



EOS ECO-ENERGY/ ÉCO-ÉNERGIE INC

Transportation for Tantramar Business Plan

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1.0 Executive Summary

EOS Eco-Energy is a non-profit organization in Sackville, New Brunswick. The organization is dedicated to energy sustainability in the Tantramar region and pursues that goal by promoting energy conservation, renewable energy technologies, and sustainable community planning.

“In 2010, EOS Eco-Energy and the Tantramar Planning District Commission developed a regional sustainability plan for the Tantramar region, entitled Tantramar 2040. One of the top priorities identified for Tantramar 2040 was the need for a regional transportation strategy. The objective in the plan stated: ‘[t]o enjoy a community-based transportation system that provides service to all community members’ (EOS & TPDC, 2010). Tantramar residents were concerned about mobility within the region, and to nearby city centers, reducing greenhouse gas emissions, increasing travel efficiency, and providing a service to community members who currently lack transportation options. Transportation for Tantramar was developed to respond to these concerns” (EOS, 2011).

In 2011 EOS produced the *Feasibility Study (Transportation for Tantramar Model Report)*, which lists three recommendations for the uptake of a community based, regional transportation system. These recommendations include common transportation, carsharing, and carpooling/ridesharing. The *Transportation for Tantramar Model Report* was the basis for this business plan.

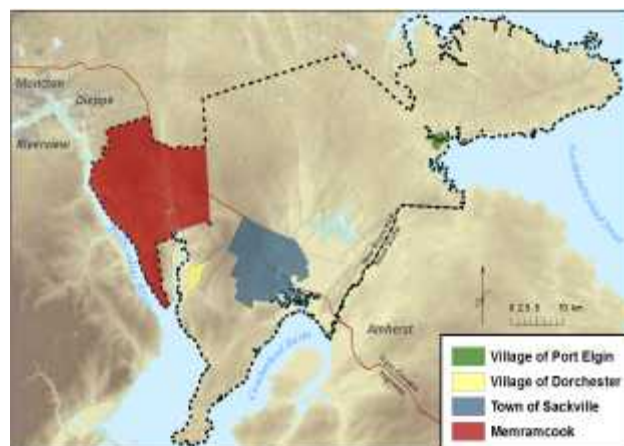
The *Transportation for Tantramar business plan* is a framework for the initial implementation of the recommended community-based transportation model. It was written to allow for an invested *Transportation for Tantramar Committee* to develop the project in the way they see most feasible. It is important to note that the business plan was developed to allow for choice throughout the various stages of progress.

As the *Transportation for Tantramar Committee* assumes responsibility of this initiative, they will guide the implementation of the business plan, maintain momentum of regional alternative transportation initiatives, and act as a support for other sustainable transportation projects that transpire in the region. Furthermore it is in the interest of this project that the committee incorporate as a co-operative board of directors, as a co-operative business model will increase the likeliness of success for this initiative and will give ownership to the local community.

Access to affordable and sustainable transportation is becoming increasingly difficult, leaving many Tantramar residents isolated and unable to reach local services and shops including medical appointments, public services, the grocery store and the food bank. The issue of transportation affects everyone.

2.0 Location

The Tantramar region is located in Southeastern New Brunswick. It is predominately rural, and has a total population of 14,500. There are four municipalities within the region, the Villages of Dorchester, Port Elgin, and Memramcook, and the Town of Sackville, as well as rural unincorporated areas. Like most rural areas across Canada, Tantramar depends on personal vehicles to serve the majority of residents’ transportation needs. The region also has an aging demographic that requires alternate means of transportation to ensure mobility, and a need to find more efficient and affordable transportation options that will address the environmental and financial concerns of residents.



The region is also home to Mount Allison University, an institution of higher education since 1839, with a population of more than 2,500 students. It is through the collaboration between Tantramar residents, Mount Allison University, and EOS Eco Energy, that the Transportation for Tantramar project finds its greatest strengths. EOS hopes the project will help foster an even stronger sense of community by highlighting the strengths of each of these partners, and overcoming the barriers of a very sparsely distributed, rural population through enabling representation from around the region.

3.0 Background

In 2010, EOS Eco-Energy and the Tantramar Planning District Commission developed a regional sustainability plan for the Tantramar region, entitled Tantramar 2040. The plan was designed to guide Tantramar toward a sustainable future by developing short, medium, and long-term goals, taking into account the socio-cultural, economic, and environmental aspects of the region. The four Tantramar municipalities partnered in the development of the plan. Tantramar 2040 focuses on challenges and opportunities that are best undertaken at a regional level, building on local sustainability initiatives. Extensive community engagement was a key component of the development of the plan, ensuring that residents were involved in the process and that local issues were addressed.

One of the top priorities identified through Tantramar 2040 was the need for a regional transportation strategy, that would allow access and mobility for all community members. Tantramar residents were concerned about mobility within the region, and to nearby city centres, reducing greenhouse gas emissions, increasing travel efficiency, and providing a service to community members who currently lack transportation options.

Transportation services within the Tantramar region are limited and focused on the Town of Sackville, as it is the largest centre in the region. The smaller towns and communities, including The Villages of Dorchester, Memramcook, and Port Elgin, are completely dependent on private vehicles to meet their transportation needs. In the Town of Sackville, there are a variety of services including bus, train, and taxis that provide residents with transportation alternatives within the town, as well as to Moncton and Amherst.

Services within the Town of Sackville include Maritime Bus, Via Rail, and private taxis. Maritime Bus runs a bus service between Sackville and Moncton/Amherst and connects Sackville to other centres around the Maritime Provinces. The bus makes daily trips to Moncton, Amherst, and beyond. It provides a reasonably priced service that follows a daily schedule.

VIA Rail also connects Sackville with Moncton and Amherst. While the train is useful for longer trips to Halifax/Montreal, it is not effective for shorter trips. There is only one eastbound and one westbound 3 times per week and taking the eastbound train to Moncton results in the westbound train having left two hours earlier. It is possible to take the train to downtown Amherst and shop for two hours before returning home. Further VIA Rail cuts were implemented in October 2012 and studies by Transport Action Atlantic show rail-spending cuts between 2011 and 2012 at 62%. It is possible that these rail lines will disappear completely in the future.¹

Private taxis provide service to many residents in the Town of Sackville for trips to local grocery stores, the Sackville Hospital, and other locations. They also transport residents to Moncton and Amherst. Taxis provide a convenient door-to-door service. Although Sackville taxis are available to residents in some rural areas, the \$6 rate for anywhere in Sackville extends only to a 2km radius from the town centre, is more expensive after this, and therefore their use is limited.

3.1 The Need for Transportation in Tantramar

As illustrated above, developing an alternative transportation system is a serious concern for residents of the Tantramar region. Although the Town of Sackville has more options than the rest of Tantramar, there are still a number of transportation gaps that need to be filled in order to provide for the needs of all community members. Residents relying on personal vehicles need to travel more efficiently by carsharing, and combining trips. Seniors or individuals on low/fixed income are often isolated or dependent on family/friends, and require access to affordable and reliable transportation. Persons requiring accessible transportation must have a service that accommodates their needs.

¹ Retrieved from <http://www.cbc.ca/news/canada/newbrunswick/story/2013/03/03/nb-via-rail-cuts.html>

These are issues that must be addressed both in the Town of Sackville and across the Tantramar region.

These gaps indicate that there is a room for the development of an alternative transportation system in the Tantramar region. Concerns raised by residents during the development of Tantramar 2040 show that there is an interest in finding more environmentally friendly means of transportation, and a need to address the social issues resulting from the current gap. These two observations formed the basis for launching the Transportation for Tantramar project, and demonstrate both the viability of the project in the long-term and the potential benefits that will ensue from developing transportation options for residents of the region.

4.0 Community Input

Tantramar residents expressed a high level of interest in the development of a community transportation system at community meetings and on the transportation needs survey. Of the 365 surveys returned during the initial study in 2011, 89% of survey respondents (or 324 respondents) said that they would make use of an alternative transportation system, provided that it was convenient and met their needs. Both community engagement sessions and survey results demonstrated two main reasons for this response.

First, there is increasing concern over the environmental impacts of personal vehicles, and an interest in changing the current transportation system.

Second, many Tantramar residents do not own, cannot afford, or do not have access to a vehicle, and are looking for alternative means of transportation. Transportation for Tantramar presented three different alternative transportation options for potential adoption in the Tantramar region: common transportation, carsharing, and carpooling/ridesharing. 75% of survey participants (274 respondents) were interested in common transportation; 26 percent (95 respondents) in carsharing; 27 percent (99 respondents) in carpooling.

4.1 Response to Input

As the feasibility study revealed a community need for increased transportation options, EOS moved into the development of a business plan, the formation of an alternative transportation committee, and promotional campaign around alternative transportation for the region.

5.0 Products/Services

Product/Service	Description
Community-based, alternative transportation visionary organization for the region of Tantramar, New Brunswick	Access to multiple alternative transportation options

6.0 Unique Position

Unique as a one-stop-shop for all things alternative transportation in a rural region of New Brunswick, Transportation for Tantramar will have an edge that hopes to inspire continued transportation-related regional development. Sackville has been pushing for alternative transportation for several years. The Transportation for Tantramar grass-roots model is designed to occupy the space in the community that Tantramar residents have shown a need for.

7.0 Organisational Structure

7.1 Key Partners in Project Initiation

Organization	Details
Mount Allison Student Union	Grant funding at start-up through the Green Investment Fund (GIF) and ongoing support through open communication between EOS and Mt. Allison Student Administration
Co-operative Enterprise Council New Brunswick	Advisory services for start-up and strategic planning
Nauman Farooqi (Mt. Allison)	Head, Department of Commerce at the Ron Joyce Center for Business Studies.
Mike Fox (Mt. Allison)	Representation from Mt. Allison University and the local community
Community Inclusion Network (CIN)	Grant funding at start-up (ESIC)
Eco Action	Grant funding at start-up
Environmental Trust Fund	Grant funding at start-up

7.2 Transportation for Tantramar Committee



7.3 Transportation for Tantramar Committee Suggested Framework

Name	Relevant Experience	Role
Stacey Merrigan	Community development & liaison	Community Chair
Mike Fox	Transportation education	Advisory role
Trevor Donald	Media, environmental campaigning/lobbying	Communications Chair
Michael Watkins	Active transportation organizer, passion for cycling	Active Transportation Chair
Linda Hargrave	Aged population care, program facilitation	Senior's Inclusion role
Adam Cheeseman	Sustainability program planning, board experience	Planning Chair
Nauman Farooqi	Professor and Head of Ron Joyce Business Department at Mount Allison University	Advisory role / possible role on alternative transportation committee

7.4 Goals of the Committee

The Transportation for Tantramar Committee aims to increase the ease of access to alternative modes of transportation for residents of Tantramar, reduce the number of single-occupancy vehicles (SOVs) on the road, save people money on transportation, increase accessibility to transportation for everyone, and introduce options for a more sustainable lifestyle with a lower transportation footprint through the region. The Transportation for Tantramar project also aims to act as a model for neighbouring communities to use in order to reach similar objectives themselves in the future.

Details of management & ownership:

EOS Eco Energy plays both an advisory and liaison role until either;

- a. The formation of a formal Alternative Transportation Committee or,

- b. May 31st - the date of the project deadline as stated in grant funding contracts.

It is advised that EOS provide support and guidance in order to aid a smooth start up and increase likelihood of the projects longevity.

Ownership of all Transportation for Tantramar initiatives thereafter lie under the direction of the Transportation for Tantramar Committee.

It is recommended that the organization is designed to work closely with community members **whether as an incorporated co-operative or otherwise**. It will be essential to continue to collaborate with local organizations, businesses, and individuals to help generate the support and capacity for the launch of each type of alternative transportation. The primary benefits of this are;

- a. To ensure the continuation of direct involvement by members of the local community;
- b. Increase likelihood of success by enabling community buy-in, where residents feel ownership over the transportation organization;
- c. Continue to offer a service that is relevant and appropriate to the current Transportation needs of the community of Tantramar.

7.5 Committee Member Responsibilities

The structure of the committee has been formed to meet the needs of the Transportation for Tantramar project, by tapping into the wealth of skills, knowledge and passion of assets within the Tantramar region. The following is a loose framework for Transportation for Tantramar Committee Members, however it is recommended the committee decide as a group, their exact requirements under each role, and who should be assigned to what. As follows:

7.5.1 Planning Chair

- Oversees strategic planning and current objectives;
- Chair meetings & maintains Committee momentum;
- Provides support for committee members;
- Ensures mandate is fulfilled.

7.5.2 Communications Chair

- Oversees promotions, marketing and branding;
- Ensures online visibility;
- Carries out media relations;
- Compiles photos and videos;

7.5.3 Community Relations & Finance Chair (Treasurer)

- Oversees communications between council, community and committee;
- Deals with public engagement and handles requests and concerns from outside the organization;
- Oversees budgets, accounts, and revenues;
- Ensures financial legal considerations for the Organization are met as required.

7.5.4 Student Representative

- Provides and maintains communication between Mt. Allison Student population and the Transportation for Tantramar Committee;
- Creates avenues for improving 'town-gown' gaps;
- Keeps the committee up-to-date on transportation initiatives happening on campus.

7.6 Regional Involvement

It is within the interest of EOS Eco-Energy that the start-up Transportation for Tantramar Committee has representation from each of the four municipalities within the Tantramar region (Sackville, Dorchester, Memramcook, and Dorchester). It is preferred that each of the municipalities maintains some level of involvement.

It is recommended the Committee engage CECNB to aid in any cooperative model start-ups. The organization is available to help with details such as: appropriate allocation of responsibilities; structure for partnership documentation; communication web between key members; legal considerations; and monitoring of Key Performance Indicators.



8.0 Opportunities

8.1 Carshare

Transit Type:	Carshare
Location:	Tantramar, New Brunswick: with centralized start up in Sackville, open for membership to residents of Tantramar.
Population (2011)	Sackville: 5,558 Dorchester: 1,167 Memramcook: 4,831 Port Elgin: 418
Benefits to the community	<ul style="list-style-type: none"> ▪ Addresses social inequity for lower income households; ▪ Develops community by growing a culture of collaborative consumption; ▪ Promotes multi-modal transportation including walking and biking;
Benefits to the environment	<ul style="list-style-type: none"> ▪ For every carshare vehicle, 5-15 cars are taken off the road; ▪ A regularly maintained fleet of carshare cars means less air & water pollution; ▪ Sharing cars means less congested roads and stress on infrastructure; ▪ Recognized by the Sustainable Transport Council of Canada to be one of the 3 important Greenhouse Gas reduction initiatives in Canada²

8.1.1 Recommendation #1

Carshare Atlantic in Sackville

Moving forward from the Action Workshop, hosted by EOS's Go Transpo project in February 2013, a group in Moncton is facilitating the expansion of Carshare Atlantic to Greater Moncton. It is recommended that the Transportation for Tantramar Committee look closely at what this would model would look like in Sackville. This process is the facilitation and expansion of an existing technology and working model into a community who has shown an interest in the availability of this service. It is not a franchise.

EOS Eco-Energy will facilitate communication with Carshare Atlantic President Pam Cooley, during the initial phases. This role will be subsumed by the Transportation for Tantramar Committee after May 31st, 2013 when EOS's active role in the project is complete.

²"As car share members drive less, they pollute less. Based on usage patterns, CAN estimates that its members emit an average of 0.32 metric tonnes of CO2 equivalents, or about 10 times less than the average driver." Retrieved from <http://www.tc.gc.ca/eng/programs/environment-utsp-carsharing-1068.htm>

Example of Personal Membership Rates³

PERSONAL & FAMILY PRICING

	Open	Liberty Basic MOST POPULAR	Liberty Plus	Liberty Prime
Usage Patterns	Lite Usage	Regular Usage	Moderate Usage	Heavy Usage
Fuel	●	●	●	●
Maintenance	●	●	●	●
Insurance	●	●	●	●
FREE Downtown Parking	●	●	●	●
MacPass	●	●	●	●
Cleaning	●	●	●	●
Car Share Roaming	●	●	●	●
Perks	●	●	●	●
Annual Membership Fee	\$39	\$39	\$145	\$395
Membership Bond (1 DRIVER)		\$500	\$500	\$500
Membership Bond (2+ DRIVERS)		\$750	\$750	\$750
Refundable Membership Bond		●	●	●
Additional Drivers (OPTIONAL)		\$39	\$39	\$39
Hourly Rate	\$5.95	\$2.75	\$2.75	\$2.75
Unlimited KM Rate (PER KM)	\$0.17			
KM Rate (UP TO 100 KM / PER KM)		\$0.36	\$0.29	\$0.22
KM Rate (OVER 100 KM / PER KM)		\$0.29	\$0.29	\$0.22
Day Rates	\$59.50	\$27.50	\$27.50	\$18.00

³ Carshare Halifax Website: <http://carsharefx.ca/forms/personalratesandfees.pdf>. Sourced on March 11, 2013.

Benefits of this opportunity include:

- Risks of business failure fall outside the Tantramar Committee;
- Start-up requires much less time and energy;
- Marketing and promotional material is already developed to a professional level making it easier to sell the idea to local residents;
- Less start-up costs for carshare members and therefore increased likelihood of greater uptake;
- All aspects of the model are already fully developed and the system has proven to work in Halifax;
- Insurance, one of the hardest parts of start-up, is taken care of by Carshare Atlantic.

Booking Software

All software and technology are to be supplied by, and remain under ownership of Carshare Atlantic.

First steps in implementation of this service should be to;

- a. Raise further awareness about the service through word of mouth and media promotion;
- b. Collect pre-approved memberships;
- c. Create a Facebook page focused locally through which a poll collects the names of people interested and their postal code – indicating where the highest usage of the cars might be and thereby aiding in the decision of where they might be located for best efficiency.

8.1.2 Recommendation #2

Peer-to-Peer Carshare



Transit Type:	Peer to Peer Carshare
Location:	Tantramar, New Brunswick, spreading throughout other parts of Atlantic Canada
Population (2011)	Atlantic Canada – 2,357,650
Primary Costs	Website design and implementation = \$6 - \$15,000
Revenue	Booking fee charges (10 – 15%), on-site advertising, profile upgrade fees.
Funding Source(s) (2010):	May require a grant, crowd-funding, or investment partnership at start-up

Peer-to-peer carsharing (also known as person-to-person carsharing, peer-to-peer car rental, and P2P carsharing) is enabled by existing car owners making their vehicle(s) available for others to borrow for short periods of time.

Peer-to-Peer carsharing is much like belonging to a carshare as a paying member, but with lower membership fees, and where the revenue stream stays within the community and is spread more evenly throughout that community's members.

Peer-to-peer carsharing is a form of person-to-person lending or 'collaborative consumption'. The business model looks like that of a carshare company but differs in that the cars are made up of a 'virtual' fleet of vehicles from participating owners. With peer-to-peer carsharing, car 'lenders' are able to make money by 'sharing' or 'renting out' their vehicle when they are not using it. Participating renters can access nearby and affordable vehicles and pay only for the time they need to use them.

It is recommended that were this model to be adopted in Tantramar, that it take the form of a website, with the functionality to apply some form of screening of participants (both owners and renters), bring renters and lenders together, manage rental bookings, and to collect payment. Ideally, a type of insurance that protects the vehicle owner's existing insurance coverage is preferred. The Transportation for Tantramar Committee should seek out an insurance option that allows for a transferrable, driver-dependant, insurance premium. Meaning that, in the instance of an accident when a vehicle is being borrowed, the driver's and not the car owner's, insurance premiums are penalized. This protects the owner of the car and increases the likelihood they will use such a service.

8.1.3 Recommendation #3

Cooperative Carshare



Transit Type:	Carshare
Location:	Tantramar, New Brunswick: with centralized start up in Sackville, membership open to residents of Memramcook, Dorchester, Port Elgin, and Sackville.
Population (2011)	Sackville: 5,558 Dorchester: 1,167 Memramcook: 4,831 Port Elgin: 418
Primary Costs	<i>Vehicle:</i> (second hand purchase) \$6 - \$10,000 <i>Insurance:</i> premium for an age 21 driver (quote unavailable until car model and year is known ⁴) <i>1 part-time employee:</i> \$12,600 annually (at \$15/hr, 20 hrs /wk)
Revenue	\$500 one-time membership fee. At 6 members = \$3,000 to help purchase a car. At 12 members = \$6,000, sufficient to purchase 1 second-hand car. Monthly (\$4.16-\$35) and per-use rates (\$1.60 for first 8 hours, \$0.60/ hour after that + \$0.282-\$0.432/km) (please see charts below for details)
Funding Source(s) (2010):	Partially funded by membership start-up fee, will require grant (no less than \$30,000) in order to cover costs Occasional grant may also be required for promotional activities.

How it works

Located in Tantramar, a carshare co-operative would be initially based out of Sackville due to having the highest population density in the region. The carshare co-operative would aim to start with a minimum of 6 members, ideally increasing each year. Due to Tantramar's rural nature, details within this recommendation are taken from the Kootenay Carshare Model, from a similarly populated region⁵. Although more members would mean more start-up capital to purchase a vehicle for sharing, it would also mean the booking calendar for the shared vehicle could quickly become crowded, thereby lessening the service intended.

It is recommended one paid employee, and a group of dedicated volunteers manage the organization⁶. Volunteers are

⁴ Information from conversations with Ellen Hillen at the Co-operators in Guelph, Ontario Canada Jan 2013.

⁵ Kootenay Carshare Cooperative, "About the co-op."

⁶ Kootenay Carshare Cooperative, "About the co-op," *Kootenay Carshare Cooperative*. <http://www.carsharecoop.ca/contact-us/about-the-coop/>.

reimbursed for time worked in the form of ‘carshare bucks’, redeemed for carshare usage.

Following membership increase, and meeting of Key Performance Indicators. The co-operative should aim to conduct social marketing research to facilitate expansion into Memramcook, Dorchester, and Port Elgin. In these locations, each community is less than 6,000 residents and therefore a rural model, possibly incorporating facilitation of a network of different transportation modes (i.e. bus, rideshare, carshare) would be a direction in which to move. It is recommended that a group choosing this model start small with one shared vehicle, to minimize financial risks.

The cooperative should follow the Kootenay Carshare model because it is a rural model which has proven successful, and where a network of small towns have benefited from the service. Monthly and per-use rates⁷ are as listed in the table below:

Carshare Cooperative Per-Use Rates⁸

Use (per month)	Monthly Fee	Km fees	Hourly Fees
Low use (0-100km)	\$4.16	\$0.432/km	\$1.60/km for the first eight hours, \$0.60/hour for each additional hour (after the 8 th hour).
Medium use (101-300km)	\$10.00	\$0.362/km	Same as above
High use (301 kms and over)	\$35.00	\$0.282/km	Same as above

A Tantramar Carshare could charge monthly rather than annual fees, with rates dependent on the kilometres travelled by the member where the higher the usage rate, the higher the monthly fee. Conversely, per kilometre and hourly fees drop as distance/ length of the trip increases.

Members must be over 21, have a valid NB driver’s license and no at-fault accidents on their driving record. This model also allows persons with a beginner’s driver’s license to use the vehicles, provided they have a sponsor driver with a full carshare membership.

The primary role of the carshare segment within the Transportation for Tantramar business plan is to provide an alternative to individual car ownership, make getting around more affordable, and sharing a car more convenient and attractive than owning one.

Booking Software

Online booking software for the carshare can be obtained from Kootenay Carshare on agreement for release, as previously agreed between EOS Eco Energy and Kootenay Carshare. The software is able to function in accordance with most website designs and may not cost anything to acquire as an open-sourced co-operative document.

Communication channels

Trading hours (for booking vehicles, dial-in service etc) are to be decided by the Transportation for Tantramar Committee though it is recommended that Carshare members are able to reach a dial-in attendant after hours. A dial-in option is essential to make the service available to those without Internet. Other hours of operation to the dial-in service should be made as accessible as possible without over-stressing volunteer resources. Members will be able to

⁷ The membership fee increases \$250 for each additional associate member (members of the same household).

Retrieved from <http://www.carsharecoop.ca/how-it-works/how-much>

⁸ Retrieved from <http://www.carsharecoop.ca/how-it-works/how-much>

access the website at any time and ideally, book car usage at any time of day (as available) without the need for direct administration.

Which car?

- As suggested by Kootenay Carshare founder Colleen Matte, purchasing older cars means chances of damage to additions less likely (the example being electric windows, they can't break if you don't have them. Manual window operation is less breakable);
- Only automatic transition vehicles should be accepted in the first several years of operation;
- It is suggested that a Carshare Cooperative purchase a vehicle which is:
 - Under 100,000 km
 - Around \$4-\$10 thousand to purchase
 - Is expected to deliver another 100,000 km before it needs to be scrapped.

**Kijiji lists a number of contacts in the business of collecting and crushing scrapped vehicles. A hypothetical 2008 Pontiac Wave received a quote of \$200 from one of the advertisers for collection and recycling. It should be noted that planning is made for the end-of-product-life of cars in the carshare co-operative to ensure sustainability of the organization.

Membership

- \$500 buys members a lifetime membership in the co-op. Although some models (KCC included) offer return of this investment on members decision leave (after a minimum 6 months), though this business plan advises against this as the model for a Tantramar carshare as returns on investment are often the cause of financial failure for new co-operative organizations.
- People who belong to the same household can be allowed to join as additions to an existing members / associate members, with a reduced share of \$250.00
- \$25 Orientation fee

Additionally:

- There can be an option of developing a payment plan for members with fixed income, of joining at X cash payment towards their membership share. The remaining balance could then be paid at X amount/mo. until the total amount has been paid.
- To foster a stable membership base, new members must be prepared to join for at least 6 months. In keeping with the not-for-profit status, members do not accrue interest or dividends on their shares.

***Fuel rates are based on compact / standard sized vehicle. If the organization were to purchase a larger SUV, truck, or 8 seater van, higher km rates would need to be incorporated into the hourly rates to compensate for higher fuel use. The kilometre rates include a \$0.002/km carbon offset reserve charge. The partnership will need to decide how they would like to spend this after their first year of collection, if this is in fact a component they would like to incorporate.*

Members are billed on the same day of every month and bills should be due 5 days prior to this on the following month.

CAA estimates that it costs 64.7 cents a kilometre to drive a new private vehicle. That adds up to roughly \$7,750 each year (based on 12,000 km / year), although this number varies for the make, model, and year of car that you own and drive, as well as how much you drive it and what you pay for insurance. A quick and easy cost analysis can be done using the following table:

	Frequent use (500 hrs + 7500 km)	Moderate use (300 hrs + 2500 km)	Occasional use (150 hrs + 1500 km)
TOTAL	\$3335	\$1505	\$938
Annual Fee	\$420	\$120	\$50
Time-based fees	\$800	\$480	\$240
Distance-based fees	\$2115	\$905	\$648

The above table shows that even at the most frequent use (and therefore most expensive model), annual cost of using a carshare is under \$650.00, which is nearly \$7,000 cheaper than the average annual cost of owning a car. The table below shows the annual cost of financing a 2 year-old vehicle from a dealership as an example, with an offset from a rideshare on weekly costs:

Costs of Car Ownership

Fixed costs		
Your car's purchase price	\$17,900	
Subtract the expected sale value	\$6,000	
Total depreciation	\$11,900	Can be calculated here http://www.free-online-calculator-use.com/car-depreciation-calculator.html
Number of years you expect to own	4	
Annual depreciation	\$2,975	<i>Total depreciation divided by # of yrs expected to own</i>
Annual insurance cost	\$2,400	
total fixed costs	\$5,375	<i>Annual depreciation + annual insurance cost</i>
Other annual costs		
Maintenance	\$425	<i>Average</i>
Tires and major repairs	\$389	<i>Average</i>
Roadside assistance	\$0	
Miscellaneous	\$0	
total other costs	\$814.00	
Variable monthly costs		
Monthly gas costs	\$100	<i>Offset by a rideshare 3x per week (would otherwise be \$248/week)</i>
Monthly parking costs	\$10	<i>An estimate for shopping in downtown Moncton</i>
	\$110.00	
	× 12 months	
total variable costs	\$1,320	

Total added costs	\$7,509
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8.1.4 Recommendation #4

The Local Car Dealership Model

This model would function much like Opportunity #3 but would be run as a local, green, for-profit initiative by Rod Allen Company in Sackville, New Brunswick. The Transportation for Tantramar Committee would work closely with Rod Allen Company to get the model off the ground. Support from the Committee would include items such as:

- Securing membership around the Tantramar region;
- Coordination of promotion and marketing for a launch;
- Obtaining online booking software from Kootenay Carshare
- Managing online booking software once in place
- Maintaining communication with Rod Allen in order to ensure smooth operations.

Benefits of this model include;

- Local ownership;
- Efficient use of existing cars, trustworthy maintenance, and staff;
- Easy start-up;
- Easier membership accumulation by attractiveness of local business;
- Local business attracts large amount of media attention as a green business and the first carshare in New Brunswick.

Environmental Policy

It is recommended that the organization work towards becoming Carbon Emission Neutral. In order to facilitate this goal, the Carshare Co-operative could charge a carbon offset fee of \$0.02 per kilometre that is put into a fund to purchase alternative fuel vehicles⁹.

For further policy construction, see the following link: <http://www.carsharecoop.ca/how-it-works/policies/>

⁹ Kootenay Carshare Cooperative, “About the co-op.”

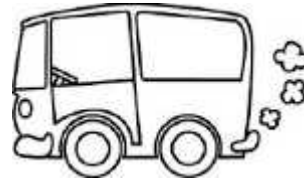
8.1.5 Opportunity Analysis

Opportunity	Start-up Costs	Time Commitment	Revenue	Potential Risk
<i>Carshare Atlantic Expansion</i>	N/A	1 volunteer @ Start-up: 5 hrs / wk for 1 month; Ongoing: 5 hrs biweekly	\$0 All revenue belongs to Carshare Atlantic	Very low: Failure of urban model in rural location & loss of support from community
<i>Peer-to-Peer Carsharing</i>	\$15,000 (website)	1 part time employee or contracted position to develop website @ 10 hrs / wk for 4 weeks.	Revenue from listing fee for 'lenders' of vehicles online	Medium: Insurance issues may arise with sharing cars among peers (Canada is behind the U.S. in this)
<i>Carshare Co-operative</i>	At least \$44,000 over the first 2 years ¹⁰	Minimum of 1 full time employee from start-up onwards	Depending on membership uptake. KCC ¹¹ used 66% of revenues in the first year on vehicle maintenance	Very high: Exhaustion of human resources; Lack of \$\$ funding; Inability to deliver carshare service in Tantramar.
<i>Local Car Dealership</i>	N/A	Committee roll-out time Meeting once / 2 weeks Ongoing until roll-out is complete. 1 x part-time employee for maintenance of online booking software (ongoing)	\$0	Very low: Rod Allen currently runs a car rental company. The carshare model would simply offer a more modern model and in the event that membership uptake was too low to sustain change, business as usual would resume without financial loss.

¹⁰ Example taken from Kootenay Carshare Start-up model, who received funding from the federal Canadian Cooperative Council. Sourced from Radio Ecocentric starting at 9 minutes 30 seconds here

http://cilypodcast.net/Ecocentric/ecocentric_may_10_2011.mp3

¹¹ Kootenay Carshare Cooperative



8.2 Common Transportation

8.2.1 Tantramar Dial-a-Ride

Transit Type:	Dial-a-Ride
Location:	Tantramar, New Brunswick
	Municipalities: Sackville, Memramcook, Dorchester, Port Elgin
Population (2011):	14,554 ¹²
Cost:	\$60 for yearly membership and a per-trip fee based on distance travelled ¹³ 20km and under: \$4 one-way 21-40km: \$8 one-way \$25 return drive to Saint John Regional Hospital ¹⁴
Funding Possibilities:	Social Development (Government of New Brunswick) (\$50,000), local fundraising (\$15,000), and municipal grants (\$1000-\$1500 per municipality) ¹⁵

About a Dial-a-Ride in Tantramar

Common transportation is an accessible transportation service involving a scheduled bus or shuttle, or “dial-a-ride” service, a door-to-door shuttle for those residents requiring special attention, or in rural areas where a bus service is not feasible.

Although there was originally direct interest in initiating such a service in Feasibility Study that interest is not apparent at present in the community. The model remains in the business plan because it is likely going to remain an essential element throughout the region in linking all other forms of transportation.

Finding the right balance between volunteers and paid employees, volunteers’ vehicles and purchased vehicles, and dial-a-ride services and scheduled shuttle runs will be key in providing an efficient common transportation system, and will ensure its success in the long term. With all these things in mind, a simple model of the way forward for the *Transportation for Tantramar Committee* (or any other interested group in the region, supported by the *Transportation for Tantramar Committee*) would be to;

- Establish a non-profit organization with minimal start-up expense;
- Apply for grant funding from sources listed in above table;
- Hire one paid part-time office manager/dispatcher;
- Begin with volunteer drivers and or volunteer vehicles;
- Purchase one accessible vehicle to ensure equal transportation opportunities for all residents in the region;
- Partner with *Eastlink Shuttle* to pilot weekly shuttle runs, beginning with one running from Murray Corner,

¹² Current as of the 2006 Census

¹³ Interview with Dana Planetta, manager of *Charlotte Dial-a-Ride*, October 20, 2011.

¹⁴ Email correspondence with Dana Planetta, November 1, 2011.

¹⁵ Interview / Email Correspondence with Dana Planetta, November 1, 2011

- through Port Elgin and BaieVerte, where local residents expressed an interest in the service;
- Partner with other interested parties;
- As the organization grows, reassess the viability of hiring drivers and purchasing vehicles¹⁶.

Further details of a Dial-a-Ride in Tantramar¹⁷

The organization should be designed with priority of providing affordable and accessible transportation services to Tantramar. Its primary objective is to serve the most vulnerable individuals in the communities, including seniors, people with disabilities, and low-income individuals.

Membership structure should offer flexibility in the way individuals in the community have a voice in its management. As such there are 4 proposed levels of membership.

Director: All directors of the cooperation would be members of the Dial-a-Ride and would have authority to conduct the business of the organization as stipulated in the non-profit corporation’s bylaws. Membership fees for directors would be \$30.00/year.

Volunteer driver: Volunteers and volunteer drivers working for the Dial-a-Ride may be members of Tele-Drive and have associated voting privileges at annual general meetings.

Passenger: Those wishing to have access to the services of the organization, as passengers would pay an annual membership fee of \$60.00 per year. For the first phase of operations, passengers would qualify for the service only if they do not have access to transportation services. That is, they do not own a vehicle or are unable to drive their vehicle. Members may be referred to the service from community agencies, associations, or other groups that work with or serve individuals meeting the Transportation for Tantramar Dial-a-Ride membership criteria. Individuals may also self-refer.

Supporter: Those wishing to provide support to a Tantramar Dial-a-Ride may also be members and have associated voting privileges at annual general meetings.

Membership fees for supporters would be graduated as follows:

- Friend: \$30/year
- Bronze: \$100/year
- Silver \$250/year
- Gold: \$500/year

Platinum: \$1,000/year

Membership fees may change subject to agreement of the membership at any Annual General Meeting.

A “Membership Sponsor” program could also be initiated where supporters might sponsor the membership of an individual or group of individuals by paying the membership fees at \$60.00 per member.

Membership fees will qualify as charitable donations, so tax receipts will be issued in all cases¹⁸.

Proposed Services

Tantramar Dial-a-Ride could provide transportation services to those who need it most and are presently lacking

¹⁶ *Transportation for Tantramar Feasibility Study*, EOS Eco Energy, March 31, 2012.

¹⁷ Based on the Charlotte Dial-a-Ride model

¹⁸ Based on the Charlotte Dial a Ride Model

access including seniors, low- income individuals, people with disabilities, people without driving licenses / vehicles, and the general public.

Transportation services offered would have the highest benefit to community if routes were designed primarily for medical appointments, employment, adult day-care centre programs, job training/education, household errands, recreation, wellness, and family visiting within Tantramar, and to connector stations to access other existing transportation services outside Tantramar.

One model requires members to call with reservation request 48 hours in advance. A dispatcher will arrange rides; matching volunteer drivers with ride requests. Sometimes members will be asked to coordinate their schedules to allow for more efficient use of volunteer vehicles (ideally a vehicle would carry more than one at a time). Coordination will also be arranged with some medical service providers. However, in no circumstances will the service respond to 911 issues.

A team of volunteer drivers, who use their own vehicles, will be reimbursed for mileage in *transportation bucks* will provide transportation services.

A Tantramar Dial-a-Ride service would rely primarily on volunteers with a team of volunteer drivers, the Transportation for Tantramar Board, and volunteers for special event committees such as fundraising, personnel, and finance.

8.3 Ridesharing, Carpooling

8.3.1 Recommendation #1

Create or promote an existing online platform for ridesharing in Tantramar.



Transit Type: Ridesharing

Program : Work on the promotion and increase usage of ridesharing as a form of alternative transportation in Tantramar, either independently or in partnership with existing rideshare organization

Location: Tantramar, New Brunswick

Cost: Start-up costs depend on model chosen.
Cost of independent website range, depending on functionality and design, anywhere from \$100 a year for the purchase of a domain, to \$17,000 for a site that allows for much greater functionality.

How Does it Work?

An online Rideshare Platform would allow for the following functionality at its most basic level:

1. The ability for site visitors to post a ride;
2. The ability for site visitors to search for a ride;

It is recommended however, that a rideshare website should offer greater functionality in order to maximize site user-ship, and site visitor purpose and enjoyment. Additional functionality would allow site visitors to;

1. Sign in with Facebook or log in with a private profile;
2. Rate drivers or passengers of past shared rides;
3. See the profile of EVERYONE booked to share a ride;
4. Build a profile of a shared vehicle;
5. Build a complex profile with pictures, a road-trip wish-list, and likes and dislikes and;
6. Collect points through a star-rating system and develop profiles to increase rideshare-ability.

It is recommended to work on this project in partnership with:

- Mount Allison University's MASU (& rideshare app)
- Maritime Rideshare (www.maritimerideshare.com)
- Local business (e.g. Moneris)
- CECNB

To overcome the difficulties of reaching out to the more rural regions, it is recommended that the committee work with local businesses in the highest populated districts of Tantramar (ie. Town centers in Memramcook and Sackville), helping business owners reach out to their staff, saving them money in their commutes to work, increasing employee attendance rates, and greening their business bottom-line all at once.

It is therefore recommended that ties be made with popular destinations, places of employment, and facilities outside the Tantramar region as well, in order to provide residents with alternative transportation travel options beyond the Tantramar borders.

It is recommended that such an online platform provide users with safety information. The following disclaimer could be used on a rideshare website or Smartphone app database¹⁹:

When it comes to sharing your ride, members are responsible their own safety. Transportation for Tantramar recommends that members follow some simple guidelines, such as the following:

- *Avoid exchanging home addresses with your travelling companion before you meet them.*
- *Arrange to meet in a public place.*
- *Inform a friend or family member of whom you will be travelling with, when and to where.*
- *Make sure you show each other your IDs - passports, student cards or driving licenses - so you know you're travelling with the right person.*
- *You are under no obligation to travel together. If you have any doubts about your travelling companion, for any reason, you should avoid travelling with them.*
- *If you have any problems please call us immediately on (contact number X) and we will aim to help in any way that we can. We are available for contact (time X to time X); outside of these hours please leave a message.*

¹⁹ Retrieved from https://www.liftshare.com/content/info_safety.asp?skin=377, March 21, 2013.

8.3.2 Recommendation #2

Using an existing carpooling service such as;

1. Carpool.ca
2. Weroll.net

An online carpool system was proposed to community groups during the creation of the feasibility study where there was interest among younger demographics, however many seniors lacked access/ability to use the Internet. On the survey 73% of participants interested in carpooling said that they would use an online system, indicating the viability of such a system for the majority of users. A phone-in system should be developed to enable access to this service for the remainder of the demographic.



Carpool.ca

Carpooling differs from ridesharing in that its users are often commuting to and from a workplace. The committee could look for partnerships with the Sackville Hospital, Mt. Allison University, and Moneris to combine a trial membership with carpool.ca. A cost of \$1,750 would apply. Services provided by the organization would include;

- An online carpool matching system
- Extensive marketing & advertising materials
- Liability insurance

This could be a good option for commuters to and from the rural areas in around the Tantramar region, increasing access to the workplace, enabling greater access to the municipal centers, promoting rural lifestyle, and reinvigorating town centers through better access to retail and services.

Weroll.net

We Roll is a simple carpooling platform that matches you with nearby friends and colleagues for your daily commuting.

Conversations about the Transportation for Tantramar project with weroll.net representatives resulted in quotes for further services they were willing to offer for Tantramar's specific case.

We Roll Services

Group	Service	Cost
Mount Allison University	<i>Creation of a personalised access page for the students and the staff</i>	<i>N/A</i>
	<i>Offer consulting services</i>	
	<i>Conduct an awareness campaign</i>	<i>\$5,000/ year</i>
Moneris	<i>Conduct an awareness campaign on carpooling</i>	
	<i>Create a personalized access web page</i>	
	<i>Provide support with in-house ride-matching</i>	<i>\$100 / month</i>
Tantramar (region)	<i>Conduct online marketing</i>	
	<i>Work with Transportation for Tantramar Committee to develop an awareness campaign for the region</i>	<i>\$1,000 - \$2,000 total</i>

Either of the above options would increase options for commuters to and from the rural areas in Tantramar, increasing accessibility to the workplace, stimulating the economy of town centers through better access to retail and services. Contrary to a carshare where the model works best in people-dense urban locations, carpooling aims to preserve the rural way of life, encouraging people to stay rural and increasing their access to employment, shopping, and services.

8.3.3 Opportunity Analysis

Opportunity	Start-up Costs	Time Commitment	Revenue	Potential Risk
<i>Independent Online Platform</i>	\$4,000 - \$15,000	High: Development of website and or consultation with development team @ 1 part-time employee 15 hrs/wk for 1 -2 months	Possible revenue stream through charging a small booking fee (10-12%), an advertising fee, and a profile upgrading fee (\$2.50), and on the website	Medium: Not enough user-ship to create revenue; Not enough revenue to sustain the service
<i>Carpool.ca</i>	\$1,750	Low: Distribution of promotional materials & Faciliation between carpool.ca and local community	\$0	Low: Not enough user-ship to justify spending on service
<i>WeRoll.net</i>	\$100 / month - \$5,000 / year (model-dependant)	Low:	\$0	Low: Not enough user-ship to justify spending on service

9.0 Insurance

9.1 Carshare Insurance

Model #1 Carshare Cooperative

Insurance should be obtained through The Co-operators. Contact to be used is Ellen Hillen. Rate will likely start at premium for an age 21 driver with 3 years' experience/ 3 yrs claims free for starters. The Insurance provider will need a copy of the Transportation for Tantramar General Business Liability policy also. Coverage limits and deductibles will need to be established with The Co-operators directly.

9.2 Common Transportation Insurance

N.B. Board of Commissioners of Public Utilities – Motor Carrier Board

The Board is charged with the regulation of public motorbus operators that transportation passengers for hire in and out of the province of New Brunswick.

This applies only to vehicles carrying seven passengers or more. Vehicles carrying less than 7 passengers do not require a motor carrier license.

Note on municipal taxi bylaws

There are no known taxi bylaws (such as those requiring vehicles for hire to have a taxi license to operate) in the planned service area. Should any exist, a Tantramar Dial-a-Ride start-up committee would need to meet with officials from the affected municipalities to determine how these bylaws might affect the proposed operations of the organization. Specifically, the issue of fees would have to be discussed to determine if there were possible exemptions, given the charitable non-profit nature of Tantramar Dial-a-Ride's proposed operations.

9.3 Rideshare / Carpool Insurance

It is recommended that any organization offering a public service, obtain at least the minimum liability insurance. Although there are no direct laws or regulations requiring a rideshare or carpool website to take responsibility for its users, liability insurance is still recommended.

Carpool.ca maintains corporate liability insurance in the case of a report. They have never had any cases to date²⁰.

10.0 Risk Management

10.1 Carshare

10.1.1 Carshare Co-operative Option

A Tantramar Carshare Co-operative model's majority revenue would be generated through the membership bond, monthly and per-use fees, as well as possible start-up grants or other funding received at start-up (see funding section). Since it would be a small rural cooperative, there are a number of techniques they will need to use to compensate for their smaller user base. First, they should purchase older vehicles. Most vehicles should be older, significantly lowering the purchase price of the vehicle and often the insurance. This may also allow avoidance making any claims under their insurance that would cause it to increase or make them ineligible for certain discounts. A \$0.02 self-insurance fee can be levied on every kilometre members' travel in the vehicles. This fee should be placed in a fund that is available in case of accidents. The vehicles will only carry basic insurance, with two million in liability²¹.

Additionally, a *Tantramar Carshare Co-operative* could use several different methods to finance the initial cost of a Sackville carshare vehicle. A vehicle could be obtained by donation of an old vehicle in exchange for a free membership and other benefits. If a founding member, usage fees could be waived for the first year, where this donating member only pays for the fuel used during their usage of the vehicle.

Alternatively, *the organization* could obtain loans from members, who are paid an annual rate of interest, which would be lower than rates available at a financial institution. This not only allows for a more feasible start-up, but also provides an important channel for members to take an active part in the organization²².

Although we are hoping the revenues of the organization will cover daily operations, *the Carshare* will likely also need to obtain several grants to help with promotional activities that extend beyond daily operations and develop a solid plan to help them grow. These activities include upgrading the website, updating the business plan, and developing business material, public education brochures and other materials. Developing promotional material was one of the primary methods of growth for *Kootenay Carshare Cooperative (KCC)*, along with word-of-mouth advertising.

10.1.2 Carshare Atlantic Expansion Option

There is no *financial* risk. However, due to the rural nature of the Tantramar Region, there is no guarantee the Carshare Atlantic model would work. There is therefore a certain amount of risk to Carshare Atlantic that they may have to retract after a trial period. It is therefore recommended that this trial runs 6 months to a year, with the understanding that a retraction could occur and that all risk should fall on Carshare Atlantic out of head office in Halifax. Should the model fail there is a certain amount of risk that the community of Tantramar would then be under the impression that *every* carshare model would not work for them, therefore the Transportation for Tantramar Committee should have a 'crash pad' or back up plan to fall on in the scenario that this should occur.

10.2 Ridesharing/Carpooling Option

There are significant liability concerns surrounding carpooling/ridesharing, particularly among seniors, that need to be addressed before this form of transportation can be introduced effectively. Issues such as different work

²⁰ Interview with Anne Marie Thornton of Carpool.ca

²¹ Interview with Colleen Matte, 2012

²² Interview with Colleen Matte, 2012

times/locations, no way to connect with other carpoolers, security concerns, and general lack of interest are the main reasons cited for not currently carpooling/ ridesharing. There is also the risk that the online platform developed does not meet the needs of the local residents of Tantramar therefore recognizing sensitivity to these risks when developing any rideshare model should be priority.

11.0 Legal considerations

All legal considerations should be considered before entering into any of the above-recommended models due to their dependency on which model is chosen by the Transportation for Tantramar Committee.

12.0 Membership Criteria

12.1 Carshare

“Carshare Operator” means a co-operative or other entity that:

- Has membership eligibility criteria that includes a signed application and defined and restrictive driving record (years licensed, conviction history) criteria
- Confirms continued membership eligibility annually
- Consistently pays the monthly and /or annual membership fee

12.2 Rideshare

Rideshare members are required to:

- a. Post their profile on the website – also transferrable to the iPhone app
- b. Accept the ‘Terms of Service’ applied on both the website and the iPhone app
- c. Continually adhere to the ‘Terms of Service’ and user policies outlined on the website and iPhone app

13.0 Sustainability Plan

13.1 Environmental/Resource Impacts

Transportation for Tantramar’s environmental role is to aid in the reduction of greenhouse gas emissions contributed by the individual. One way to facilitate this reduction, is where Transportation for Tantramar charges a carbon offset fee of \$0.02 per kilometre that is placed into a fund to purchase alternative fuel vehicles after the first year of operations has been completed, as mentioned in the above carshare section. This should not be the only environmental initiative by the Transportation for Tantramar Committee, and in fact it is above all else imperative that the organization acts according to the ethics of its projects, increasingly trying to mitigate the negative effects of climate change and contribute to a more sustainably-minded and more socially inclusive culture.

13.2 Community Impact & Engagement

Any of the above programs, if proven successful will mean that the Transportation for Tantramar Committee will reduce its CO₂-e emissions within the region.

13.3 Strategies

It is recommended that the Transportation for Tantramar Committee conduct an environmental audit after the completion of the first year of any alternative transportation project. Data will include emissions reduction from all three segments of the integrated program. Data can and should be published online and from the results, new targets developed to improve the organization’s contribution to the local environment annually.

14.0 S.W.O.T. Analysis

14.1 SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> ▪ Strong community of active residents; ▪ Local Committee represented by and serving the interests of the local needs; ▪ Fills a need for a service which is not available from elsewhere, i.e. virtually no competitors; ▪ Due to the community-based, cooperative nature of the organisation, start-up documents are available from other organizations in the same field (e.g. Kootenay Carshare Cooperative). 	<ul style="list-style-type: none"> ▪ Start-up is financially dependent on ; ▪ Possible high volunteer turnover rate ▪ Potential market size small due to low ▪ Rural nature of the region makes accessibility by transport.
Opportunities	Threats
<ul style="list-style-type: none"> ▪ Looking to ‘create’ rather than ‘take hold’ of the carshare / rideshare market; ▪ Feasibility study has shown that transportation development is a necessity for the local community; ▪ Social, economic, and environmental needs for alternative transportation are only increasing; ▪ Chance to create an online central hub that has never been modelled as such previously; ▪ Grass roots development in a strong and socially active community means the model will be designed to work for the local community and therefore has a higher chance of sustaining itself. 	<ul style="list-style-type: none"> ▪ Loss of interest from the community ▪ Lack of funding; ▪ Overuse of / time constrained local v ▪ Competition of personal vehicle ownership, lack of follow-through.

15.0 Competition

As a co-operative non-profit organisation, the Tantramar Transportation partnership will be in competition only with more conventional, less sustainable, single-occupancy vehicles, new car purchases, and existing individual car ownership. Being the only carshare in Sackville, membership will not be challenged by any other similar business and, as the aim of the Tantramar Transportation cooperative is to offer a service rather than make a profit, it is simply in best interest that all and any alternative transportation methods are used to their maximum capacity. Any local car rental organizations also act as competition for a carshare.

16.0 Financial Objectives

Transportation for Tantramar is to be developed as a grass-roots cooperative and therefore will rely heavily on donation of inventory, funding, and volunteer time. The main financial objective for the first 3 years is to break-even in order to offer the service of alternative transportation until the cycle of membership and user fees amounts to a positive loop for the organisation. After these first 3 years, the organization should hope to be able to sustain itself comfortably financially.

17.0 Funding Opportunities

17.1 Possible Sources

While relying on government grants can be risky in the long run due to potential budget cuts, these programs offer a large source of income and can be especially helpful with start up costs and the first few years of operation. Finding funding is the key to the success of community transportation systems, whether it comes from government, local business and organizations, individual donors, or other sources. Fortunately, there are many traditional and creative ways that community transportation systems have found to fund their ventures. Charters, fundraising campaigns, and corporate sponsorship are just some of the innovative ways that transportation organizations have sought to maintain their operation, keeping fares affordable for their riders.

Below are a number of government programs that may align with the principals of a community transportation provider. Deadlines for the grant applications can be found on the program website and dates often vary from year to year. This is not an exhaustive list of funding sources. Note: a large portion of the information provided here is taken directly from the funder's website.

17.2 Canada Summer Jobs

Service Canada

Canada Summer Jobs is a Government of Canada initiative that provides funding to help employers create summer job opportunities for students. It is designed to focus on local priorities, while helping both students and their communities. Not-for-profit employers are eligible for up to 100 percent of the provincial minimum hourly wage and mandatory employment-related costs.

17.3 Community Transportation Grant

Economic and Social Inclusion Corporation (ESIC)

ESIC has funding available for approved Community Inclusion Networks and their eligible partners for Community Learning and Community Transportation projects. The Community Transportation Grant is intended to promote the delivery and provide operating support for cost effective and sustainable community-based transportation services in communities in New Brunswick. The funds are provided by the Regional Development Corporation in partnership with the Department of Social Development and the Economic and Social Inclusion Corporation (ESIC) under the umbrella of the Overcoming Poverty Together (OPT) Plan. The maximum amount per CIN will be confirmed upon the approval of the 2013-2014 ESIC budget. Applications are accepted on a monthly basis for grants under \$5000 and twice a year (March and October) for grants over \$5000. Any organization looking to receive funding from ESIC must contact their CIN coordinator to begin the application process.

17.4 Environment Canada EcoAction Community Funding Program

Government of Canada Up to a maximum of \$100,000

EcoAction funds projects that address one of four themes: clean air, clean water, climate change, and nature. It requires that each project include at least one key environmental indicator (such as a measurement of the reduction of greenhouse gas emissions); that the project will lead to tangible results within the proposed timeline; and it has the potential to be self-sustaining after the end of funding. This program requires a lot of records from applicants including documentation showing the success of the project (e.g. green house gas reduction). Eligible project costs include: human resource costs, including salaries and benefits; contract and professional service costs; travel and field costs; material and supply costs; printing and production costs; communication and distribution costs; equipment purchase or rental costs; vehicle rental and operation costs; translation costs; and a reasonable share of overhead and/or administrative costs and rent that is directly attributed to program delivery.

17.5 Environmental Trust Fund (ETF)

Government of New Brunswick Up to a maximum of \$75,000

ETF will provide funding for “action-oriented projects with tangible, measurable results, aimed at protection, preserving and enhancing the Provinces natural environment”. It must fall under one of the six categories: protection, restoration, sustainable development, conservation, education, or beautification. Community groups, NB municipalities, organizations, and institutions furthering sustainable development are all eligible to apply to ETF.

17.6 Transportation Canada -Moving on Sustainable Transportation (MOST)

Government of Canada

Up to a maximum of \$150,000

MOST is dedicated to helping organizations implement demonstration, research, educational, and pilot projects that create and support new sustainable transportation options for Canadians. MOST has three overall objectives: 1) Stimulate the development of innovative tools, approaches and practices for increasing the sustainability of Canada’s transportation system and the use of sustainable modes of transportation; 2) Realize quantifiable environmental and sustainable development results on Transportation Canada’s sustainable development priorities; and 3) Provide Canadians with practical information, tools and opportunities for better incorporating sustainable transportation options into their daily lives.

Non-profits, NGOs, and community organizations are all eligible to apply. To be considered for MOST funding, the project must address one of the following areas:

1. Conduct studies, analyses, or plans that make strategic recommendations on sustainable transportation issues and initiatives;
2. Develop innovative sustainable transportation tools;
3. Undertake small-scale pilot projects or demonstration projects that test new sustainable transportation approaches or alternatives;
4. Replicate successful sustainable transportation initiatives in additional communities and customize project materials to the new location; or
5. Conduct workshops and conferences that educate stakeholders (professionals employed in the field or managers and staff of sustainable transportation projects) on sustainable transportation.

The website does not state whether it will fund capital purchases, however it does state that it will fund the purchase of equipment, hardware, software, and other fixed assets.

17.7 Human Resources and Skills Development Canada

New Horizons for Seniors

Government of Canada

Up to a maximum of \$25,000

New Horizons provides funding to projects that are inspired or led by seniors. The project must address one of the program’s five objectives:

1. Promoting volunteerism among seniors and other generations;

2. Engaging seniors in the community through the mentoring of others;
3. Expanding awareness of elder abuse;
4. Supporting the social participation and inclusion of seniors; and
5. Providing capital assistance for new and existing community projects.

Projects should engage seniors in the social well being of their communities. Funded activities may include projects that reach out to isolated seniors; mentor or support others in their community; provide opportunities for intergenerational learning; get involved in important community issues; building renovations, upgrades and repairs, such as flooring, windows or plumbing; purchase of furnishings and equipment such as tables and chairs, appliances, sport or craft equipment.

17.8 Green Municipal Fund

Federation of Canadian Municipalities

The Government of Canada endowed Federation of Canadian Municipalities (FCM) with \$550 million to create the Green Municipal Fund (GMF). Through the fund, the FCM offers funding and knowledge to municipal governments and their partners for municipal environmental projects. The GMF is used to fund three types of municipal environmental initiatives: plan development, feasibility studies and field tests, and capital projects. Transportation is one of five eligible categories for funding. GMF funding is available to all municipal governments and their partners in eligible projects. Applications are available year-round.

17.9 SEED Grants

Service New Brunswick

The Student Employment and Experience Development Program (SEED) was introduced in an effort to ensure that employment opportunities are available to students who need work experience as part of their eventual integration in the workplace. Employers who want to apply for funding for wage reimbursement under SEED must obtain and complete the two-part application form for employers. The application kits are available at the Department's Regional Offices, Human Resource Service Centres and Service New Brunswick Centres.

17.10 Young Canada Works

Canadian Heritage

Young Canada Works (YCW) offers students and recent graduates the chance to put their skills to the test, build career equity, earn money for their education or get started on the right career path. The program also offers employers an opportunity to benefit from innovative ideas and competitive skills. Wage subsidies are available for eligible employers. Young Canada Works sponsors two summer job programs for students: YCW in Heritage Organizations and YCW in Both Official Languages. There are also two internship programs for unemployed or underemployed college or university graduates: YCW at Building Careers in Heritage and YCW at Building Careers in English and French

17.11 IWK Health Centre Foundation

\$5,000-\$15,000

The IWK Community Grant provides funding to help establish outcome-based community health programs that address six priorities. Grants must address at least one of the IWK priorities:

1. Supporting the healthy growth and development of children 0-6 years;
2. Preventing child/youth obesity;
3. Supporting parents of children 0-16 years in their parenting role;
4. Addressing the needs of "at risk" youth;
5. Improving women's wellness across the adult and senior years;
6. Reducing the incidence/ severity of child and youth injuries.

IWK Community Grants are intended to be seed or start-up funding. They will not fund long-term operational funding or capital purchase, unless such purchases are required for the implementation of a specific program. Any non-profit or charitable group is eligible to apply.

18.0 Start-up Costs Comparison

18.1 Cost comparison of incorporating or not

Required item	Details	Cost (\$) Carshare Co-operative	Cost (\$) Unincorporated Committee	Contacts / Further Information
Business Name Search	Service NB	\$55	n/a	Jennifer 506 457 4852
Name Registration	Service NB	\$35	n/a	Jennifer 506 457 4852
Annual return	Industry Canada	\$40	\$0	http://www.ic.gc.ca/eic/site/cd-dgc.nsf/eng/h_cs02155.html
Incorporation	Industry Canada	\$250	n/a	http://www.ic.gc.ca/eic/site/cd-dgc.nsf/eng/h_cs02155.html
Certificate of compliance or certificate of existence	Industry Canada	\$35	n/a	http://www.ic.gc.ca/eic/site/cd-dgc.nsf/eng/h_cs02155.html
Domain Name	Annually	\$25	\$25	
Hosting package	Annual cost for most affordable option	\$80	\$80	
Trade mark / Design	Completed by EOS prior to incorporating	\$0	\$0	
Registration with Canada Business Network under Cooperative Non-Profit Label		\$62	n/a	http://www.canadabusiness.ca/eng/page/2730/
Parking space (s)	Committee should seek locations for shared vehicles through local partnership	— —	— —	
Website design	Volunteer / student is capable OR a grant is an option here (see funding opportunities)	\$0 -\$17,000	\$0 - \$17,000	Where cheapest option is self-designed site and most expensive is professionally contracted
Membership Fees	To be decided as a committee. Potential source of non-profit revenue	Potential revenue	n/a	
CECNB Advisory Fees	Incorporated coops	\$300 / day (non-profit)	\$400 / day (for profit)	Incorporated coops can become members and have services at the listed
Carshare vehicle purchase	Or by donation. Funds for this	\$6 - \$12,000	\$6 - \$12,000	

Carshare vehicle purchase	Or by donation. Funds for this will either come from membership start-up fees OR a grant	\$6 - \$12,000	\$6 - \$12,000	
Carshare online booking software	Obtain from Kootenay Carshare as open source document or use existing booking software on Carshare Atlantic site free of charge	\$0	\$0	Contact: Bruce Gardave – Kootenay Carshare Cooperative
Carshare lockbox technology	Obtain from Kootenay Carshare as open source document or use existing booking software on Carshare	\$0	\$0	

19.0 Conclusion

Transportation for Tantramar is recommended to aim towards helping the community of Tantramar implement an integrated transportation model. Acting as a launch pad for all types of alternative transportation, it will be the decision of the Committee whether to incorporate as a non-profit, cooperative, or otherwise. It is recommended that any alternative transportation project from the committee start small, with relatively low start-up expense and therefore risk, maintaining growth as an aim with increased uptake of the service. Though the common transportation option has not received a large amount of attention in recent months, it should be explored within the community, and look to increase social inclusivity. A common transportation program should start with volunteer drivers and vehicles, with one accessible vehicle and one part-time paid employee. It should focus on the dial-a-ride model, with one or two pilot scheduled bus/shuttle runs. A carsharing service should begin by collecting the necessary data required for Carshare Atlantic expansion in Sackville and hosting a local information session in the community. Carpooling/ridesharing should be offered as an online platform, with the promotion and boosting of existing resources and renovation of stagnant ones designed to accommodate the unique characteristics of the Tantramar region.

20.0 Appendices

20.1 Lean Canvas

PROBLEM	SOLUTION	UNIQUE VALUE PROPOSITION	UNFAIR ADVANTAGE	CUSTOMER SEGMENTS
<p>1 – Public transportation systems in the Tantramar region are inadequate</p> <p>2 – Gas prices are inflated & gouged and increasingly unaffordable</p> <p>3 – Majority rural population with low density municipalities in the Tantramar region with a struggling economy</p>	<p>1 – Increase knowledge of public transportation in the region to increase usage</p> <p>Dial a ride program, volunteer drivers</p>	<p>In response to the lack of, reliable, accessible, and sustainable transportation for the region, Transportation for Tantramar models a single online & dial-in platform for all your transportation needs. Options will include a common transportation system, carshare, and a rideshare program. One membership = access to everything, literally</p>	<p>Tri-modal model designed to the individual needs of the Tantramar region. First of its kind to consolidate all modes of alternative transportation in one online platform in a co-operative design</p>	<p>Anyone who doesn't have a car in the Tantramar region, doesn't want to or can't afford to drive, would like to lower their carbon footprint (or that of their community), meet like-minded people, and or be part of an active co-operative in their community</p>
	<p>KEY METRICS</p> <p>2 membership population</p> <p>2 – non-profit co-operative ability to break even</p>			
<p>EXISTING ALTERNATIVES</p> <p>New bus line – Maritime Bus Maritime Rideshare Various dial-a-rides (however insufficient to the Tantramar region)</p>	<p>CHANNELS</p> <p>Word of mouth, local media, and use of existing alternative transportation communities</p>	<p>EARLY ADOPTERS</p> <p>Community leaders, environmental activist, those passionate about social inclusion and poverty issues, he or she who needs to get around but doesn't want to or can't afford to buy a car, students, active community members, and other interested residents of Tantramar</p>		
<p>COST STRUCTURE</p> <p>Fixed – None?</p> <p>Variable – Insurance (depending on # of cars / users), vehicle maintenance & repair, membership incoming / outgoing, gas prices, website maintenance...</p>	<p>REVENUE STREAMS</p> <p>Membership fees, grants, loans</p>	<p>HIGH LEVEL CONCEPT (X is to Y concept)</p> <p>The AirBnB of Transportation</p>		

20.2 Insurance Options

Co-operators	<p>Sean MacPhearson Stephen Dickinson Troy Soontiens 853-1293 229-0175 227-7031 103-1600 Main St. 1-137 Mc Laughlin Dr. 7B-1633 Mountain Rd. Moncton, NB, E1E 1G5 Moncton, NB, E1A 4P4 Moncton, NB, E1G 1A5</p> <p>http://localagent.cooperators.ca/Co-operators-Moncton/New-Brunswick</p>
<p><i>Notes: though these contacts are local, we have actually been in correspondence with Ellen Hillen (on recommendation from Director of GrandRiver Carshare Matt Piggott. Ellen's contact is Ellen Hillen, CIP Commercial/Corporate Auto Underwriter III The Co-operators 301-649 Scottsdale Dr, Guelph ON N1G 4Z2 519.824.4400 800.265.2662 ext 302209</i></p>	
State Farm	<p>Cleo Gaudin David Hills 382-3276 860-7772 331 Elmwood Dr. 1769 Main ST Moncton, NB, E1A 1X6 Moncton, NB, E1E 1H3</p> <p>http://www.statefarm.ca/agent/results.xhtml?zipCode=e41%201g6&bank=N&mutualFunds=N&annuities=N&moLanguages=&locale=en-CA</p>
<p><i>Notes: Cleo</i></p>	
All State	<p>North-West Moncton Agency 939-3047 1380 Mountain Rd, Unit 14 Moncton NB, E1C 2T8</p> <p>http://find.allstate.ca/New-Brunswick/North-West-Moncton-insurance</p>
<p><i>Notes:</i></p>	
Meloche Monnex	<p>Halifax Office: 1 800 268 8955 http://www.melochemonnex.com/en/utilities/contact</p>
<p><i>Notes:</i></p>	

20.3 Letter to Insurance Companies

To be used in request for quotes (for use by Transportation for Tantramar at start-up should they choose the cooperative carshare model)

Hello,

I am contacting you on behalf of EOS Eco-Energy, non-profit organization based in the Tantramar region of New Brunswick. We are in the process of developing a transportation system for the region, and require information on automobile insurance options in order to ensure that we develop a model that will fit the current requirements. I would like to set up a time to discuss insurance options, at your convenience. I have included a brief summary below for your information on the types of transportation options that we are looking into.

Thank-you for your help.

Yours Sincerely,

(your name here)

1) Common Transportation

This involves two different components. 1) A regular scheduled bus service. 2) A Dial-a-Ride service. A “dial-a-ride” system is a door-to-door transportation service that picks up passengers at their home, takes them to their destination, and returns them home. This would be a non-profit organization. Usually there are volunteer drivers, sometimes they use their own vehicles, sometimes they use vehicles owned by the organization. When they use their own vehicles, they are reimbursed for costs at 35 cents per km. There are numerous examples of these across North America.

2) Carsharing

Carsharing organizations could be compared to car rental organizations, except only members use the vehicles, and have greater flexibility in their use. They are often run as cooperatives. Members pay a one-time fee to join the organization, plus per use fees. This covers all vehicle expenses, and gives the member access to a pool of vehicles. These organizations exist all across North America and Europe. The nearest one is *CarShare HFX* in Halifax.

3) Carpooling/Ridesharing

I understand that Endorsement 6a prevents many people from sharing rides since they are unable to contribute to gas, etc. Is this a provincial requirement, or does it vary depending on the company? I know that it does not exist in other provinces.