way.

Best regards,

Ed McGugan
Chair, Board of Directors
Saugeen Mobility and Regional Transit

REPORT TO: SAUGEEN MOBILITY & REGIONAL TRANSIT BOARD OF DIRECTORS

FROM: STEPHAN LABELLE, MANAGER

DATE: SEPTEMBER 27, 2024

REPORT: SL2024-0927-2

SUBJECT: REPORT ON MUNICIPAL AND ONTARIO NOT FOR PROFIT ACTS

The Saugeen Mobility and Regional Transit (SMART) partnership must adhere to the Municipal Act and the new Ontario Not for Profit Corporations Act (ONCA). Steps need to be carried out to ensure that each municipality's role within the partnership is clearly defined and aligned with current regulatory standards. One of the steps involves each municipality approving a business case related to its participation within the Partnership.

Business Case Requirement

To comply with the Municipal Act and the ONCA, each of the 10 municipalities involved in the Saugeen Mobility partnership must create a business case that evaluates its involvement in the service. This business case should examine the benefits of the partnership, including increasing the total number of Directors to 30.

Approval Process

Once the business case is prepared, it must be formally approved by each municipality through a Resolution or By-law. This step is crucial as it signifies the municipality's official commitment to its role in SMART and its agreement with the terms and conditions laid out in the business case. The Resolution or By-law must be passed by the municipal council, which ensures that the business case is legally binding and recognized under Municipal Act and the ONCA.

Next Steps

After each of the 10 municipalities has successfully passed their respective business cases through a Resolution or By-law, the next step will be to modify the Partnership agreement to include Grey Highlands. Following this, the SMART by-laws will be modified. The details of these changes will be discussed with Loucks & Loucks, Saugeen Mobility's legal representative.

Conclusion and Recommendation:

The transition to meet the Municipal Act and the ONCA is a critical step for Saugeen Mobility and the 10 municipalities in its partnership. Preparing and passing business cases for each municipality ensures that all members understand their roles, responsibilities, and the benefits of participating in SMART. Once the business cases are approved by Resolutions or By-laws, the partnership can move forward with necessary Partnership agreement amendment and by-law changes. These steps are essential for the continued success and regulatory compliance of the Saugeen Mobility partnership.

Respectfully submitted,

//signed//

Stephan Labelle
Manager

Meets Strategic Priority #1



Sustainable operations

REPORT TO: SAUGEEN MOBILITY & REGIONAL TRANSIT BOARD OF DIRECTORS

FROM: STEPHAN LABELLE, MANAGER

DATE: SEPTEMBER 27, 2024

REPORT: SL2024-0927-1

SUBJECT: REPORT ON BANK DEFICIT

Introduction:

Saugeen Mobility is facing a \$240,000 bank deficit. Addressing this is essential for the organization's long-term financial health. However, resolving the deficit without creating future issues requires careful planning and evaluation of different solutions.

Current Deficit Situation:

The \$240,000 deficit has built up over the years due to operational costs exceeding income and municipal contributions since 2008. While there are reserves, such as gas tax money, using these funds to clear the deficit is not a long-term solution, as it doesn't address the root cause of the financial imbalance. Without additional funding or cost-cutting, another deficit could arise in the future.

Gas Tax Money Reserve:

One option to eliminate the deficit is to use the gas tax money reserve. While this would solve the immediate issue, it does not address the long-term financial challenges. If Saugeen Mobility continues with the same level of spending without more funding or cuts, the organization could face a new deficit in the future.

Staffing Adjustments and Future Stability:

Another way to prevent future deficits is by reducing operational costs, which could entail staffing changes. However, this would impact service by increasing wait times and reducing the number of rides. Fewer rides would also mean less money from the provincial gas tax, creating a difficult "Catch-22" situation where cutting costs may lead to further losses.

Impact on Future Budgets (2024–2030):

If no major changes are made to how Saugeen Mobility operates, the budget will remain under pressure. To cover the deficit, the organization would need to increase municipal contributions by at least 7% each year. However, this may not be enough, especially if (hypothetically) we were to receive funding from the federal government to purchase new vehicles.

In Annex A, we show the remaining gas tax reserves from 2025 to 2030. Annexes B, C, and D show the same reserves with municipal increases of 8%, 9%, and 10%, respectively.

To fully eliminate the deficit and (hypothetically) purchase 12 new vehicles, Saugeen Mobility needs a yearly 10% increase in municipal contributions. Under this scenario, with a hypothetical \$1.4 million federal budget, Saugeen Mobility would contribute \$266,645, and the federal government would cover \$1,106,539.20.

Without purchasing vehicles, a 7% increase would be enough until 2029, but after that, larger increases would be required. And this no-new-vehicle scenario could be catastrophic for the organization as more than half of the current fleet has over 350,000km on the odometer.

Conclusion and Recommendation:

Saugeen Mobility is at a turning point. Using gas tax reserves to eliminate the deficit is a short-term fix, but it doesn't guarantee future financial stability. More sustainable solutions, such as staff changes or securing more funding, are necessary. A 10% increase in municipal contributions is recommended to cover both operational costs and vehicle purchases. If no vehicles are purchased, a 7% increase will suffice until 2029, but further increases will be needed after that.

Attachment

Electronic files - Budgets for 2025-2030 and Annexes A through D for Budget increases of 7,8,9 and 10%.

Respectfully submitted,

//signed//

Stephan Labelle
Manager

Meets Strategic Priority #1



Sustainable operations

Saugen Mobility And Regional Transit BUDGET - 7%

	BUDGET 2025	BUDGET 2026	BUDGET 2027	BUDGET 2028	BUDGET 2029	BUDGET 2030
Individual Rides	17000	17000	17000	17000	17000	17000
Group Rides	4500	4500	4500	4500	4500	4500
REVENUE						
Municipal funding						
Arran-Elderslie	\$ 77,180.77	\$ 82,583.42	\$ 88,364.26	\$ 94,549.76	\$ 101,168.24	\$ 108,250.02
Brockton	\$ 92,716.60	\$ 99,206.76	\$ 106,151.24	\$ 113,581.82	\$ 121,532.55	\$ 130,039.83
Chatsworth	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00
Hanover	\$ 147,087.94	\$ 157,384.09	\$ 168,400.98	\$ 180,189.05	\$ 192,802.28	\$ 206,298.44
Huron-Kinloss	\$ 43,835.74	\$ 46,904.24	\$ 50,187.54	\$ 53,700.66	\$ 57,459.71	\$ 61,481.89
Kincardine	\$ 91,971.51	\$ 98,409.51	\$ 105,298.18	\$ 112,669.05	\$ 120,555.89	\$ 128,994.80
Saugen Shores	\$ 140,173.52	\$ 149,985.67	\$ 160,484.66	\$ 171,718.59	\$ 183,738.89	\$ 196,600.61
Southgate	\$ 29,055.80	\$ 31,089.70	\$ 33,265.98	\$ 35,594.60	\$ 38,086.22	\$ 40,752.26
West Grey	\$ 111,701.30	\$ 119,520.39	\$ 127,886.82	\$ 136,838.90	\$ 146,417.62	\$ 156,666.85
Grey Highlands	\$ 25,072.66	\$ 26,827.74	\$ 28,705.69	\$ 30,715.08	\$ 32,865.14	\$ 35,165.70
Sub-total	\$773,795.83	\$826,911.54	\$883,745.34	\$944,557.52	\$1,009,626.54	\$1,079,250.40
User fees - Individuals	\$ 350,000.00	\$ 357,000.00	\$ 367,000.00	\$ 377,000.00	\$ 387,000.00	\$ 397,000.00
User fees - Group Excursions	\$ 35,000.00	\$ 35,000.00	\$ 35,000.00	\$ 35,000.00	\$ 35,000.00	\$ 35,000.00
Donations	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00
Grants						
School transportation	\$ 19,000.00	\$ 19,000.00	\$ 19,000.00	\$ 19,000.00	\$ 19,000.00	\$ 19,000.00
Miscellaneous income (Accident refund)						
Service charges on A/R						
Gas Rebate						
NET LOCAL REVENUE	\$1,187,795.83	\$1,247,911.54	\$1,314,745.34	\$1,385,557.52	\$1,460,626.54	\$1,540,250.40
EXPENSES - net of HST						
Audit - not an eligible MTO expense	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00
Advertising & Website	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Donations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Account write-off	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00
Bad debts & Collection	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bank monthly fee&charges	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00
Moneris charges	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00
Bank interest on line of credit	-\$ 300.00	-\$ 300.00	-\$ 300.00	-\$ 300.00	-\$ 300.00	-\$ 300.00
Insurance - liability & property	\$ 10,219.00	\$ 10,219.00	\$ 10,219.00	\$ 10,219.00	\$ 10,219.00	\$ 10,219.00
Legal	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
Membership fees	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00
Driver Training, Apparel, Misc	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00
Covid-19 Pandemic Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MTO Liason	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00
Office Supplies & Postage	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00
Computer System	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00
Software licensing fees (Spire, Novus)	\$ 30,000.00	\$ 30,000.00	\$ 30,000.00	\$ 30,000.00	\$ 30,000.00	\$ 30,000.00
Office Rent	\$ 16,000.00	\$ 16,000.00	\$ 16,000.00	\$ 16,000.00	\$ 16,000.00	\$ 16,000.00
Telephones	\$ 24,000.00	\$ 24,000.00	\$ 24,000.00	\$ 24,000.00	\$ 24,000.00	\$ 24,000.00
Travel, Meals, Parking, etc	\$ 3,700.00	\$ 3,700.00	\$ 3,700.00	\$ 3,700.00	\$ 3,700.00	\$ 3,700.00
Vehicles						
Fuel - cost less federal rebate	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00
Insurance	\$ 125,000.00	\$ 132,000.00	\$ 139,000.00	\$ 146,000.00	\$ 154,000.00	\$ 161,000.00
Licenses	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
Maintenance	\$ 110,000.00	\$ 110,000.00	\$ 110,000.00	\$ 110,000.00	\$ 110,000.00	\$ 110,000.00
Board of Director Expenses	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
Professional Fees	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00
Workshops/Conferences	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
Wages & Benefits						
Group Benefit Plan	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00
Drivers	\$ 1,003,933.00	\$ 1,065,127.00	\$ 1,132,268.00	\$ 1,181,024.00	\$ 1,229,280.00	\$ 1,266,304.00
Office	\$ 262,937.00	\$ 274,209.00	\$ 285,969.00	\$ 294,903.00	\$ 300,480.00	\$ 306,758.00
Statutory Benefits	\$ 110,000.00	\$ 110,000.00	\$ 110,000.00	\$ 110,000.00	\$ 110,000.00	\$ 110,000.00
NET EXPENSES	\$ 2,067,989.00	\$ 2,147,455.00	\$ 2,233,356.00	\$ 2,298,046.00	\$ 2,359,879.00	\$ 2,410,181.00
NET OPERATING SURPLUS (DEFICIT)	-\$ 880,193.17	-\$ 899,543.46	-\$ 918,610.66	-\$ 912,488.48	-\$ 899,252.46	-\$ 869,930.60

Meets Strategic Priority #1

Sustainable operations

60000	-\$	839,543.46	-\$	858,610.66	-\$	852,488.48	-\$	839,252.46	-\$	809,930.60
-\$		820,193.17								

Saugen Mobility And Regional Transit BUDGET - 8%

	BUDGET 2025	BUDGET 2026	BUDGET 2027	BUDGET 2028	BUDGET 2029	BUDGET 2030
Individual Rides	17000	17000	17000	17000	17000	17000
Group Rides	4500	4500	4500	4500	4500	4500
REVENUE						
Municipal funding						
Arran-Elderslie	\$ 77,902.08	\$ 84,134.25	\$ 90,864.99	\$ 98,134.19	\$ 105,984.93	\$ 114,463.72
Brockton	\$ 93,583.11	\$ 101,069.76	\$ 109,155.34	\$ 117,887.77	\$ 127,318.79	\$ 137,504.29
Chatsworth	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00
Hanover	\$ 148,462.59	\$ 160,339.60	\$ 173,166.76	\$ 187,020.10	\$ 201,981.71	\$ 218,140.25
Huron-Kinloss	\$ 44,245.42	\$ 47,785.05	\$ 51,607.86	\$ 55,736.48	\$ 60,195.40	\$ 65,011.04
Kincardine	\$ 92,831.05	\$ 100,257.54	\$ 108,278.14	\$ 116,940.39	\$ 126,295.62	\$ 136,399.27
Saugen Shores	\$ 141,483.55	\$ 152,802.24	\$ 165,026.42	\$ 178,228.53	\$ 192,486.81	\$ 207,885.76
Southgate	\$ 29,327.35	\$ 31,673.53	\$ 34,207.42	\$ 36,944.01	\$ 39,899.53	\$ 43,091.49
West Grey	\$ 112,745.24	\$ 121,764.86	\$ 131,506.05	\$ 142,026.53	\$ 153,388.65	\$ 165,659.75
Grey Highlands	\$ 25,306.98	\$ 27,331.54	\$ 29,518.06	\$ 31,879.51	\$ 34,429.87	\$ 37,184.26
Sub-total	\$780,887.38	\$842,158.37	\$908,331.04	\$979,797.52	\$1,056,981.32	\$1,140,339.83
User fees - Individuals	\$ 350,000.00	\$ 357,000.00	\$ 367,000.00	\$ 377,000.00	\$ 387,000.00	\$ 397,000.00
User fees - Group Excursions	\$ 35,000.00	\$ 35,000.00	\$ 35,000.00	\$ 35,000.00	\$ 35,000.00	\$ 35,000.00
Donations	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00
Grants						
School transportation	\$ 19,000.00	\$ 19,000.00	\$ 19,000.00	\$ 19,000.00	\$ 19,000.00	\$ 19,000.00
Miscellaneous income (Accident refund)						
Service charges on A/R						
Gas Rebate						
NET LOCAL REVENUE	\$1,194,887.38	\$1,263,158.37	\$1,339,331.04	\$1,420,797.52	\$1,507,981.32	\$1,601,339.83
EXPENSES - net of HST						
Audit - not an eligible MTO expense	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00
Advertising & Website	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Donations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Account write-off	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00
Bad debts & Collection	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bank monthly fee&charges	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00
Moneris charges	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00
Bank interest on line of credit	-\$ 300.00	-\$ 300.00	-\$ 300.00	-\$ 300.00	-\$ 300.00	-\$ 300.00
Insurance - liability & property	\$ 10,219.00	\$ 10,219.00	\$ 10,219.00	\$ 10,219.00	\$ 10,219.00	\$ 10,219.00
Legal	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
Membership fees	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00
Driver Training, Apparel, Misc	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00
Covid-19 Pandemic Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MTO Liason	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00
Office Supplies & Postage	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00
Computer System	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00
Software licensing fees (Spire, Novus)	\$ 30,000.00	\$ 30,000.00	\$ 30,000.00	\$ 30,000.00	\$ 30,000.00	\$ 30,000.00
Office Rent	\$ 16,000.00	\$ 16,000.00	\$ 16,000.00	\$ 16,000.00	\$ 16,000.00	\$ 16,000.00
Telephones	\$ 24,000.00	\$ 24,000.00	\$ 24,000.00	\$ 24,000.00	\$ 24,000.00	\$ 24,000.00
Travel, Meals, Parking, etc	\$ 3,700.00	\$ 3,700.00	\$ 3,700.00	\$ 3,700.00	\$ 3,700.00	\$ 3,700.00
Vehicles						
Fuel - cost less federal rebate	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00
Insurance	\$ 125,000.00	\$ 132,000.00	\$ 139,000.00	\$ 146,000.00	\$ 154,000.00	\$ 161,000.00
Licenses	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
Maintenance	\$ 110,000.00	\$ 110,000.00	\$ 110,000.00	\$ 110,000.00	\$ 110,000.00	\$ 110,000.00
Board of Director Expenses	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
Professional Fees	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00
Workshops/Conferences	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
Wages & Benefits						
Group Benefit Plan	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00
Drivers	\$ 1,003,933.00	\$ 1,065,127.00	\$ 1,132,268.00	\$ 1,181,024.00	\$ 1,229,280.00	\$ 1,266,304.00
Office	\$ 262,937.00	\$ 274,209.00	\$ 285,969.00	\$ 294,903.00	\$ 300,480.00	\$ 306,758.00
Statutory Benefits	\$ 110,000.00	\$ 110,000.00	\$ 110,000.00	\$ 110,000.00	\$ 110,000.00	\$ 110,000.00
NET EXPENSES	\$ 2,067,989.00	\$ 2,147,455.00	\$ 2,233,356.00	\$ 2,298,046.00	\$ 2,359,879.00	\$ 2,410,181.00
NET OPERATING SURPLUS (DEFICIT)	-\$ 873,101.62	-\$ 884,296.63	-\$ 894,024.96	-\$ 877,248.48	-\$ 851,897.68	-\$ 808,841.17
Meets Strategic Priority #1	60000	-\$ 824,296.63	60000	60000	60000	60000
<input checked="" type="checkbox"/> Sustainable operations	-\$ 813,101.62					

Saugen Mobility And Regional Transit BUDGET - 9%

	BUDGET 2025	BUDGET 2026	BUDGET 2027	BUDGET 2028	BUDGET 2029	BUDGET 2030	
Individual Rides	17000	17000	17000	17000	17000	17000	
Group Rides	4500	4500	4500	4500	4500	4500	
REVENUE							
Municipal funding							
Arran-Elderslie	\$ 78,623.40	\$ 85,699.51	\$ 93,412.46	\$ 101,819.58	\$ 110,983.35	\$ 120,971.85	
Brockton	\$ 94,449.62	\$ 102,950.09	\$ 112,215.60	\$ 122,315.00	\$ 133,323.35	\$ 145,322.45	
Chatsworth	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	
Hanover	\$ 149,837.24	\$ 163,322.59	\$ 178,021.63	\$ 194,043.57	\$ 211,507.50	\$ 230,543.17	
Huron-Kinloss	\$ 44,655.10	\$ 48,674.06	\$ 53,054.72	\$ 57,829.65	\$ 63,034.32	\$ 68,707.40	
Kincardine	\$ 93,690.60	\$ 102,122.76	\$ 111,313.80	\$ 121,332.05	\$ 132,251.93	\$ 144,154.60	
Saugen Shores	\$ 142,793.59	\$ 155,645.01	\$ 169,653.06	\$ 184,921.84	\$ 201,564.80	\$ 219,705.63	
Southgate	\$ 29,598.90	\$ 32,262.80	\$ 35,166.45	\$ 38,331.43	\$ 41,781.26	\$ 45,541.57	
West Grey	\$ 113,789.18	\$ 124,030.20	\$ 135,192.92	\$ 147,360.28	\$ 160,622.71	\$ 175,078.75	
Grey Highlands	\$ 25,541.31	\$ 27,840.02	\$ 30,345.62	\$ 33,076.73	\$ 36,053.64	\$ 39,298.46	
Sub-total	\$787,978.93	\$857,547.03	\$933,376.26	\$1,016,030.13	\$1,106,122.84	\$1,204,323.90	
User fees - Individuals	\$ 350,000.00	\$ 357,000.00	\$ 367,000.00	\$ 377,000.00	\$ 387,000.00	\$ 397,000.00	
User fees - Group Excursions	\$ 35,000.00	\$ 35,000.00	\$ 35,000.00	\$ 35,000.00	\$ 35,000.00	\$ 35,000.00	
Donations	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	
Grants							
School transportation	\$ 19,000.00	\$ 19,000.00	\$ 19,000.00	\$ 19,000.00	\$ 19,000.00	\$ 19,000.00	
Miscellaneous income (Accident refund)							
Service charges on A/R							
Gas Rebate							
NET LOCAL REVENUE	\$1,201,978.93	\$1,278,547.03	\$1,364,376.26	\$1,457,030.13	\$1,557,122.84	\$1,665,323.90	
EXPENSES - net of HST							
Audit - not an eligible MTO expense	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	
Advertising & Website	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Donations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Account write-off	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	
Bad debts & Collection	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Bank monthly fee&charges	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	
Moneris charges	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	
Bank interest on line of credit	-\$ 300.00	-\$ 300.00	-\$ 300.00	-\$ 300.00	-\$ 300.00	-\$ 300.00	
Insurance - liability & property	\$ 10,219.00	\$ 10,219.00	\$ 10,219.00	\$ 10,219.00	\$ 10,219.00	\$ 10,219.00	
Legal	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	
Membership fees	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	
Driver Training, Apparel, Misc	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	
Covid-19 Pandemic Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
MTO Liason	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00	
Office Supplies & Postage	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00	
Computer System	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	
Software licensing fees (Spire, Novus)	\$ 30,000.00	\$ 30,000.00	\$ 30,000.00	\$ 30,000.00	\$ 30,000.00	\$ 30,000.00	
Office Rent	\$ 16,000.00	\$ 16,000.00	\$ 16,000.00	\$ 16,000.00	\$ 16,000.00	\$ 16,000.00	
Telephones	\$ 24,000.00	\$ 24,000.00	\$ 24,000.00	\$ 24,000.00	\$ 24,000.00	\$ 24,000.00	
Travel, Meals, Parking, etc	\$ 3,700.00	\$ 3,700.00	\$ 3,700.00	\$ 3,700.00	\$ 3,700.00	\$ 3,700.00	
Vehicles							
Fuel - cost less federal rebate	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00	
Insurance	\$ 125,000.00	\$ 132,000.00	\$ 139,000.00	\$ 146,000.00	\$ 154,000.00	\$ 161,000.00	
Licenses	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	
Maintenance	\$ 110,000.00	\$ 110,000.00	\$ 110,000.00	\$ 110,000.00	\$ 110,000.00	\$ 110,000.00	
Board of Director Expenses	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	
Professional Fees	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	
Workshops/Conferences	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	
Wages & Benefits							
Group Benefit Plan	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	
Drivers	\$ 1,003,933.00	\$ 1,065,127.00	\$ 1,132,268.00	\$ 1,181,024.00	\$ 1,229,280.00	\$ 1,266,304.00	
Office	\$ 262,937.00	\$ 274,209.00	\$ 285,969.00	\$ 294,903.00	\$ 300,480.00	\$ 306,758.00	
Statutory Benefits	\$ 110,000.00	\$ 110,000.00	\$ 110,000.00	\$ 110,000.00	\$ 110,000.00	\$ 110,000.00	
NET EXPENSES	\$ 2,067,989.00	\$ 2,147,455.00	\$ 2,233,356.00	\$ 2,298,046.00	\$ 2,359,879.00	\$ 2,410,181.00	
NET OPERATING SURPLUS (DEFICIT)	-\$ 866,010.07	-\$ 868,907.97	-\$ 868,979.74	-\$ 841,015.87	-\$ 802,756.16	-\$ 744,857.10	
		60000	60000	60000	60000	60000	
Meets Strategic Priority #1		60000	808,907.97	808,979.74	781,015.87	742,756.16	684,857.10
<input checked="" type="checkbox"/> Sustainable operations		-\$ 806,010.07					

Saugeen Mobility And Regional Transit BUDGET - 10%

	BUDGET 2025	BUDGET 2026	BUDGET 2027	BUDGET 2028	BUDGET 2029	BUDGET 2030
Individual Rides	17000	17000	17000	17000	17000	17000
Group Rides	4500	4500	4500	4500	4500	4500
REVENUE						
Municipal funding						
Arran-Elderslie	\$ 79,344.72	\$ 87,279.19	\$ 96,007.11	\$ 105,607.82	\$ 116,168.60	\$ 127,785.46
Brockton	\$ 95,316.13	\$ 104,847.75	\$ 115,332.52	\$ 126,865.77	\$ 139,552.35	\$ 153,507.59
Chatsworth	\$ 24,626.91	\$ 27,089.60	\$ 29,798.56	\$ 32,778.42	\$ 36,056.26	\$ 39,661.88
Hanover	\$ 151,211.90	\$ 166,333.09	\$ 182,966.39	\$ 201,263.03	\$ 221,389.34	\$ 243,528.27
Huron-Kinloss	\$ 45,064.78	\$ 49,571.26	\$ 54,528.38	\$ 59,981.22	\$ 65,979.34	\$ 72,577.28
Kincardine	\$ 94,550.15	\$ 104,005.16	\$ 114,405.68	\$ 125,846.25	\$ 138,430.87	\$ 152,273.96
Saugeen Shores	\$ 144,103.62	\$ 158,513.98	\$ 174,365.38	\$ 191,801.92	\$ 210,982.11	\$ 232,080.32
Southgate	\$ 29,870.45	\$ 32,857.49	\$ 36,143.24	\$ 39,757.56	\$ 43,733.32	\$ 48,106.65
West Grey	\$ 114,833.11	\$ 126,316.43	\$ 138,948.07	\$ 152,842.87	\$ 168,127.16	\$ 184,939.88
Grey Highlands	\$ 25,775.63	\$ 28,353.19	\$ 31,188.51	\$ 34,307.36	\$ 37,738.10	\$ 41,511.91
Sub-total	\$804,697.39	\$885,167.13	\$973,683.84	\$1,071,052.22	\$1,178,157.45	\$1,295,973.19
User fees - Individuals	\$ 350,000.00	\$ 357,000.00	\$ 367,000.00	\$ 377,000.00	\$ 387,000.00	\$ 397,000.00
User fees - Group Excursions	\$ 35,000.00	\$ 35,000.00	\$ 35,000.00	\$ 35,000.00	\$ 35,000.00	\$ 35,000.00
Donations	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00
Grants						
School transportation	\$ 19,000.00	\$ 19,000.00	\$ 19,000.00	\$ 19,000.00	\$ 19,000.00	\$ 19,000.00
Miscellaneous income (Accident refund)						
Service charges on A/R						
Gas Rebate						
NET LOCAL REVENUE	\$1,218,697.39	\$1,306,167.13	\$1,404,683.84	\$1,512,052.22	\$1,629,157.45	\$1,756,973.19
EXPENSES - net of HST						
Audit - not an eligible MTO expense	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00
Advertising & Website	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Donations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Account write-off	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00
Bad debts & Collection	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bank monthly fee&charges	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00
Moneris charges	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00
Bank interest on line of credit	-\$ 300.00	-\$ 300.00	-\$ 300.00	-\$ 300.00	-\$ 300.00	-\$ 300.00
Insurance - liability & property	\$ 10,219.00	\$ 10,219.00	\$ 10,219.00	\$ 10,219.00	\$ 10,219.00	\$ 10,219.00
Legal	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
Membership fees	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00
Driver Training, Apparel, Misc	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00
Covid-19 Pandemic Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MTO Liason	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00
Office Supplies & Postage	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00
Computer System	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00
Software licensing fees (Spire, Novus)	\$ 30,000.00	\$ 30,000.00	\$ 30,000.00	\$ 30,000.00	\$ 30,000.00	\$ 30,000.00
Office Rent	\$ 16,000.00	\$ 16,000.00	\$ 16,000.00	\$ 16,000.00	\$ 16,000.00	\$ 16,000.00
Telephones	\$ 24,000.00	\$ 24,000.00	\$ 24,000.00	\$ 24,000.00	\$ 24,000.00	\$ 24,000.00
Travel, Meals, Parking, etc	\$ 3,700.00	\$ 3,700.00	\$ 3,700.00	\$ 3,700.00	\$ 3,700.00	\$ 3,700.00
Vehicles						
Fuel - cost less federal rebate	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00
Insurance	\$ 125,000.00	\$ 132,000.00	\$ 139,000.00	\$ 146,000.00	\$ 154,000.00	\$ 161,000.00
Licenses	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
Maintenance	\$ 110,000.00	\$ 110,000.00	\$ 110,000.00	\$ 110,000.00	\$ 110,000.00	\$ 110,000.00
Board of Director Expenses	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
Professional Fees	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00
Workshops/Conferences	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
Wages & Benefits						
Group Benefit Plan	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00
Drivers	\$ 1,003,933.00	\$ 1,065,127.00	\$ 1,132,268.00	\$ 1,181,024.00	\$ 1,229,280.00	\$ 1,266,304.00
Office	\$ 262,937.00	\$ 274,209.00	\$ 285,969.00	\$ 294,903.00	\$ 300,480.00	\$ 306,758.00
Statutory Benefits	\$ 110,000.00	\$ 110,000.00	\$ 110,000.00	\$ 110,000.00	\$ 110,000.00	\$ 110,000.00
NET EXPENSES	\$ 2,067,989.00	\$ 2,147,455.00	\$ 2,233,356.00	\$ 2,298,046.00	\$ 2,359,879.00	\$ 2,410,181.00
NET OPERATING SURPLUS (DEFICIT)	-\$ 849,291.61	-\$ 841,287.87	-\$ 828,672.16	-\$ 785,993.78	-\$ 730,721.55	-\$ 653,207.81

Meets Strategic Priority #1

Sustainable operations

60000	60000	60000	60000	60000	60000
-\$ 789,291.61	-\$ 781,287.87	-\$ 768,672.16	-\$ 725,993.78	-\$ 670,721.55	-\$ 593,207.81

PROJECTED CASH FLOW - SMART - 2024-2030 - 7%

	<u>\$ - 699,919.00</u>	<u>\$ 820,193.00</u>	<u>\$ 839,543.00</u>	<u>\$ 858,611.00</u>	<u>\$ 852,488.00</u>	<u>\$ 839,252.00</u>	<u>\$ 809,931.00</u>
TOTAL OPERATIONAL DEFICIT AND CAPITAL INVESTMENTS							
MTO GAS TAX FUND BALANCE	\$ 825,000.00	\$ 615,909.00	\$ 317,716.00	\$ 168,173.00	-\$ 438.00	-\$ 162,926.00	-\$ 312,178.00
Projected Provincial Gas Tax Funding	\$ 740,828	\$ 740,000	\$ 740,000	\$ 740,000	\$ 740,000	\$ 740,000	\$ 740,000
	\$ 865,909.00	\$ 535,716.00	\$ 218,173.00	\$ 49,562.00	-\$ 112,926.00	-\$ 262,178.00	-\$ 382,109.00
	\$ 865,909.00	\$ 535,716.00	\$ 218,173.00	\$ 49,562.00	-\$ 112,926.00	-\$ 262,178.00	-\$ 382,109.00
	\$ 250,000.00	\$ 218,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 40,000.00
	\$ 615,909.00	\$ 317,716.00	\$ 168,173.00	-\$ 438.00	-\$ 162,926.00	-\$ 312,178.00	-\$ 422,109.00
		\$ 1,383,000.00		\$ -			
		-\$ 1,065,284.00					
		\$ 1,383,000.00					
		\$ 317,716.00					
END FISCAL YEAR	\$ 615,909.00	\$ 317,716.00	\$ 168,173.00	-\$ 438.00	-\$ 162,926.00	-\$ 312,178.00	-\$ 422,109.00
	2024	2025	2026	2027	2028	2029	2030

Meets Strategic Priority #1
 Sustainable operations

PROJECTED CASH FLOW - SMART - 2024-2030 - 8%

	\$ 699,919.00	\$ 813,102.00	\$ 824,297.00	\$ 834,025.00	\$ 817,248.00	\$ 791,898.00	\$ 748,841.00
TOTAL OPERATIONAL DEFICIT AND CAPITAL INVESTMENTS							
MTO GAS TAX FUND BALANCE	\$ 825,000.00	\$ 615,909.00	\$ 324,807.00	\$ 190,510.00	\$ 46,485.00	-\$ 80,763.00	-\$ 182,661.00
Projected Provincial Gas Tax Funding	\$ 740.828	\$ 740,000	\$ 740,000	\$ 740,000	\$ 740,000	\$ 740,000	\$ 740,000
	\$ 865,909.00	\$ 542,807.00	\$ 240,510.00	\$ 96,485.00	-\$ 30,763.00	-\$ 132,661.00	-\$ 191,502.00
	\$ 865,909.00	\$ 542,807.00	\$ 240,510.00	\$ 96,485.00	-\$ 30,763.00	-\$ 132,661.00	-\$ 191,502.00
	\$ 250,000.00	\$ 218,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 40,000.00
	\$ 615,909.00	\$ 324,807.00	\$ 190,510.00	\$ 46,485.00	-\$ 80,763.00	-\$ 182,661.00	-\$ 231,502.00
		\$ 1,383,000.00		\$ -			Bus & 9-pax van
		-\$ 1,058,193.00					
		\$ 1,383,000.00					
		\$ 324,807.00					
END FISCAL YEAR	\$ 615,909.00	\$ 324,807.00	\$ 190,510.00	\$ 46,485.00	-\$ 80,763.00	-\$ 182,661.00	-\$ 231,502.00
	2024	2025	2026	2027	2028	2029	2030

Meets Strategic Priority #1
 Sustainable operations

PROJECTED CASH FLOW - SMART - 2024-2030 - 9%

	\$ 699,919.00	\$ 806,010.00	\$ 808,908.00	\$ 808,980.00	\$ 781,016.00	\$ 742,756.00	\$ 684,857.00
TOTAL OPERATIONAL DEFICIT AND CAPITAL INVESTMENTS							
MTO GAS TAX FUND BALANCE	\$ 825,000.00	\$ 615,909.00	\$ 331,899.00	\$ 212,991.00	\$ 94,011.00	\$ 2,995.00	-\$ 49,761.00
Projected Provincial Gas Tax Funding	\$ 740.828	\$ 740,000	\$ 740,000	\$ 740,000	\$ 740,000	\$ 740,000	\$ 740,000
	\$ 865,909.00	\$ 549,899.00	\$ 262,991.00	\$ 144,011.00	\$ 52,995.00	\$ 239.00	\$ 5,382.00
	\$ 865,909.00	\$ 549,899.00	\$ 262,991.00	\$ 144,011.00	\$ 52,995.00	\$ 239.00	\$ 5,382.00
	\$ 250,000.00	\$ 218,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 40,000.00
	\$ 615,909.00	\$ 331,899.00	\$ 212,991.00	\$ 94,011.00	\$ 2,995.00	-\$ 49,761.00	-\$ 34,618.00
		\$ 1,383,000.00		\$ -			
		-\$ 1,051,101.00					
		\$ 1,383,000.00					
		\$ 331,899.00					
END FISCAL YEAR	\$ 615,909.00	\$ 331,899.00	\$ 212,991.00	\$ 94,011.00	\$ 2,995.00	-\$ 49,761.00	-\$ 34,618.00
	2024	2025	2026	2027	2028	2029	2030

Meets Strategic Priority #1
 Sustainable operations

PROJECTED CASH FLOW - SMART - 2024-2030 - 10%

	\$ 699,919.00	\$ 789,292.00	\$ 781,288.00	\$ 768,672.00	\$ 725,994.00	\$ 670,722.00	\$ 593,209.00
TOTAL OPERATIONAL DEFICIT AND CAPITAL INVESTMENTS							
MTO GAS TAX FUND BALANCE	\$ 825,000.00	\$ 615,909.00	\$ 348,617.00	\$ 257,329.00	\$ 178,657.00	\$ 142,663.00	\$ 161,941.00
Projected Provincial Gas Tax Funding	\$ 740.828	\$ 740,000	\$ 740,000	\$ 740,000	\$ 740,000	\$ 740,000	\$ 740,000
	\$ 865,909.00	\$ 566,617.00	\$ 307,329.00	\$ 228,657.00	\$ 192,663.00	\$ 211,941.00	\$ 308,732.00
	\$ 865,909.00	\$ 566,617.00	\$ 307,329.00	\$ 228,657.00	\$ 192,663.00	\$ 211,941.00	\$ 308,732.00
	\$ 250,000.00	\$ 218,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 40,000.00
Deposits	\$ 615,909.00	\$ 348,617.00	\$ 257,329.00	\$ 178,657.00	\$ 142,663.00	\$ 161,941.00	\$ 268,732.00
		\$ 1,383,000.00		\$ -			Bus & 9- pax van
		-\$ 1,034,383.00					
		\$ 1,383,000.00					
		\$ 348,617.00					
END FISCAL YEAR	\$ 615,909.00	\$ 348,617.00	\$ 257,329.00	\$ 178,657.00	\$ 142,663.00	\$ 161,941.00	\$ 268,732.00
	2024	2025	2026	2027	2028	2029	2030

Meets Strategic Priority #1
 Sustainable operations

REPORT TO: SAUGEEN MOBILITY & REGIONAL TRANSIT BOARD OF DIRECTORS

FROM: STEPHAN LABELLE, MANAGER

DATE: SEPTEMBER 27, 2024

REPORT: SL2024-0927-3

SUBJECT: JUNE 2024 OPERATIONAL REPORT

June 2024 had 2286 rides with \$37,310 in user fees and 35,455 billed kilometers. This is an increase of 6% in rides, an increase of 15% in fees and a decrease of 5% in billed kilometers compared to June 2023. There were 34,990 kilometers in deadhead kilometers in June.

As can be seen from the PPT slide, June 2024 numbers are increasing when compared to June 2023 and other recent years.

Numbers for individual municipalities are as follows:

	Rides June 2023	Rides June 2024	Billed Kilometers	Billed Kilometers Year to Date (2024)	Clients
Arran-Elderslie	196	207	3752	32,148	12
Brockton	309	304	2329	22,472	33
Chatsworth	113	68	2739	17,217	7
Hanover	408	419	4303	32,324	42
Huron-Kinloss	106	99	1303	6,906	7
Kincardine	212	138	2165	15,633	24
Saugeen Shores	453	433	9911	53,257	43
Southgate	33	82	1863	11,037	5
West Grey	233	358	5167	24,559	25
Grey Highlands	11	58	817	3,892	5
Other/Grey Bruce STS	82	120	1106	7,868	4
Total	2512	2286	35,455	227,313	207

There were no incidents involving vehicles or drivers during this period. However, four 9-passenger vehicles required emergency maintenance services (ABS, wheel bearings and wheelchair lift).

RECOMMENDATION:

That the board approve SL2024-0927-3 June 2024 Operational Report as presented.

Respectfully submitted,

//signed//

Stephan Labelle
Manager

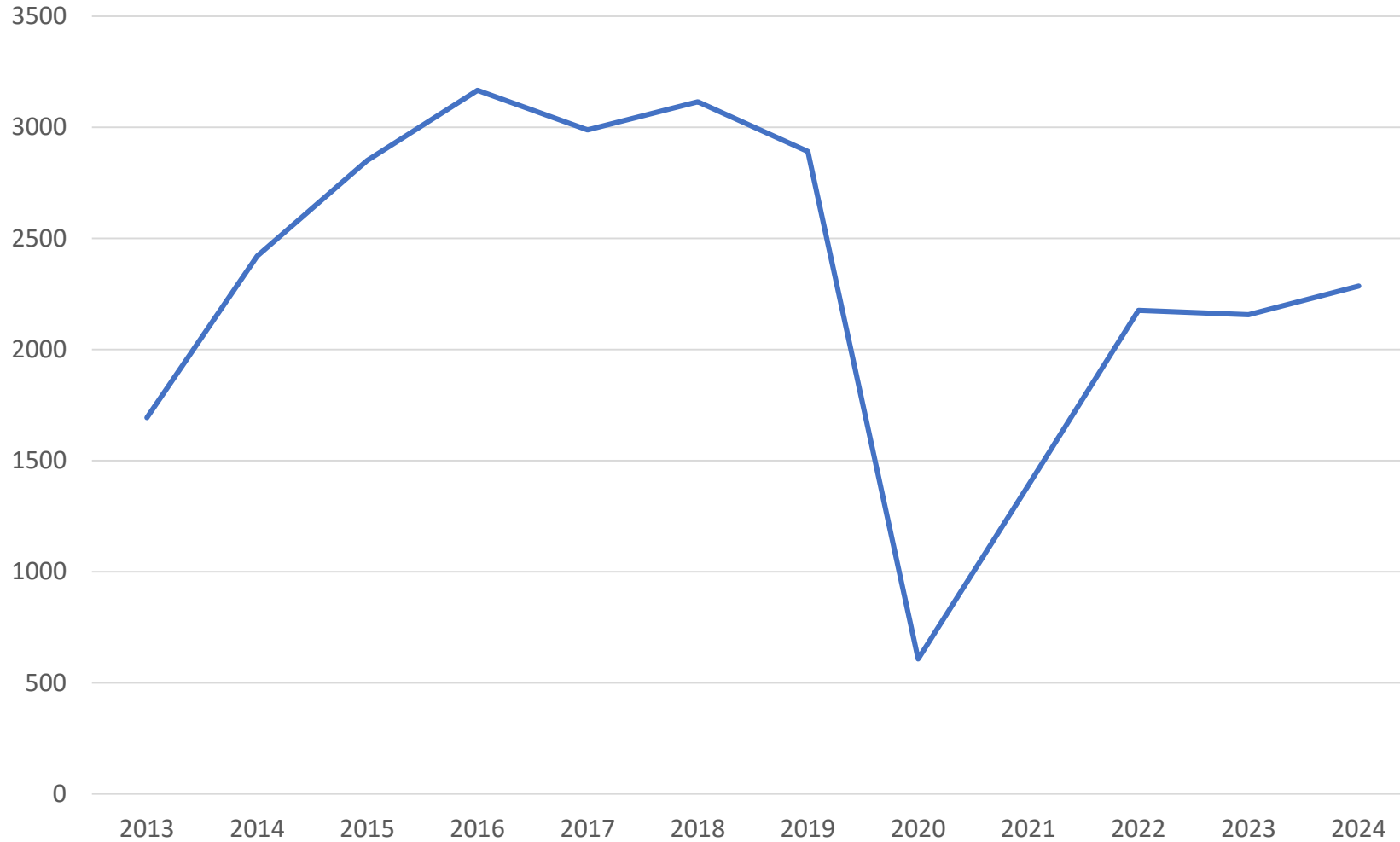
Meets Strategic Priority #1



Sustainable operations

RIDERSHIP

JUNE 2013-2024



DEADHEAD 2024

