

STUDENTS' COUNCIL

Tuesday June 28, 2005 – 6:00 p.m.
Council Chambers 2-1 University Hall

ORDER PAPER (SC 2005-05)

- 2005-05/1 CALL TO ORDER
- 2005-05/2 University of Alberta CHEER SONG "*Ring Out a Cheer*"
- 2005-05/3 SPEAKER'S BUSINESS
- 2005-05/3a Announcements – The next meeting of Students' Council will take place on August 9, 2005.
- 2005-05/4 APPROVAL OF THE ORDERS OF THE DAY
- 2005-05/5 PRESENTATIONS
- 2005-05/ Presentation on the U-Pass – by City Councillor Kim Krushell (Speaker will make a Special Order upon the arrival of the Councillor).

Please see document SC 05-05.01
- 2005-05/6 NOMINATIONS
- 2005-05/6a **MOTION BY KAWANAMI, RESOLVED THAT** Students' Council re-open applications for selection to the Senate, that a hiring committee for the selection of Senators be created, containing at least two former or current Senators, and which shall include as part of the selection process the interviewing of shortlisted candidates, completed no later than the 15th of June.
- 2005-05/7 REPORTS
- 2005-05/7a Graham Lettner, President

Please see document SC 05-05.02
- 2005-05/7b Mat Johnson, Vice President (Academic)

Please see document SC 05-05.03
- 2005-05/7c Adam Cook, Undergraduate Board of Governors Representative

Please see document SC 05-05.04

2005-05/8

QUESTION PERIOD

2005-05/9

BOARD AND COMMITTEE REPORTS

2005-05/9a

**Bill #4 – Quorum (sponsor; PANAS)
Legislation (second reading)**

Please bring backup documentation from the June 14, 2005 meeting of Students' Council.

2005-05/9b

Access Fund Board – June 14, 2005

Please see document SC 05-05.05

2005-05/9c

Executive Committee Report – June 28, 2005

Please see document SC 05-05.06

2005-05/10

GENERAL ORDERS

2005-05/10a

MOTION BY LETTNER/PANDYA, RESOLVED THAT:

1. The goals of Council are sent to its various standing committees as set out in this motion.
2. Each committee to which goals are referred is to compile a report and to submit the same to Council for the June 14th meeting.
3. The committee report is to contain
 - a. A list of the goals sent to the Committee by Council.
 - b. A list of the goals added/created by the Committee
 - c. A list of the goals the committee would recommend for further action (by whom), along with a BRIEF rationale.
 - d. A list of the goals the committee rejected, along with a BRIEF rationale.

Please bring backup documentation from the May 31, 2005 meeting of Students' Council.

2005-05/10b

MOTION BY TOBIAS, RESOLVED THAT Students' Council approve a two year cellular phone contract with Telus Mobility as per allocations made in the 2005/06 preliminary budget.

2005-05/10c

MOTION BY KIRKHAM, ORDERED THAT Students' Council direct the Executive Committee to permanently halt the sale of all tobacco products in any Students' Union owned and/or operated business as of 1 July, 2005.

2005-05/10d

Bill #2 - Elimination of Nominations for Open Studies Students Bill (sponsor; KIRKHAM)

Principles (first reading)

1. Open Studies students no longer require nomination signatures to contest a seat on Students' Council or General Faculties Council, except for Executive officers and the Undergraduate Board of Governors Representative.

2005-05/10e

Bill #3 - Member of Council Legitimacy Bill (sponsor; KIRKHAM)

Principles (first reading)

1. The Speaker will request a report from the Office of the Registrar and Student Awards on a by-monthly basis that confirming that all members of Students' Council meet the necessary requirements to hold office.

2. The report from the Office of the Registrar and Student Awards will be received by the President, the Speaker, and the Chair of the Discipline, Interpretation and Enforcement Board.
3. The Speaker shall cause to be tabled with Students' Council a report outlining the Registrar's findings at his or her earliest convenience.

2005-05/10f

Bill #1 - Recall (sponsor; KIRKHAM)

Principles (first reading)

1. That any member of Students' Council may be recalled by a petition to that effect bearing the names and student identification numbers of a majority of the students eligible to vote for that member's position.
2. That any member of Students' Council can be compelled to contest his/her seat in a by-election by a motion to this effect carried by a two thirds majority vote of Students' Council at three consecutive meetings of Students' Council.
3. That the Students' Union will recommend that any Undergraduate Board of Governors representative who is removed from Students' Council also be removed from the Board of Governors.
4. That the Students' Union will recommend that any person removed from the position of President also be removed from the Board of Governors.

2005-05/10g

Bill #5 - SU Fee Structure (sponsor; LEWIS)

Principles (first reading)

1. The differentiation between part-time and full-time students concerning base SU fees is eliminated.
2. Three new classifications of base SU fees are created: on-campus, satellite campus, and off-campus.
3. All current and future base SU fees are collected according to this structure.
4. On-campus students are charged a 2005/2006 base SU fee of \$29.01.
5. Satellite campus students are charged a 2005/2006 base SU fee of \$18.94.
6. Off-campus students are charged a 2005/2006 base SU fee of \$15.36.
7. Students of all faculties besides Augustana Faculty are classified as on-campus students.
8. Students of Augustana Faculty are classified as satellite campus students.
9. Notwithstanding sections 7 and 8, off-campus students are those defined as such by the Registrar's office.
10. This fee structure will take effect for the 2006/2007 SU fiscal year, and the fees will be adjusted according to CPI.

2005-05/10h

Bill #6 – Attendance Consequences (sponsor; PANDYA)

Principles (first reading)

1. Members of Council in violation of attendance requirements will be removed.
2. Members of Council may appeal their removal to DIE Board.
3. The provisions of this bill will not be applied retroactively.
4. Where a member must miss a meeting for SU related-business or a mandatory leave of absence, the absence will not count for the purposes of attendance.
5. Non-voting members are exempt from attendance requirements.

2005-05/11

INFORMATION ITEMS

2005-05/11a

KIRKHAM MOVED TO amend 2005-05/10c by replacing the words "1 July 2005" with "1 September 2005" and inserting the words "with the exception of SUBmart where tobacco products may not be sold as of 1 May 2006."

- 2005-05/11b** **MOTION BY KIRKHAM, ORDERED THAT** Students' Council refer item 2005-05/10b to an ad-hoc committee that consists of one voting member from each of Budget and Finance Committee, Student Affairs Committee, and University Policy Committee and two additional voting members of Students' Council with a mandate of:
- a. examining the business operations of the Students' Union in order to determine the effect of those operations on the health and wellness of students;
 - b. recommending principles to guide the interrelationship of business operations to student health and wellness;
 - c. recommending actions consistent with those principles; and
 - d. reporting such recommendations to Students' Council no later than 31 October 2005.
- The committee will have the ability to add any individual to the committee by a simple majority vote.
- 2005-05/11c** Universal Bus Pass Case Study
Please see document SC 05-05.07
- 2005-05/11d** U-Pass Implementation – Critical Timelines
Please see document SC 05-05.08
- 2005-05/11e** U-Pass Toolkit
Please see document SC 05-05.09
- 2005-05/11f** U-Pass Question and Answer
Please see document SC 05-05.10
- 2005-05/11g** Votes and Proceedings from the June 14, 2005 meeting of Students' Council.
Please see document SC 05-05.11

U-Pass

For University of Alberta
Undergraduate Students



presented by:
Edmonton Transit

U-Pass - Initial Steps



- University of Alberta Students Union commissioned Incite to conduct a survey in November 2002 to obtain current spending and ridership and potential increase in ridership
- A sample size of over 800 students were surveyed
- Results were very similar to a previous survey conducted in October 2001

U-Pass - Initial Steps

- Additional service requirements were identified to the University of Alberta
- Costs were identified
 - target is to operate tax levy neutral
 - should not result in a profit nor loss

Costs of Providing Transit Service

- In Edmonton, users currently pay ~45% of operating cost.
- Adult monthly pass is \$59 per month, or \$236 over four months.
- Post Secondary Students receive \$5 discount on the monthly pass (\$54 per month), paying \$216 over four months (savings of \$20 per term).
- U-Pass programs provide opportunities for much greater savings.

Student survey revealed the following results for existing transit users:

Fare Payment	Distribution	Trips / month
• Cash	25%	8
• Ticket	25%	15
• Adult Pass	16%	40
• P/S Pass	34%	43
• Other	< 1%	4

Existing ETS Fare Structure

Fare Payment	Cost
• Cash	\$2.00 per trip
• Ticket	\$1.60 per trip
• Adult Pass	\$59 per month
• P/S Pass	\$54 per month

Existing St. Albert Fare Structure

Fare Payment	Cost
• Cash	\$4.00 per peak trip \$3.00 per off-peak trip
• Ticket	\$2.13 per trip (\$32/15)
• Adult Pass	\$70 per month
• P/S Pass	\$59 per month

Existing County of Strathcona Fare Structure

Fare Payment	Cost
• Cash	\$3.50 per peak trip \$3.00 per off-peak trip
• Ticket	\$2.42 per trip (\$29/12)
• Adult Pass	\$66 per month
• P/S Pass	\$56 per month

Average Cost per Student Transit User per Month

Using the fare distribution from the survey
and cost per trip:

Edmonton:	\$34.09 per month
St. Albert:	\$54.32 per month
County of Strathcona:	\$48.57 per month



This is the amount the average user spends on transit
(based on ridership)

Defining the Cost per Student

- Actual monthly spending = \$37.08 per transit user according to ridership
- The surveys revealed that 70% of of the full time undergraduate students used transit in the past 30 days
- Average spending over the entire undergraduate student population
= $\$37.08 * 70\% = \26.29

Defining the Cost per Student

- According to ridership, the average undergraduate student spends \$26.29 per month
- Students were also asked how much they spend per month on transit.
- Claimed expenditures were \$25.69 per month

Base Price Excluding Cost of Additional Service

- Average expenditures per student = \$26 per month
- **Base Price = \$104 per student per term**
- This is the cost that must be recovered to maintain existing levels of revenue

UPass Survey Results

- From an on-board survey, 50% of transit users travelling to the University area were full time undergraduate students

To Estimate Growth in Demand

- Students asked how many additional trips they would make per week with unlimited access to transit
- Response was over 50% increase
- 30% growth is a more reasonable assumption as it is comparable to other Universities

To Estimate Growth in Demand

- Expected overall increase is:
% of students on board * % increase in ridership
= 50% * 30% = 15%
- Growth rate of 15% was applied to all ETS bus routes
- Ridership on St. Albert and County of Strathcona routes expected larger increases near 30%

Growth in Demand

- Due to additional students being provided unlimited access to transit, student ridership is expected to increase
- Some routes have sufficient capacity, however, most routes will require additional service to prevent overloads

Growth in Demand

- The estimated increase in demand was superimposed for all corridors leading to the University
- The additional capacity needed to accommodate the growth in demand was calculated
- The analysis revealed that additional service hours were needed to accommodate the increase in demand:
 - Edmonton Transit 61 hours / day
 - St. Albert Transit 8 hours / day
 - County of Strathcona Transit 12 hours / day

Cost of Additional Service

- Total additional service requirements
= 61 h/d + 8 h/d + 12 h/d = **81 hours / day**
- Additional service would operate 75 days per 4-month term
- Therefore additional service needed
= 81 h/d * 75 d/term = **6075 hours per term**
- Operating Cost is \$59.62 per hour
- Total additional operating cost per term
= 6075 * \$59.62 = \$363,000

Cost of Additional Service

- Full Time Undergraduate Student Population
28,943 (as of September 2004)
- Therefore, Cost of Additional Service per Student
= $\$363,000 / 28,943$
= **\$12.50** per student per term

Total Cost of UPass

- Maintain Current Revenue \$104
- Additional Operating Cost to Meet Growing Demand \$12.50

- **Cost per Student \$116.50 per semester**

Additional Bus Requirements

- 23 Additional buses are required:
 - 18 40' LF buses (ETS)
 - 2 60' articulated LF buses (St. Albert)
 - 3 40' highway buses (County of Strathcona)
- Fleet Constraints - All three municipalities currently do not have buses available to meet the growth in demand

Cost for Additional Buses

- ETS - 15 New 40' LF Buses
(\$400,000 per bus) - \$7.2 M
 - St. Albert - 2 60' ALF Buses
(\$600,000 per bus) - \$1.2 M
 - County of Strathcona - 3 40' Buses
(\$400,000 per bus) - \$1.2 M
-
- Total Cost of Additional buses = \$9.6 M

U-Pass – Cost Sharing

- With the U-Pass concept, \$3.4 M per semester must be collected for the UPass to be tax levy neutral
- Original Students Union Proposal – Cost to Students to be \$60
- Request for Municipalities and University Administration split the difference

U-Pass – Cost Sharing

- Council recommendation – Students pay \$90, Municipalities to cover Capital Costs (new buses)
- University Administration to finance the difference in Operating Cost (\$26.50 per student)

U-Pass Implementation

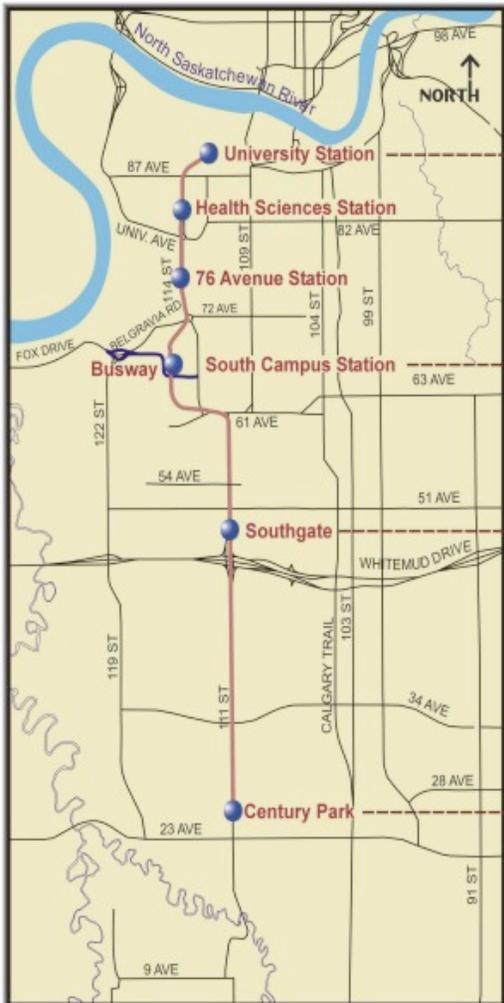
- Additional fleet requirements must be addressed before the implementation of the U-Pass program
- Earliest possible implementation – January 2007
- Reasonable start – September 2007

Travel Demand Management (TDM)

- Parking facilities operating near capacity
- Additional parking facilities not economical
- Transit Mode Split expected to increase resulting in better management of parking facilities and reduced nearby traffic congestion
- U-Pass has been the driving force in many other successful TDM experiences

High Speed Transit - LRT

Proposed SLRT Construction



- Health Sciences January 2006
- South Campus 2008
- Southgate 2009
- Heritage (Century Park) late 2009

Questions?



President's Report

Date: June 22nd

EXECUTIVE SUMMARY:

Most all of the conferences are finished up. The learning curve has for the most part been accomplished. The executive is well on their way to bringing together the pieces needed to accomplish their objectives. To note, there have been a number of staff hirings that have taken a share of time and effort. So far, a number of talented new staff have been recruited.

SPECIFICS:

- Physical Activity Centre (PAC)

Met with Dean Mahon as well as John Berry. Decisions were made to collaborate on three key pieces of an agreement: SU food business opportunities, student input on the design of PAC, an advisory board with student representation for the ongoing operation of PAC. The idea of a fall referendum was proposed, but a decision has been made propose a question for PAC on the spring ballot.

- Board of Governors

Rod Fraser is now finished his term with the BoG. The new AASUA and GSA collective agreements were approved. Investment and audit reports were also approved. I am currently seeking admission to the sub-committee on government relations of the Board.

- Introducing Indira

I met with Indira last Tuesday to talk about the time she will spend with students in September. She expressed her desire to both meet with students and to become well educated on their issues. She is very enthusiastic about the event, and has also agreed to help out with some of the financial costs of the event.

CONSIDERATIONS:

- Carl Amrhein will be gone for near all of July. This may hinder some of my efforts to advance a few issues.
- Ongoing money issues with the University are slowing becoming resolved: I will update you with any relevant advances.

Mathieu Johnson VP(Academic)
Report to Students' Council
June 28, 2005

Follow-up on Past Projects

Society for Teaching and Learning in Higher Education – As I said last council I spent 3 days attending this conference in PEI. It was very illuminating as to what the academic culture is among educators around the country and around the world.

I went to sessions involving the improvement of teacher development programs at universities, from the implementation of the program to advocating to decision makers to make it a priority. I am meeting with the new director of University Teaching Services (UTS) tomorrow to follow up on this.

I also went to a session on the creation of a national system of teaching assessment and intend to continue working with this group to start some preliminary discussions on what this might look like.

Lastly, I went to a presentation on how accurate USRI type programs are, as well as how they have impacted teaching. It was interesting to see that USRI type evaluations are an accurate measurement of the quality of teaching, and that over the past 30 years there has been a generally trend to higher responses.

Update on Current Projects

With the person who has been our main help on the analysis of the academic survey being out of the country for the past 3 weeks not a lot of analysis has gotten done since my last report, but with him back analysis is going full speed ahead again.

Board Meeting – June 17, 2005

- Change in Investment Policy to allow Income Trusts
- Approval of Audited Financial Statements
- Approval of revised U of A Mandate
- CIV E decant and upgrade approved (\$10 million)
- Discussion around priority and risk of deferred maintenance

Board Committee Meetings:

- Educational Affairs
 - Animal Ethics Policy, U of A Mandate, COSB Change
- Finance and Property
 - Project Mgmt Report, LRDP for Augustana update, policy cleanup, Physical Activity Complex planning funding approved (\$200,000)

Other Meetings:

- Met with President Lettner to discuss overall board goals and strategy for the year and have come up with a working document for a few key projects
- Met with President Lettner to discuss specific reactions/concerns to items on the June 17, 2005 Board agenda
- Met with President-Designate Samersekera and discussed University visioning and strategic planning
- Joint Board of Governors/Capital Health Board meeting to discuss areas of partnership and shared vision on a go-forward basis
- General Faculties Council
- GSJS Board Finance Committee and Board meetings

Events:

- Attended Board dinner on June 16, 2005 honouring outgoing Board members and Dr. Rod Fraser
- Attended the Canadian Unity Council luncheon on issues surrounding how changing demographics affect our generation

The Students' Union, The University of Alberta
Access Fund Committee

14 June 2005 @ 17:30 - SUB 430

Report to Council

The first meeting of the Access Fund Committee (AFC) was called to order at 5:38. Everyone was terribly excited, but a few individuals were sick to their stomach for an unrelated reason. Omer Yusuf, Sheena Aperocho, Abbeir Hussein, Jason Tobias and Prem Eravs were in attendance as members of AFC, with Suneil Khanna and Sylvia Shamanna absent. It was recognized that Sylvia was not in town, and also recognized that Suneil is never on-time. Guests include Clare Ard, director of SFAIC, and Jane Lee, Director of Financial Information of SFAIC.

Following approval of the agenda and introductions, Omer Yusuf inquired if there were any other members that wished to contest his position as Chair. Seeing none, Yusuf requested a vote of confidence, which carried unanimously. That was awesome. The Chair then inquired any expectations AFC had, such as impartiality and non-voting status. AFC concluded that the chair should be contributing member of AFC, therefore being able to speak to any motion, and be able to propose motions.

There was a brief presentation by Clare Ard regarding the Access Fund, its history, its goals, its operations and its expectations from AFC. Suneil Khanna enters the room, looking slightly embarrassed, and possibly confused. Prior to approving AF policies, the Chair informed AFC that there were changes that needed to be made. As well, Clare Ard pointed out some outdated operations. Jason Tobias suggests that we approve all policies as they existed under AFB, then make at a later meeting. This rationale was appreciated by everyone, particularly by Suneil, who struggled to understand what was going on.

A Tobias/Aperocho motion to approve AF policies was carried unanimously.

Clare Ard presented a proposal to change the student filled position of Access Fund Associate Director (AFAD) so that it may be a full time intern position. Clare outlined a number of problems leaving this a student-filled position, and suggested that the AFAD intern would be more suitable for relieving the burdens faced with a student as the AFAD. A detailed information sheet presented that this change is fully allowed within the policies and bylaws that guide the AF. By hiring an intern, and making other changes such as no longer hiring AF interviewers, would be within the 5% administration cap. Jason Tobias reminded us that if carried, would act as a recommendation, and final decision would have to go through Budget and Finance Committee and Council to be approved in July. Clare and Jane were disturbed that the position would not be able to be filled immediately, as this would create a substantial learning curve for the intern. Jason gave his regrets, and stated that there was nothing else that could be done. The Yusuf/Eravs motion to recommend the adoption of the Access Fund Staffing Proposal was carried unanimously.

The Chair passed out proposed changes to Bylaw 4000. He believes that the SFAIC representatives are important guests of AFC that give guidance and disseminates important information. He would like to see them as non-voting members of the committee, thus ensuring that they will be available to permanently supply the committee with updates. The VPOF expressed his concerns about the departure from the old system specifically to make councillors more involved. He did not believe that adding SU staff members was necessary. Claire and Jane explained that a complete student-run organization would not have any checks – the AFC would

not have an institutional bursary status and would be questioned by the government. The VPOF did not feel that he had enough information to make an educated decision and recommended that the committee table this topic to the next meeting.

A Tobias/Hussein motion to table the proposed changes to Bylaw 4000 was carried unanimously.

The Chair finally presented a proposed meeting schedule for the rest of the year.

Wednesday, July 6th, 2005

Wednesday August 3rd, 2005

Wednesday November 3rd, 2005

Wednesday March 15th, 2005

Wednesday April 5th, 2005

The next meeting was set to Wednesday July 6th, 2005.

The first meeting of AFC adjourned at 6:28 by Tobias/Yusuf.

Executive Committee Report to Students' Council June 28, 2005

- 1. There were no motions were passed at the June 14, 2005 Executive Committee meeting.**

- 2. The following motions were at the June 16, 2005 Executive Committee meeting.**
 - a. TOBIAS/JOHNSON MOVED THAT the Executive Committee increase our allocation from the contingency reserve for Juicy freezer repair from \$470.00 to \$500.00.
VOTE ON MOTION 4/0/0 CARRIED

Business Case

[Universal Bus Pass]



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[Universal Bus Pass]

The City of Edmonton is facing significant growth in terms of migration of people, resources and businesses. This growth can be equated with a favorable economic forecast, but more specifically, the absolute necessity for transit services to accommodate the demand of its increasing citizen population. Edmonton Transit Services (ETS) states its mission as

“Provid[ing] customer-focused, safe, reliable and affordable public transit services that link people, jobs and communities”.

In pursuit of this mission, ETS is dedicated to increasing ridership on its transit services. An innovative solution to ensuring ridership is the Universal Bus Pass, or U-Pass. All University of Alberta (U of A) undergraduate students would pay a fee that provides them unlimited access to public transit for the entire semester, school year, or calendar year. The U-Pass fee is significantly lower than the cost of buying monthly bus passes or tickets, as the cost of transit fares are redistributed from a smaller group to a considerably larger one. With very limited exceptions, the U-Pass involves mandatory participation from all undergraduate students.

While some students may benefit more directly than others, the U-Pass program has substantial benefits for the undergraduate student population as a whole. By targeting this segment with the U-Pass program, ETS will effectively provide an affordable and convenient alternative to private automobile transportation. Also, with the expected increase in peak-hour commuters to the University Districts, the U-Pass program offers an environmental and socially beneficial mechanism to manage traffic congestion.

Numerous North American colleges and universities have successfully implemented U-Pass programs with promising results for replication in Edmonton. Canadian institutions with a U-Pass program include the University of Calgary, Southern Alberta Institute of Technology, University of Guelph, McMaster University, and the University of Victoria. U-Pass benefits that have been observed at Canadian universities and colleges include:

For Students:

- Creates an attractive, convenient travel option (transit use typically grows by fifty per cent or more);
- Reduces transportation costs (\$20 monthly for a U-Pass, compared to \$55 for a regular bus pass);
- Simplicity of fare payment for student transit users;
- U-Pass revenues fund improved transit services tailored to meet student needs;
- Makes it easier to live in more distant, lower-cost neighborhoods;
- Makes it easier for occasional users (e.g. students in residence) to run errands or explore the area; and
- Offer a safe, reliable option for students who consume alcohol.

For the Transit Authorities (ETS, Strathcona County, St. Albert):

- Ridership grows on poor-performing evening and mid-day routes;
- Ridership gains helps maximize the use of buses;
- Transit unions pleased by additional work;
- Politicians and public see a more important role for transit; and
- Students more likely to use public transit after they graduate;

For the Institution (U of A):

- Supports overall objectives of reducing automobile travel and air pollution on campus;
- Reduces pressure on parking facilities; and
- Enables use of land for buildings or greenspace, rather than parking.

For the City or Municipality (Edmonton, St. Albert, and Strathcona County):

- Lower traffic volumes and air emissions in normally high-traffic areas (a decrease in congestion is even more important with routes surrounding the University closed to accommodate construction);
- Less illegal parking in residential areas around campus;
- Improved transit services benefits all citizens who use transit; and
- Fewer vehicles on the road translate into less wear and tear on municipal streets and, therefore, decreased maintenance expenses.

Despite all its benefits, the U-Pass program in Edmonton faces many implementation challenges, the primary one being funding.

Generally, implementing a U-Pass program involves the following:

- Building a mutual understanding between the Students' Union (SU), Transit Systems, and the U of A Administration;
- Getting all the main stakeholders (students, Transit Systems, and the U of A Administration) on board;
- Negotiating a contract;
- Timing a referendum;
- Working out the details and doing the legwork;
- Providing transit service; and
- Maintaining a solid relationship with all stakeholders.

Several of these requirements have already been fulfilled. In March 2004, the student referendum demonstrated that the majority of students supported the implementation of the U-Pass program. Currently, negotiations between the SU and the City of Edmonton and the U of A Administration are occurring to determine the financial commitments from each stakeholder. Securing funding is imperative in implementing the U-Pass program at the terms set in the student referendum.

[Universal Bus Pass]

Issue / Opportunity

The U-Pass program will address two main opportunities for ETS:

1. To increase ridership on public transit; and
2. To create a loyal customer base for future years.

Although, ETS reported a significant 1.5 million increase in ridership during the past fiscal year, the U-Pass program has the potential to significantly increase the results of this performance measure. Also, as the probability of using transit services after graduation increases substantially, the U-Pass program offers the Transit Systems an excellent opportunity to create a loyal customer base, in which benefits will accrue well into the future.

The City of Edmonton's Transportation Master Plan outlines three core service objectives as the role of public transit in Edmonton:

1. Meet the basic mobility needs of people who have no other travel alternatives; provide basic service at reasonable cost.
2. Offer a viable and competitive alternative to private automobile transportation during peak periods of travel, in high demand corridors.
3. Expand the carrying capacity of the transportation system.

The U-Pass program is a mechanism that will help ETS meet these objectives as it provides an affordable transportation option for students, provides an incentive for transit use, and would significantly increase ridership among students. While exact figures and goals for St. Alberta and Strathcona County transit are unknown to us at this time, these three results of the U-Pass program will have beneficial effects for students living in those communities as well.

Based on preliminary estimates and the terms of the March 2004 student referendum, additional financial commitments must be secured before the proposed U-Pass program can be implemented. Funding remains a significant component of the execution of the program.

Current Situation

ETS

In 2003, the City of Edmonton's population was 698,000 and is projected to grow by 3.9 per cent to 725,000 in 2006. By 2020, Edmonton's population is proposed to increase by approximately one third. The extent of traffic congestion is expected to more than **triple** in that same time period. Specifically, commuters approaching the university area have been identified as experiencing some of the most serious traffic congestion in the city.

Management of traffic congestion is a major challenge for ETS. These proposed increases in population and congestion levels mean that ETS must provide viable alternatives to private vehicle transportation or risk not fulfilling its vision of being a fully integrated, easy to use public transit system that promotes economic development and improves the quality of life in Edmonton.

Market research has identified numerous market trends to 2010 that represent challenges to ETS in maintaining competitive transit services. The issues that the U-Pass program will resolve are:

- Greater access to automobiles by licensed drivers combined with large population growth of age segments that have high numbers of daily auto-driver trips;
- Increasing numbers of peak-hour workers commuting from the region and suburbs toward the downtown 'core', including the University Districts; and
- Increasing peak-hour commuting to post-secondary institutions from the suburbs into the 'inner city' and downtown 'core' area campuses.

In the face of increasing access to private automobiles combined with the significant population growth of frequent drivers, ETS must provide a competitive alternative to this market segment. For the 2003-2004 academic year, 28,689 undergraduate students were enrolled at U of A, representing 4 per cent of Edmonton's total population. By targeting this segment with the U-Pass program, ETS will effectively provide an affordable and convenient alternative to private automobile transportation. Also, with the expected increase in peak-hour commuters to the University Districts, the U-Pass program offers an environmental and socially beneficial mechanism to manage traffic congestion.

St. Albert

Between 1996 and 2001, St. Albert has experienced a population increase of 13.2 per cent, nearly 300 basis points greater than the increase in Alberta's population during the same period. As the City of St. Albert grows, transit services must experience parallel progression to ensure that the needs of its population are met. Since 2000, rides per capita have decreased, from 16.0 in 2000 to 15.5 in 2001 and 15.2 in 2002. St. Albert Transit must find alternative methods to entice its citizens to utilize transit services to its full capacity. In Fall 2003, 4.52 per cent, or 151 students, of the total new undergraduates at the U of A reported coming from high schools located in St. Albert. By supporting the U-Pass program, St. Albert Transit can capitalize on this segment of the population who must commute daily for their post-secondary education.

Strathcona County

Between 1996 and 2001, Strathcona County has experienced a population increase of 12.2 per cent, which outpaced the province's growth of 10.3 per cent during the same period. As Strathcona County grows, transit services must accommodate the needs of its citizens and communities. By supporting the U-Pass program, Strathcona County Transit will encourage transit services, especially for its U of A attendants. In Fall 2003, 6.37 per cent, or 213 students, of the total new undergraduates at the U of A reported coming from high schools located in Strathcona County.

Project Description

Project Description

The UPASS is an innovative transportation program for post-secondary students that is universal, accessible and affordable and has environmental and traffic demand management benefits for the entire community.

This program involves a shift from a voluntary user-pay monthly bus pass program to a mandatory program based on a universal fee to be levied against all full-and-part-time undergraduate U of A students. The mandatory nature of the program, combined with the considerable number of U of A students means that the U-Pass program will significantly increase public transit ridership.

In March 2004, the following question was posed to U of A students in a referendum:

Do you support the establishment of a Universal Bus Pass subject to the following conditions:

1. That the pass would provide unlimited access to participating municipal transit systems during the Fall and Winter terms;
2. That the pass would cost each student a maximum of \$60 per Fall or Winter term;
3. That the pass would be mandatory for all undergraduate students except:
 - a. Students not residing in a municipality served by a participating municipal transit system;
 - b. Students, who are for an entire term, not attending course on the U of A campus; and
 - c. Students, who by reason of disability, are unable to make use of ordinary transit services.
4. That this referendum would bind the SU to enter into an agreement on the terms outlines in this referendum as soon as possible; and
5. That this referendum would expire April 30th, 2006.

63 per cent of the students who voted were in favor of implementing the U-Pass program.

ETS has stated that the contribution from undergraduate students of \$60 per term will only cover half of the total cost of implementing this program. Since ETS operations are funded approximately 50 per cent through municipal taxes and 50 per cent through fares, the U-Pass program cannot affect ETS' overall budget or require an increase in ETS' portion of the City of Edmonton tax levy. This leaves approximately one-half of the cost of the U-Pass program that will need to be funded. The SU is negotiating financial commitments with various stakeholders, including the City of Edmonton and the U of A Administration. Securing financial commitments from other stakeholders is imperative in implementing the U-Pass program at the terms set in the student referendum.

Objectives

The U-Pass program will accomplish the following objectives:

For ETS:

- Increase the percentage of riders' satisfied / very satisfied with public transportation from actual 2003 results of 93 per cent to 96 per cent in 2006;
- Increase transit ridership from 2003 results of 46.0 million to 50.8 million by 2006; and
- Increase ridership / capita using public transit system from 2003 results of 66.00 to 70.07 by 2006.

For St. Albert Transit:

- Increase rides / capita from 2002 results of 15.2 to 2000 levels of 16.0 by 2006.

For Strathcona County Transit:

- Increase rides / capita from 2003 results of 12.46 to 13.00 by 2006.

Scope

The following defines the parameters of the U-Pass program by outlining the proposed timeframe, the organizations involved, each organization's function, and boundaries within which the program will function.

Timeframe: Contingent on the successful execution at all stages of the U-Pass anticipated schedule, the program will be implemented January or September 2006. The U-Pass program requires an ongoing commitment from all major stakeholders. Although current negotiations must remain true to the terms of the March 2004 referendum, after April 2006, certain terms, such as the fee paid by undergraduate students, may be revisited without having to gain approval through another referendum.¹

Department / Organization and Function: The following stakeholders will be involved in the U-Pass program:

- U of A SU;
- U of A;
- U of A undergraduate students;
- ETS;
- St. Albert Transit;
- Strathcona County Transit;
- City of Edmonton;
- City of St. Albert; and
- Strathcona County.

Each stakeholder's responsibilities in the successful implementation of the program are detailed in the Stakeholders section below.

Technology: The implementation of the U-Pass program will draw on the use of existing transit resources and may require additional buses and service times to meet the demand of the undergraduate population. Also, all pre-existing performance measures must be adhered to. For example, ETS' performance indicator of maintaining % AM peak period buses with loads greater than 50 passengers must be maintained in the face of the U-Pass program.

Out of Scope

Although some Canadian institutions have successfully included graduate students and/or University faculty and support staff in their U-Pass programs, the proposed U-Pass program at the U of A is not extended to include these groups.

Anticipated Schedule

The following details the anticipated schedule of the proposed U-Pass program. Each stage is contingent on the successful execution of the previous stages.

Outcome/Deliverable	Estimated Completion
Secure financial commitments from the U of A and City of Edmonton stakeholders	February 2005
Detailed business requirement documents, including financial commitments and transit plans with ETS, St. Albert Transit, and Strathcona County Transit	Spring/Summer 2005
U-Pass Awareness Campaign	Spring 2006
Implementation of U-Pass program	September 2006
Initial project evaluation	November 2006
Possible changes to U-Pass program	January 2007

¹ Ruling of the Discipline, Interpretation, Enforcement Board, November 18th, 2004

Stakeholders

The following describes the stakeholders in the U-Pass program that may be impacted (either positively or negatively) by this project. These parties have been categorized between internal (ETS) / external (party outside of ETS) and primary (directly impacted and involved in the project) / secondary (impacted but is not directly involved in the project). Each party's requirements for the successful implementation of the U-Pass program are detailed below.

Stakeholders	Overview of Business Requirements
Primary – Internal	
ETS, St. Albert Transit, and Strathcona County Transit	<ul style="list-style-type: none"> ➤ Provide transit service tailored to meet student needs; ➤ Represent the interests of the local government and wider community in operating an effective and efficient transit system; ➤ Account for and report on changes in transit ridership and the nature and costs of service adjustments; and ➤ Keep transit vehicle operators informed as to start and end dates of U-Pass validity, and protocols for dealing with suspected abuse.
Primary – External	
U of A SU	<ul style="list-style-type: none"> ➤ Represent the interests of students, both from financial and transportation perspectives, during negotiation of the U-Pass agreement and related transit service improvement; ➤ Obtain approval from undergraduate students to enter into a U-Pass contract with ETS. (Attained in March 2004 referendum as 63 per cent of students who voted were in favor of implementing the U-Pass program); ➤ Collect U-Pass fees from students (proposed to be via the U of A Administration) and make remittances to ETS; ➤ Develop program details regarding eligibility and exemptions, creation and distribution of the U-Pass medium, and sanctions for abuse of privileges; ➤ Inform students about the program's operation and conditions; and ➤ Publicize and enforce program rules related to abuse and fraud.
U of A and Administration	<ul style="list-style-type: none"> ➤ Approve the addition of a U-Pass fee to other mandatory student fees; ➤ Collect the fee on behalf of the SU, and remit to the SU; and ➤ If possible, provide ongoing financial commitment to subsidize the cost of the U-Pass to students.
U of A Undergraduate students	<ul style="list-style-type: none"> ➤ Approve the implementation of the U-Pass program (completed in March 2004 referendum); and ➤ Utilize the U-Pass to its fullest to gain maximum benefits.
City of Edmonton, City of St. Albert, and Strathcona County.	<ul style="list-style-type: none"> ➤ Support the implementation of the program; and ➤ If possible, provide ongoing financial commitment to subsidize the cost of the U-Pass to students.
Secondary – External	
U of A faculty and support staff	<ul style="list-style-type: none"> ➤ Support the implementation of the program; and ➤ Keep informed with program updates.
U of A interest groups	<ul style="list-style-type: none"> ➤ Student groups with an interest in the environment, sustainable development, health, social justice or transportation, such as the Environmental Coordination Office of Students, the Environmental Direct Action Network, and Students' International Health Association, may support the implementation of the program; and ➤ Keep informed with program updates. ➤ Publicize the program to the members of their group and, if they desire, to the campus community.
Current and future community residents	<ul style="list-style-type: none"> ➤ Support the implementation of the program; and ➤ Keep informed with program updates (distributed through community websites).

Strategic Alignment

The U-Pass project is strongly aligned with the strategic plan in the ETS 2004-2006 Business Plan, and therefore ETS' mandate to provide customer-focused, safe, reliable and affordable public transit.

The level of impact the U-Pass program has on achieving the three Transit Systems' goals / objectives have been assessed using the following guidelines:

High indicates that the project is critical to the achievement of the goal

Medium indicates that the project directly impacts the goal but it is not critical to its attainment

Low indicates an indirect impact to the achievement of the goal

Goals of Transit Systems	Level of Impact	Explanation
Strategic Initiatives		
ETS		
Develop and implement actions to improve operator-student relations and customer behavior.	High	The desired outcome of this corporate initiative is the effective delivery of civic services and good customer service to citizens and business. The U-Pass program has benefits that accrue further than the individual students, extending to other current transit users and commuters. The improved transit services as a result of implementing the U-Pass program will benefit all Edmontonians who use transit, and the decrease in the number of students using private automobiles will significantly reduce traffic congestion, especially in the University Districts.
Expand post-secondary services.	High	The desired outcome of this transit branch initiative is to provide services that meet community and business needs. In order to successfully implement the U-Pass program, ETS would provide tailored transit services to meet the demands of U of A students.
Implement transit marketing strategies to attract ridership	Medium	The desired outcome of this corporate initiative is greater use of public transit, and more convenient traffic choices. As the U-Pass program would provide an affordable and convenient transportation option to students, ridership would increase. Also, every year during registration, ETS comes to campus to promote their services to University students by providing transit information, answering questions on new services and receiving personal feedback on the current system. As the SU would be proactive in informing students about the U-Pass program, ETS would receive free marketing and promotion of its services throughout the academic year and not just at registration.
Develop Customer-based Information Strategies – assess information requirements, new technology delivery and customer demands for quick and easy comprehension.	Medium	The desired outcome of this transit branch initiative is to create awareness, usage and informed citizens. Also, market research shows that there are increasing numbers of young adults with educational and employment commitments that have more complex and critical service and schedule needs. ETS must remain informed on the needs of this market segment, and the U-Pass program would provide a mechanism to assess the information requirements and customer demands of this target group.
Work with the U of A to develop transportation demand management plan – provide transit expertise for effective planning.	High	The desired outcome of this department initiative is to manage traffic flow and improve transit access. The partnership between the SU and ETS would create a mutually beneficial arrangement, in which open communication and contact is imperative. The U-Pass program would increase communication between the U of A, the SU, and ETS, allowing a more effective and efficient process to develop a transportation demand management plan.

Performance Indicators of Transit Systems	Level of Impact	Explanation
Performance Measures		
Edmonton Transit System		
Increase % riders' satisfied / very satisfied with public transportation	Medium	As an important objective of ETS is to achieve a high level of customer satisfaction with the transit services it provides, implementation of the U-Pass program will significantly contribute to the attainment of a desired goal. The most immediate impact of the U-Pass program will be experienced by those who work at the U of A or in the immediate vicinity and use transit as their primary mode of transportation to work. As more buses are added from all areas of the city to campus, those individuals will have access to more choices and hence, perceive public transit more favorably. Also, as more buses are introduced to meet the demand on Transit Services, this translates into less crowded buses and a surge in positive experiences with public transit.
Increase transit ridership	High	As the U of A educates approximately 30,000 students, transit ridership will significantly increase as a direct result of the U-Pass program. The U-Pass program provides a wider range of transit options, as students who might not have otherwise chosen public transit because of the cost of a monthly bus pass will now choose transit. This applies not only to students who use private vehicles to get to campus, but also those who live close enough to bike or walk in warmer weather, but would prefer alternative methods throughout the winter. Also, it is well recognized that students who use public transit are more likely to use transit after they graduate. This trend is an excellent opportunity for ETS to cultivate a market of transit users after graduation
Maintain % AM peak period buses with loads greater than 50 passengers.	Medium	As ETS strives to accommodate the city's transit-related growth requirement, this performance measure has been developed to provide an indication of public transit capacity and service provision. If buses are not used to the most optimal capacity, public outcry of inefficiencies will most likely occur. The U-Pass program ensures that buses will be operating at its most optimal capacity.
Increase the ridership per capita using public transit system.	High	As ETS works towards meeting the public's transportation, mobility, and accessibility needs, the U-Pass program will significantly contribute to the attainment of this goal.
St. Albert Transit		
Increase rides / capita using the public transit system	High	As St. Albert Transit works towards meeting the public's transportation, mobility, and accessibility needs, the U-Pass program will significantly contribute to the attainment of this goal.
Strathcona County Transit		
Increase rides / capita using the public transit system	High	As Strathcona County Transit works towards meeting the public's transportation, mobility, and accessibility needs, the U-Pass program will significantly contribute to the attainment of this goal.

Environmental Analysis

The U-Pass has been successfully implemented at several Canadian post-secondary institutions in cities across the country, including Victoria, Vancouver, Calgary, London, Kingston, Peterborough, Guelph, Hamilton, Ottawa, and Windsor. The following highlights a similar universal bus pass program, the Bus Pass, jointly implemented by the University of Western Ontario and the London Transit Commission. At the end of this environment analysis, the benefits of the U-Pass program that have accrued to other transit services across North America will be outlined.

The University of Western Ontario and the London Transit Commission

The University of Western Ontario Bus Pass was launched in 1998 and subsequently re-approved through referendum in 2000. Over the first year of the program, results have included a 50 per cent increase in campus transit ridership.

The City of London, with a population of 340,000, lies at the heart of southwestern Ontario, halfway between Toronto and Windsor. The city has a large manufacturing presence and is a national health care center, home to 15 hospitals and a large medical research establishment.

The London Transit Commission operates the local transit system as an agent of the City of London. In the late 1980's and early 1990's, local transit ridership declined steeply from 19 million to 12 million annual trips. This drop was influenced by economic factors, suburbanization and downtown deterioration, greater car ownership, and the withdrawal of provincial transit funding. Since 1995, London Transit has seen significant ridership growth and improvement in service efficiency and effectiveness, due in part to innovative fare-restructuring programs that introduced market-sensitive pricing and enhanced fare media options.

London Transit noted that large boosts in campus ridership due to the Bus Pass provided the impetus for the agency to upgrade its services and fleet (including 5,600 extra service hours in the first year). There were also other benefits, including reduced traffic volumes and air emissions on campus, and a reduction in complaints about empty buses. The Bus Pass success story has boosted London Transit's profile among the public and area politicians, and has contributed to an overall 40 per cent in London Transit's system-wide ridership from 1997 to 2003.

U-Pass Program Benefits Experienced across the Continent

Across North America, the following benefits of the U-Pass program have been observed:

Southern Alberta Institute of Technology (SAIT)

Calgary, Alberta

- Ridership increased 38% just one month after implementation.

Saint Mary's University

Halifax, Nova Scotia

- Within the first year, the seven to eight trips/month taken by the average Saint Mary's student before the U-Pass increased to 14 trips, representing an increase of 50,000 monthly transit trips by the student population; and
- Ridership growth was accompanied by an additional \$360,000 in revenue.

University of Victoria

Victoria, British Columbia

- In 1997/1998, post-secondary students accounted for only 13 per cent of total system ridership. By 1999/2000, this figure grew to a full 24 per cent of total ridership;
- After U-Pass implementation, forty per cent of students reported being "regular" transit users and another 25 per cent considered themselves "occasional" users";
- Increase in transit use continuously increases as the 31 per cent of students who took transit to and from campus before the U-Pass increased to 44 per cent in 2000, 47 per cent in 2001 and 51 per cent in 2003. At the same time, the rate of car drivers dropped from 20 per cent to 19 per cent, car passengers decreased from 22 per cent to 13 per cent, and pedestrians dropped from 20 per cent to 13 per cent; and

- Student ridership on three BC Transit routes serving the University of Victoria campus increased by 28 per cent to 48 per cent from pre-U-Pass levels to 2003.

University of Washington

Seattle, Washington

- Within the premier year of implementation, transit use increased 21 per cent to 33 per cent;
- After two years of introduction, total campus ridership increased by 60 per cent.

University of Colorado

Boulder, Colorado

- In the first year, 200 per cent increase in student ridership.

California State University

Long Beach, California

- In the first year, 71 per cent increase in student ridership.

University of California

San Diego, California

- In the first year, 79 per cent increase in student ridership.

Alternatives

The main objective of the U-Pass program is to increase ridership on public transit by U of A students. Other possible solutions to meeting this objective are as follows:

- Decrease the fare structure of transit services;
- Increase the transit service within Edmonton, St. Albert and Strathcona County; and/or
- Implement an aggressive marketing campaign.

These alternatives will be analyzed in detail below. However, the U-Pass program has been introduced at numerous municipalities across North America and have consistently resulted in increased ridership at all locations. Therefore, the alternative financing options, including securing financial commitments from other external stakeholders and negotiating a higher fee structure through another referendum, will be discussed next.

Options	Considerations/Findings/Conclusions
<p>Secure financial commitments from other external stakeholders</p>	<p><u>Key Considerations:</u> On the federal level, the following sources of funding options may be explored:</p> <p>1. Transportation Canada, <i>Moving on Sustainable Transportation (MOST)</i> Transport Canada has established a Moving On Sustainable Transportation (MOST) Program to support projects that produce the required education, awareness and analytical tools to implement sustainable transportation. The MOST Program provides funding to help support projects that will:</p> <ul style="list-style-type: none"> ➤ Provide Canadians with practical information and tools to better understand sustainable transportation issues; ➤ Encourage the creation of innovative ways to promote sustainable transportation; and ➤ Achieve quantifiable environmental and sustainable-development benefits. <p>2. Environment Canada, <i>EcoAction</i> The EcoAction Community Funding Program is an Environmental Canada program that provides financial support to community groups for projects that have measurable, positive impacts on the environment.</p> <p>3. Federation of Canadian Municipalities, <i>Green Municipal Funds (GMF)</i> The Government of Canada has endowed the Federation of Canadian Municipalities with \$250 million to establish the Green Municipal Funds and support municipal government action to cut pollution reduce greenhouse emissions and improve quality of life.</p> <p>At the provincial level, a possible source of funding may be: Alberta Ecotrust: Alberta Ecotrust foundation is a non-governmental fundraising agency dedicated to supporting grassroots environmental projects throughout Alberta. Ecotrust is a collaborative partnership of people and organizations.</p> <p><u>Findings</u> All sources of possible funding at the federal and provincial level involve the standard application process, eligibility requirements and</p>

	<p>reporting requirements.</p> <p>Conclusion Additional research would be required to determine whether both the SU and the U-Pass program are eligible for funding. For example, per initial contact with Transportation Canada, MOST would most likely not support subsidizing the U-Pass, as it does not meet the program's innovation requirement. As a primary internal stakeholder, the U of A should be a significant additional source for funding. Only after this avenue has been rejected, should possible funding from external stakeholders be explored.</p>
<p>Negotiate a new fee for students via a referendum</p>	<p>Key Considerations The terms of the U-Pass, as decided in the March 2004 referendum, were \$60 per term, or \$120 per academic year for a U-Pass. 63 per cent of voters supported these terms. The results of the referendum must remain in place until April 30, 2006. However, an interpretation of the referendum question by the SU's Discipline Interpretation and Enforcement (D.I.E.) Board, states that the fee paid by students can be reasonably raised after the current terms have expired without going to referendum. That said, a fee increase such as that being sought by ETS would need to be determined via referendum.</p> <p>Findings In the fall of 2001, in cooperation with the SU, ETS commissioned an independent research firm, <i>Hargreaves & Associates</i>, to conduct research at the U of A campus to determine transit use among undergraduate students. The results of this survey showed that fifty six per cent of students use ETS' services as their primary means of transportation to campus.</p> <p>In the fall of 2002, the U of A SU, in cooperation with the NAIT SU and the Grant MacEwan SU, commissioned their own survey from <i>Incite Solutions</i>. The results of this survey showed that only approximately forty-three per cent of students used public transportation as their primary means of travel to campus. Also, those students who did support the U-Pass program stated that the maximum amount they would pay is \$80 per semester.</p> <p>Although not directly comparable and cannot provide any causal or explanatory statements, these two survey results do show that not an overwhelming proportion of students use public transportation as their primary means of travel to campus. This discouraging result supports the risk that another referendum to negotiate higher fees may not have the same favorable results as the first referendum.</p> <p>Conclusion Depending upon the extent to which financing can be secured under the current terms it is possible that an increased fee will need to be approved by students through a referendum.</p>
<p>Do Nothing – Status Quo</p>	<p>Key Considerations If the U-Pass program is not implemented, the public transit systems must explore other alternatives to increase ridership. Possible solutions may include:</p> <ul style="list-style-type: none"> ➤ Decrease the fare structure of transit services; ➤ Increase the transit service within Edmonton, St. Albert and Strathcona County; and/or ➤ Implement an aggressive marketing campaign.

Unfortunately, by implementing a lower fare structure, the transit systems are exposed to the risk of revenue degeneration, as there is no guarantee of increased ridership. Also, by increasing service, the transit systems are exposed to the same risk, as this alternative requires additional cash flows without any guarantee of increased transit use. Lastly, the transit systems may implement aggressive marketing campaigns to target specific segment groups, for example, U of A students. However, the U-Pass program offers the transit systems' an opportunity to shift some of its marketing costs to the U of A SU, rather than incurring the entire expense itself. Even in the face of an aggressive marketing campaign, increased ridership cannot be absolutely assured.

Findings

The transit systems' current fare policy already emphasizes low fares to encourage the use of public transit. In 2003, ETS added 26,000 platform service hours providing a total of over 1.62 million hours. As well, ETS regularly visits the U of A campus during registration to promote their services. In conclusion, the above proposed alternatives have already been implemented; therefore, the transit systems must explore other options to increase ridership.

Conclusion

In order to ensure sustainability, transit systems must remain competitive to other transportation options within Edmonton, St. Albert, and Strathcona County and attract more users. Without the U-Pass program, regardless of the alternative chosen (decreased fares, increased service, or increased marketing), definitive assurance cannot be obtained. On the other hand, numerous U-Pass programs have been introduced across North America with consistent results of increased ridership at all locations.

Business & Operational Impacts

Each viable alternative has consequences, either positive or negative, to certain stakeholders as detailed below.

Impact & Description	Alternative Sources of Funding	Negotiate Higher Student Price via referendum	Do Nothing
ETS, St. Albert Transit, and Strathcona County Transit			
Change in focus of department – must explore other viable alternatives to increase ridership.	None	None	High
SU			
Additional staff resources required – In order to comply with reporting requirements of securing external funding	High	High	None
Change in focus of department – must lobby federal or provincial government or other non-for-profit organizations for grants or explore other alternative to providing students with affordable transportation options.	High	None	High
U of A			
Increase of financial resources - with no financial commitment to subsidizing the U-Pass program, the U of A will have more financial resources.	High	High	None
U of A Undergraduate Students			
Decrease in financial resources - with no external sources of subsidiaries, students will be forced to fund the entire project themselves.	None	High	None
City of Edmonton			
Increase of financial resources - with no financial commitment to subsidizing the U-Pass program, the City of Edmonton will have more financial resources.	High	High	None

Project Risk Assessment

This section details the risks associated with the proposed U-Pass program and how these risks may vary by alternative. This section includes a risk mitigation strategy for each risk.

Project Risk Assessment	Alternative Sources of Funding		Negotiate Higher Student Price via referendum	
	Probability	Impact	Probability	Impact
Risk: Lack of student support	N/A	N/A	High	High
General Mitigation Strategy: As the primary source of funding, the U of A undergraduate student population must be targeted and informed with all the benefits of implementing the U-Pass program.	N/A		Specific Strategy: In order to mitigate this risk, all other funding options must be completely extinguished and an extensive campaign to promote the financial, social, and environmental benefits must be executed to gain student support of implementing the program at a higher fee. This campaign must target identified declining-interest groups, such as private vehicle drivers, campus residents, cyclists, etc, with tailored messages. For example, cyclists may be encouraged to think of rainy weather and the social environmental benefits of mass transit; and car drivers targeted on issues of parking shortage alleviation, potential parking pass cost escalation if demand was not managed and parkade construction was necessitated, and safe driving practices as alternatives to impaired driving.	
Risk: Change in grant funding	Medium	High	N/A	N/A
General Mitigation Strategy: Subsequent to receiving funding, the standard grant process involves maintaining pre-determined performance indicators and/or supplying accurate project financial information. Only upon compliance with these pre-determined requirements, is additional funding granted.	Specific Strategy: In order to mitigate this risk, all grant requirements must be completely complied with. Accurate financial information must be kept and indicators of performance must be tracked in order to secure ongoing funding.		N/A	

Risk of Not Proceeding with Project (Status Quo)

Project Risk Assessment	Status Quo	
	Probability	Impact
Risk: Decline in ridership in public transit	High	High
<p>General Mitigation Strategy: As the City of Edmonton, St. Albert and Strathcona County grows, transit services must experience parallel progression to ensure that the needs of the population are accommodated.</p>	<p>Specific Strategy: ETS, St. Albert Transit, and Strathcona County Transit may explore the following alternatives to increasing ridership on public transit:</p> <ul style="list-style-type: none"> ➤ Decrease the fare structure of transit services; ➤ Increase the transit service; and/or ➤ Implement an aggressive marketing campaign. 	

Cost/Benefit Analysis

Quantitative Analysis – Financial Cost & Benefit:

The following section details all quantitative costs/benefits and qualitative benefits associated with each alternative of implementing the U-Pass program.

Summary Cost/Benefit of each Alternative:

Quantitative Cost/Benefit Summary	Alternative Sources of Funding	Negotiate Higher Student Price
Present Value of Total Benefits: ²	\$8,474,766	\$0
Present Value of Total Costs:	\$8,474,766	\$8,421,471
Net Present Value of Project	\$0	-\$8,421,471

U-Pass Program Funding by Source:

Funding Source	Totals
Secured:	
U of A undergraduate students (28,689 students * \$120 per academic year)	\$3,442,680
Total Secured	\$3,442,680
Shortfall =	(\$3,600,000)
Funding/Financial Requested:	
U of A	\$1,800,000
City of Edmonton	\$1,800,000

Quantitative Analysis of Each Alternative:

Quantitative Analysis – Alternative Sources of Funding	2006	2007	2008	2009	2010	2011
Benefits:						
Revenue ³	\$2,013,335	\$1,842,069	\$1,664,634	\$1,480,810	\$1,290,365	\$1,093,061
Costs:						
Estimated Shortfall in revenue	\$1,875,335	\$1,704,069	\$1,526,634	\$1,342,810	\$1,152,365	\$955,061

² Present value of alternative 1 calculated as the present value of total costs in order to maintain a revenue-neutral status. This funding is not yet secured. The present value of alternative 2 is calculated as \$nil as the benefits are less than the expenditures. Please refer below for detailed calculations.

³ Revenue calculated as the funding required in order to achieve a \$nil net benefit / cost. This revenue is not yet secured..

Additional 6 buses	\$108,000	\$108,000	\$108,000	\$108,000	\$108,000	\$108,000
Ongoing Operational Costs:						
Transit Administration	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
SU Administration	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Net Benefit/Cost of Alternative 1	\$0	\$0	\$0	\$0	\$0	\$0
Net Present Value (5% Discount Rate)	\$0					

Quantitative Analysis – Negotiate Higher Student Price via Referendum	2006	2007	2008	2009	2010	2011
Benefits:						
Revenue ⁴	\$4,755,553	\$4,926,819	\$5,104,254	\$5,288,078	\$5,478,523	\$5,675,827
Costs:						
Estimated Shortfall in revenue ⁵	\$1,875,335	\$1,704,069	\$1,526,634	\$1,342,810	\$1,152,365	\$955,061
Additional 6 buses	\$108,000	\$108,000	\$108,000	\$108,000	\$108,000	\$108,000
Ongoing Operational Costs:						
Transit Administration	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Net Cost of Alternative 2⁶	-\$2,003,335	-\$1,832,069	-\$1,654,634	-\$1,470,810	-\$1,280,365	-\$1,083,061
Net Present Value (5% Discount Rate)	-\$8,421,471					

* Net Present Value – the present value of an investment's future net cash flows minus the initial investment.

Qualitative Analysis – Non-Financial Benefits:

Stakeholder	Description of Benefit	Start	Certainty	Benefit Assumption
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⁴ Calculation methodology: Base enrollment populated from 2003/2004 enrollment of 28,689 undergraduates; annual increase in enrollment of 1.57% based on average increase in enrollment from 1991-2003; annual rate of inflation estimated at 2.0%; and base student is \$160 per year.

⁵ Per 2001 ETS Survey (*Hargreaves & Associates, Ltd.*) the estimated expenditure per academic year is \$828,861

⁶ Estimated shortfall in revenue plus cost of additional buses plus administrative expenses

U of A undergraduate students	Affordable transportation option available	September 2006	High	U-Pass assumed to be implemented September 2006.
Transit Systems	Increase in ridership	September 2006	High	U-Pass assumed to be implemented September 2006.
	Increase % riders' satisfied / very satisfied with public transportation	September 2007	High	U-Pass assumed to be implemented September 2006.
	Maintain % AM peak period buses with loads greater than 50 passengers.	September 2007	High	U-Pass assumed to be implemented September 2006.

Assumptions

The following assumptions were used in the above calculations:

- Base enrollment populated from Fall 2003 enrollment of 28,689 undergraduates assumed to be reflective of entire 2003/2004 academic year;
- Annual increase in enrollment of 1.57% based on average increase in enrollment from 1991-2003;
- Annual rate of inflation estimated at 2.0%;
- Discount rate assumed to be 5% annually; and
- Funding required to maintain a revenue-neutral status is assumed to be secured.

Conclusions & Recommendations

The Conclusions and Recommendation section will summarize each alternative's level of impact, risk and cost/benefits. Finally, a specific recommendation for moving the U-Pass program forward will be presented.

Conclusions

This section will recap each of the alternatives presented throughout the business case in terms of their Business and Operational Impact, Project Risk Assessment, and Cost/Benefit Analysis. Based this, a conclusion on which alternative should be chosen will be presented.

Alternative	Business & Operational Impact	Project Risk Assessment	Cost/Benefit Analysis
Alternative Sources of Funding	A significant change in the focus of the SU and additional staff resources will be required at the expense of the U of A and the City of Edmonton change in their financial position.	Change in grant funding	In order to maintain a revenue-neutral status, the U-Pass program must receive substantial on-going funding from external stakeholders. As described in the Project Risk section, on-going funding would be contingent on compliance with financial reporting and adherence to performance measures.
Negotiate Higher Student Price via referendum	A decrease in financial resources available to students and a change in the focus of the SU will result as a consequence of this alternative.	Lack of student support	The survey of undergraduate students concluded that the maximum acceptable U-Pass fee would be \$80. Even in the face of increasing the fee from the proposed \$60 to \$80 per semester, the projected program will still be accumulating a significant deficit.

Based on the above recap, securing alternative sources of funding is deemed the superior alternative, as it is more attractive to students. A significant objective of the U-Pass program is to increase ridership on public transit by targeting U of A undergraduate students. The second alternative of negotiating a higher student price via referendum leaves open the very real possibility that the U-Pass will not receive support from students and fail to be implemented at all.

Recommendations

The above alternatives and corresponding recommendation are based on the proposed program not achieving its original plan of action, which include securing financial commitments from the U of A and the City of Edmonton. Currently, the specific recommendation on proceeding with the U-Pass project is to secure funding from these two major stakeholders. Upon funding, full project implementation per the Anticipated Schedule is recommended.

Project Responsibility

The U-Pass program involves many stakeholders as follows:

- U of A SU;
- U of A;
- U of A undergraduate students;
- ETS;
- St. Albert Transit;
- Strathcona County Transit;
- City of Edmonton;
- City of St. Albert; and
- Strathcona County.

Each stakeholder's responsibilities in the successful implementation of the program are detailed in the Stakeholders section.

Project Accountability

As the U-Pass program involves many stakeholders, each stakeholder is ultimately accountable to the program's success through compliance with their responsibilities detailed in the Stakeholders section.

Implementation Strategy

In order to implement the U-Pass, the steps to be taken by each stakeholder need to be clear and each stakeholder must take responsibility for the completion of those steps.

Implementation of the program is currently dependent upon the SU's ability to secure financing to cover the shortfall predicted by ETS. Assuming that financing can be secured by early 2005, the following details will need to be attended to so that implementation in 2006 can be assured.

The University of Alberta

- The U of A Administration must approve and collect the U-Pass fee and then remit those fees to the SU.
- An efficient method of processing "opt-outs" must be approved.
- If necessary, the U of A may be responsible for distributing the U-Pass to all undergraduate students.
- Any funding commitment will need to be remitted to ETS.

The U of A has a significant role to play in the implementation of the U-Pass and will need to dedicate substantial human resources to ensure that the implementation goes smoothly and efficiently.

ETS/Strathcona/St. Albert

- An appropriate U-Pass must be approved for use.
- The U-Pass must be designed and printed.
- A method for distributing the U-Pass must be adopted.
- An inquiry/complaint mechanism needs to be established.
- Information regarding new transit service to the U of A widely available.

The Students' Union

- Publicize the U-Pass to the campus community.
- Provide human resources to assist with inquiries and complaints from students.
- Adjust our budget so that fees can be received from the U of A and remitted to the transit authorities with utmost efficiency.

The transit authorities will need to jointly determine what an acceptable U-Pass will look like, and arrange for its design and printing. The method for distributing the U-Pass will likely be a joint effort, not only among the transit authorities, but also between all of the stakeholders. Also, while the SU would be willing to contribute to the establishment and on-going staffing of a place to deal with inquiries and complaints, we feel that the transit authorities are the most knowledgeable as how this system should be established. Similarly, the SU will take responsibility for publicizing the U-Pass to students, but some of that information will need to be provided by the transit authorities.

Once financing is secured, another meeting of stakeholders will be held to finalize details and determine timelines for completion

U-Pass Implementation – Critical Timelines

January 2007 Implementation

Activity	Deadline	By
Referendum commitment for revised U-Pass to be included March 2006 elections	October 2005	<ul style="list-style-type: none"> • U of A SU
<i>Finalizing U-Pass Costs</i> Updated enrollment Updated cost calculations Referendum – assuming \$90 per student per term price will be passed	November 2005 March 2006	<ul style="list-style-type: none"> • U of A Administration • Transit – ETS, Strathcona County, St. Albert • U of A SU
Referendum	March 2006	<ul style="list-style-type: none"> • U of A SU
Fleet and capital requirements	May 2006 (Assumes ETS can extend life of existing fleet until additional buses are purchased – delivery 2007)	<ul style="list-style-type: none"> • ETS, Edmonton City Council • Strathcona County Transit, County Strathcona Council • St. Albert Transit, St. Albert Council
<i>Securing funding</i> Budget – municipalities Funding commitment U of A Admin \$90 per student per term from student fees	May 2006 May 2006 Pending results March 2006 referendum	<ul style="list-style-type: none"> • Municipalities • U of A Administration • U of A SU
Final U-Pass program concept	April - May 2006	<ul style="list-style-type: none"> • U of A SU • U of A Administration • ETS • Strathcona County Transit • St. Albert Transit,
U-Pass agreements	June 2006	<ul style="list-style-type: none"> • U of A SU • U of A Administration • ETS • Strathcona County Transit • St. Albert Transit
Communications & Preparation for rollout	July – December 2006	<ul style="list-style-type: none"> • U of A SU • U of A Administration • ETS • Strathcona County Transit • St. Albert Transit
Implementation/rollout	January 2007	All

U-Pass Implementation – Critical Timelines

September 2007 Implementation

Activity	Deadline	By
Referendum	March 2006	<ul style="list-style-type: none"> U of A SU
<i>Finalizing U-Pass Costs</i> Updated enrollment Updated cost calculations Referendum – assuming \$90 per student per term price will be passed	November 2006	<ul style="list-style-type: none"> U of A Administration Transit – ETS, Strathcona County, St. Albert U of A SU
Final U-Pass program concept	September - November 2006	<ul style="list-style-type: none"> U of A SU U of A Administration ETS Strathcona County Transit St. Albert Transit, St. Albert County
Fleet and capital requirements	December 2006 (Assumes ETS can extend life of existing fleet until additional buses are purchased – delivery 2007)	<ul style="list-style-type: none"> ETS, Edmonton City Council Strathcona County Transit, County Strathcona Council St. Albert Transit, St. Albert Council
<i>Securing funding</i> Budget – municipalities Funding commitment U of A Admin \$90 per student per term from student fees	December 2006 December 2006	<ul style="list-style-type: none"> Municipalities U of A Administration U of A SU
U-Pass agreements	March 2007	<ul style="list-style-type: none"> U of A SU U of A Administration ETS Strathcona County Transit St. Albert Transit,
Communications & Preparation for rollout	April – August 2007	<ul style="list-style-type: none"> U of A SU U of A Administration ETS Strathcona County Transit St. Albert Transit,
Implementation/rollout	September 2007\	All

Universal Transit Pass (U-Pass) Project

Q & A

Updated June 2005

Since 2001, ETS has worked with the University of Alberta Students' Union (SU) to determine feasibility of a U-Pass program in Edmonton. The following information provides background on U-Pass programs in general and on activities on the U-Pass project in Edmonton.

What is a Universal Transit Pass (U-Pass)?

Universal Transit Pass (U-Pass) programs give students enrolled in participating post-secondary institutions unlimited access to local transit. Programs are typically funded through mandatory fees that eligible students pay in each term in which they are registered. Fees are transferred to the local transit authority to fund the required transit service. Because fees are collected from a large participant base, U-Pass prices are lower than the amount students would otherwise pay for monthly passes or tickets over the course of a term. The U-Pass price charged to students depends on a variety of factors which differ among municipalities, transit systems and post-secondary institutions.

What are the potential benefits of a U-Pass program?

U-Pass programs offer students a way to lower their transportation costs while at school and also benefit the local community and the environment.

U-Pass programs can facilitate

- Transit service improvements to the institution;
- Reduced traffic congestion around the campus and local community;
- Contribute to fewer emissions; and
- Reduce demand for parking facilities (less resources spent on building parking facilities)

Ideally, U-Pass programs are an element in a municipality's or an educational institution's transportation demand management (TDM) program.

How are U-Pass programs implemented?

U-Pass programs involve a formal agreement between the local transit authorities and the post-secondary institution's student union or association. Funds collected by the schools from this fee are used to cover operating expenditures and in order to recoup any revenues that would have otherwise been collected from the student population.

- Typically, student groups initiate U-Pass projects, either through campus interest groups or under the direction of student councils or associations themselves;
- Research and transit cost estimates are completed, feasibility evaluated and funding established;
- A U-Pass price (the fee paid by students) is determined and the concept brought to student referendum; and
- If referendum supports adoption of the concept, the post-secondary institutions and or student associations forge agreements with transit groups and municipalities. These agreements include arrangements for pricing, opt-out criteria, fees collection and administrative processes.

Where have U-Passes been implemented?

Several post-secondary institutions across Canada and the United States have U-Pass programs. In Canada, these include institutions in Victoria, Vancouver, Calgary, London, Kingston, Peterborough, Guelph, Hamilton and Windsor.

How has ETS been involved in the local U-Pass project?

Since 2001, ETS has worked with the University of Alberta Students' Union (SU) to determine feasibility of a U-Pass program in Edmonton. St. Albert Transit and Strathcona County Transit joined the project in 2002. The following is a summary of activities.

2001/02 term:

- ETS and the U of A SU conducted a U-Pass feasibility study targeting the undergraduate student population.
- ETS determined cost estimates using this information and with the provision that there could be no net effect on the tax levy, that is, tax levy neutral.
- SU felt that program cost estimate (\$120 per student per term) was too high and declined to present the U-Pass for student referendum at that time.

2002/03 term:

- U of A SU invited NAIT and GMC student associations to participate and another feasibility study was conducted.
- Strathcona County Transit and St. Albert Transit joined the U-Pass project.
- Student groups felt that the cost estimate that resulted (\$110-115 per student per term) was again too high to bring to a student body referendum.
- NAIT and GMC declined further participation in exploring the U-Pass for their institutions.

2003/04 term:

- In March 2004, SU held a referendum on the U-Pass resulting in a positive vote for a mandatory fee of \$60 per student per term. SU indicated that they were committed to securing funding to subsidize the program total cost which was estimated to be approximately twice this amount, that is, \$120.00 per student per term.

2004:

- U of A Administration joined the U-Pass project group.
- At the City Council's public forum on the 2005 budget in December, SU presented a possible funding scenario that proposed 50 per cent of the funds required could be secured through the mandatory fee paid by students, 25 per cent from the three municipal governments (St. Albert, Strathcona County and Edmonton) and 25 per cent from the U of A Administration.

2005:

Although a motion to provide funding for a pilot of the U-Pass was lost at Edmonton City Council budget deliberations, Council requested further information on the U-Pass project. ETS Administration presented an information report on U-Pass discussions to City Council's Transportation and Public Works (TPW) Committee in April 2005. At this meeting, TPW Committee suggested that U of A Students' Union consider running a referendum at \$90 per student per term and that the City of Edmonton look at providing capital as its portion of support required for the U-Pass.

Who would have to pay the U-Pass fee?

All undergraduate students at the University of Alberta would be assessed the U-Pass fee as part of their mandatory fees, either as a separate item or combined with Students' Union fees. In order to keep program costs down, there would be limited opt-outs for the program.

Are Strathcona County and St. Albert Transit included?

Yes. Since 2002, St. Albert Transit and Strathcona Country Transit have been involved in determining overall program estimates with ETS and student group representatives. In the event that a U-Pass program can be realized, Edmonton, St. Albert and Strathcona County city councils would have to approve the program.

Feasibility of U-Pass: Transit Perspective

Transit operations are funded in part through municipal taxes and fares. Transit groups have approached the U-Pass project with the guideline that the U-Pass cannot impact the transit group's portion of their municipal tax levy in order to be feasible. In order for a U-Pass to be feasible, fees collected from the U-Pass program would have to cover revenues currently obtained from students and would have to pay for additional service to meet increased demand.

ETS, St. Albert Transit and Strathcona County Transit have estimated that the cost of the U-Pass for the University of Alberta is *approximately* \$120 per student per term in order to be feasible. This is a little over half what students currently pay over a term when purchasing monthly passes with the current student discount. (\$54 per month x 4 months= \$216)

How have transit groups calculated the U-Pass cost?

The U-Pass cost is the amount per student per term that will have to be collected in order for the program to be feasible for participating transit organizations. Because some elements of the cost equation can change over time, \$120 per student per term is the most realistic current estimate.

<i>Revenue currently collected</i>	+
<i>Cost of additional transit service</i>	+
<i>Cost of additional buses</i>	+

U-Pass cost per student per term

However, this cost may not be the final price students pay (the U-Pass fee). If student groups can secure funds from sources in addition to those from student fees, this funding can be used to offset the price that students pay.

<i>U-Pass cost per student per term</i>	-
<i>Subsidy per student per term</i>	

U-Pass fee per student per term (paid by students)

Why is Calgary's U-Pass price lower than the estimate for a U-Pass here in Edmonton?

Other cities and education institutions have differing fiscal and ridership situations. The U-Pass programs therefore cannot be directly compared on price/cost levels alone.

- Calgary's U-Pass program was funded in part by post-secondary institutions themselves. Example: \$1.2 million from SAIT Administration in the first year.
- Calgary's Transit System has a more extensive light rail component than in Edmonton, accommodating larger numbers of passengers. This means less additional service is required to meet expected increases in demand and therefore contributes to a lower U-Pass cost.
- Calgary Transit's ridership from post-secondary institutions was not as high as that of Edmonton prior to implementing their U-Pass. Calgary therefore needed to recoup less

revenue from their existing student customer base that Edmonton would have to do in order to ensure that the U-Pass program is feasible for transit.

Referendum on U-Pass at the U of A, March 2004

The U of A Students' Union held a referendum on the U-Pass in 2004 student elections. Students voted in favour of a U-Pass at a \$60 per student per term fee. SU suggested the \$60 per student per term fee as a price level that most students would be willing to pay. Ultimately a source of ongoing funding is required to offset the difference between the proposed U-Pass price (fees collected from students) and the estimated U-Pass cost (cost to participating transit systems). An estimated \$3 million per year or \$1.5 million per term would need to be secured in addition to student fees.

The following referendum question appeared on the March 2004 student election ballot. Students voted in favour.

Do you support the establishment of the Universal Transit Pass subject to the following conditions?

1. That the pass would provide unlimited access to participating municipal transit systems during the Fall and Winter terms;
2. That the pass would cost each student a maximum of \$60 per Fall or Winter term;
3. That the pass would be mandatory for all undergraduate students except:
 - a) Students not residing in a municipality served by a participating municipal transit system;
 - b) Students who are, for an entire term, not attending courses on the University of Alberta campus; and
 - c) Students who, by reason of disability are unable to make sue of ordinary transit services.
4. That this referendum would bind the Students' Union to enter into an agreement on the terms outlines in this referendum as soon as possible; and
5. That this referendum would expire April 30, 2006.

*****NOTE:**

ETS Administration presented an information report on U-Pass discussions to City Council's Transportation and Public Works Committee in April 2005. TPW members suggested that U of A Students' Union consider running a referendum at \$90 per student per term in the 2005/06 term.

Support of the U-Pass concept

ETS supports the U-Pass concept and recognizes that U of A Students' Union is faced with challenges with respect to their ability to secure funds for the program on an ongoing basis. Institutions across Canada and the United States have addressed funding issues for their U-Pass programs in a variety of ways. These measures include seeking funding from municipal or other orders of government, from their own institutions via redirected revenues from other sources (such as parking) or through grants or sponsorships.

Next Steps

ETS, St. Albert Transit, and Strathcona County Transit continue to work with Student's Union and the U of A Administration on the U-Pass while the student group attempts to secure adequate funding for the program.

STUDENTS' COUNCIL

Votes and Proceedings

Tuesday June 14, 2005 – 6:00 p.m.
Council Chambers 2-1 University Hall

VOTES AND PROCEEDINGS (SC 2005-04)

2005-04/1

CALL TO ORDER

Speaker orders that Reports be made a special order.

2005-04/7

REPORTS

Point of Order: Lewis – The reports; two minutes Mr. Speaker please.

Speaker – Point of order not well taken. In order for a point of order to be in order, it must be made at the time the violation is currently taking place. If a member waits until after the violation has been committed, the point of order is no longer timely and no longer in order

Speaker orders that Question Period be made a special order.

2005-04/8

QUESTION PERIOD

Speaker order that Board and Committee Reports be made a special order.

2005-04/9

BOARD AND COMMITTEE REPORTS

TOBIAS/DUBE MOVED THAT Students' Council take a 15 minute recess.

Motion to Recess: CARRIED

TOBIAS/WALLACE MOVED TO adjourn.

Motion to Adjourn: CARRIED 6:57 p.m.