



BWG Transit



a Better Way to Go

Transit Master Plan

COMPLETED BY:
LEFT TURN RIGHT TURN LTD.



On behalf of
The Town of Bradford West Gwillimbury
August 14, 2024

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1 INTRODUCTION

The Town of Bradford West Gwillimbury (BWG), located in Simcoe County currently operates a fixed-route conventional and shuttle service under BWG Transit, which has been serving the community since 2014. The Town has experienced many changes including rapid population growth and changing employment trends. Its proximity to a major highway, the City of Barrie and the Greater Toronto Area have helped establish the economic advantage of the community. Paired with its small-town attributes and affordability, this gave rise to the increased growth in residential and commercial development over the past several years.

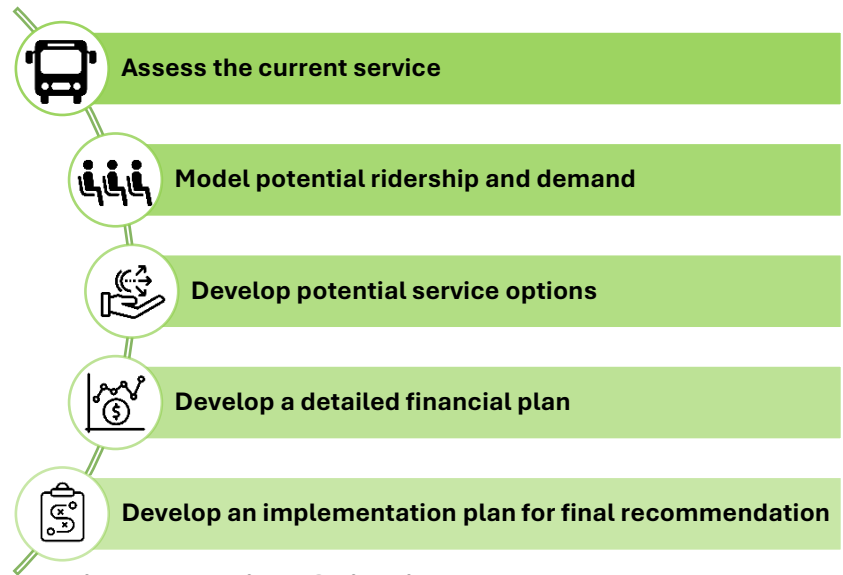
The development of the 2031 Transit Master Plan is an exciting opportunity to bring innovative mobility to Bradford West Gwillimbury. The 2031 Transit Master Plan provides the Town with an in-depth understanding of the current system and opportunities to explore various options to improve efficiency and service delivery for BWG Transit, while ensuring financial and operational sustainability long-term. This will support BWG in meeting the needs of new development and access to the local workforce up to 2031.



1.1 Project Overview

Since its inception, BWG Transit has developed a transit system that focuses on customer needs. This includes two conventional routes that service 83% of the Bradford Urban Area within a 5-minute walk of a bus stop¹, and offering a subsidized Shuttle-to-GO service to residents, further supporting regional connections. In this time, the Town has experienced many changes including rapid population growth and changing employment trends, given rise to the increased growth in residential and commercial development over the past several years.

While the Town has undertaken strategic plans including the recent Transportation Master Plan (TMP) 2022, BWG Transit has yet to take on a comprehensive review since the services' inception in 2014. These broader TMPs provide a high-level analysis of the current transit system, however they do not probe fully into the current state and potential for improving efficiency and service to improve the customer experience and meet the mobility needs of residents. The Transit Master Plan has the opportunity to address the current needs of BWG residents and align strategic goals across BWG.



1.2 Methodology

To develop the Transit Master Plan to 2031, the project team undertook several tasks to understand the current state, customer and agency needs and best practices. These tasks were guided by key project objectives as outlined in Figure 1. The plan focuses on six (6) study areas:

- Analysis of the existing service
- Expansion of service (service coverage, service hours, fleet and facilities)
- Improving the customer experience
- Enhance accessibility
- Harnessing modern technology
- Leveraging available political and financial opportunities

¹ Town of Bradford West Gwillimbury Transportation Master Plan Final Report (2022)

The Transit Plan to 2031 was developed through five (5) key tasks as outlined in Figure 2 below.

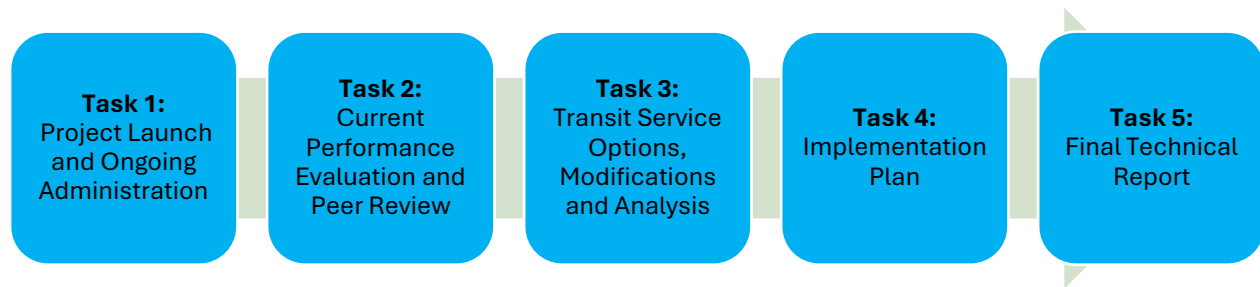


Figure 2: Project Task Overview

The project began with a comprehensive discovery process to assess the current performance of BWG Transit service. Staff engagement included discovery interviews and a visioning workshop with BWG staff to gain an understanding of the current state, challenges and needs. Public engagement included a survey to determine residents’ thoughts on the current transit service and opportunities for future priorities. A peer review was conducted to benchmark BWG Transit with peer agencies to see how they compare to their peers and learn best practices that can be applied to BWG Transit. Further, a current service performance evaluation of existing services was conducted. This included tracking several performance metrics over time including ridership, cost recovery, vehicle utilization and on-time performance and incorporated the qualitative findings from public engagement.

To assess and explore the six (6) study areas, a fulsome analysis of the impacts of transit service options, modifications a potential expansion to the transit service was taken. Ridership and demand forecasts were conducted to understand how residents in BWG travel, considering future ridership growth to 2031. Options were then developed using the information from the peer reviews and aimed to address gaps identified as part of the public engagement, visioning workshop and performance evaluation. Following the development of the service scenarios, a workshop was hosted with BWG staff to present the preliminary assessment of ideas and service options developed. These preliminary ideas were then taken to the public to confirm the direction of the proposed alternatives and to solicit feedback on proposed recommendations. A final workshop was then conducted with BWG staff to finalize and prioritize recommendations over the next seven (7) years. The Transit Master Plan to 2031 summarizes key findings, provides recommendations and establishes a realistic implementation roadmap for the future of BWG Transit.

BWG Transit

TownofBWG.com/transit



RAMP

⚠ DANGER

2 A BETTER WAY TO GO: CELEBRATING THE SUCCESSES OF THE FIRST 10 YEARS

2.1 Current Service

BWG Transit provides public transportation services to the people of Bradford West Gwillimbury. BWG Transit operates two types of service including a fixed route service with two routes and two flex-route shuttle services, which have been serving the community since 2014. The Town of Bradford West Gwillimbury Transportation Master Plan (2022) guides long-term planning for transportation in the town.

Table 1. BWG Transit Route Frequencies and Hours of Operation

Service	Operating hours	Trip Frequency
Route 1	Monday to Friday: 7:00-19:00 Saturday: 9:00-17:00	Every 30 minutes
Route 2A	Monday to Friday: 6:00-19:00 Saturday: 9:00-17:00	Every 60 minutes
Route 2B	Monday to Friday: 7:00-17:00	Every 60 minutes
Shuttle-to-GO	Monday to Friday: 4:45-7:45 & 17:00-19:30	
Shuttle-to-Regens	22:30-00:30 ^{*1}	

2.1.1 Fixed-Route Service

The fixed route service, managed under contract by Voyago, consists of Route 1, Route 2A, and Route 2B.

Route 1: Holland St Arterial Route

Route 1 serves the primary east-west arterial transit corridor, catering to the major transit demand concentrated along Holland St. Routing is shown in Figure 2. While predominantly linear, Route 1 features two fixed and on-demand deviations from Holland St. The frequency of Route 1 is twice that of Routes 2A and 2B, ensuring more frequent service along this critical transit artery.

Frequencies and hours of operation are shown for all transit services operating in BWG in Table 1.

Route 2A and 2B: Coverage Focused Routes

Routes 2A and 2B are designed to provide comprehensive coverage of Bradford, operating on a roughly figure-eight pattern. Maps for Routes 2A and 2B are shown in Figure 3. The two Route 2

branches follow the same routing pattern but in opposite direction. Route 2A completes the figure eight shape with two clockwise loops while Route 2B operates in a counterclockwise direction.

The Leisure Centre serves as the central focal point, forming the hub of the figure-eight route. These routes aim to offer one-bus service that broadly covers the Bradford area. Despite intersecting and serving the same stops at various points, there are no specified timed connections between Route 1 and the other fixed routes, resulting in inconsistent transfers.

Flex-Route Shuttle Services

In addition to the fixed route services, BWG Transit operates two flex-route shuttle services: the Shuttle-to-GO and the Shuttle-to-Reagans. The shuttle services are operated by request by picking up and dropping off at any BWG Transit bus stop, connecting to one origin/destination. For the **Shuttle-to-GO**, bus stops connect to the Bradford GO during early morning and evening train periods when the fixed route services do not operate. To increase ridership, in 2023, five (5) new stops were added to Shuttle-to-GO. With the **Shuttle-to-Reagan service**, bus stops connect to the Reagans Industrial Park for the late-night shift change between 22:30 to 00:30⁺¹. Both shuttle services are operated by Town Taxi , subcontracted through Voyago and run on approximately 30-minute intervals. Customers are required to call Town Taxi the day prior to service to book a trip. The Shuttle-to-GO service is supported by Metrolinx, through a fare-sharing arrangement.

Specialized Transit

BWG Transit currently does not operate a separate specialized transit service. However, BWG Transit provides a conventional bus service with accessible features.

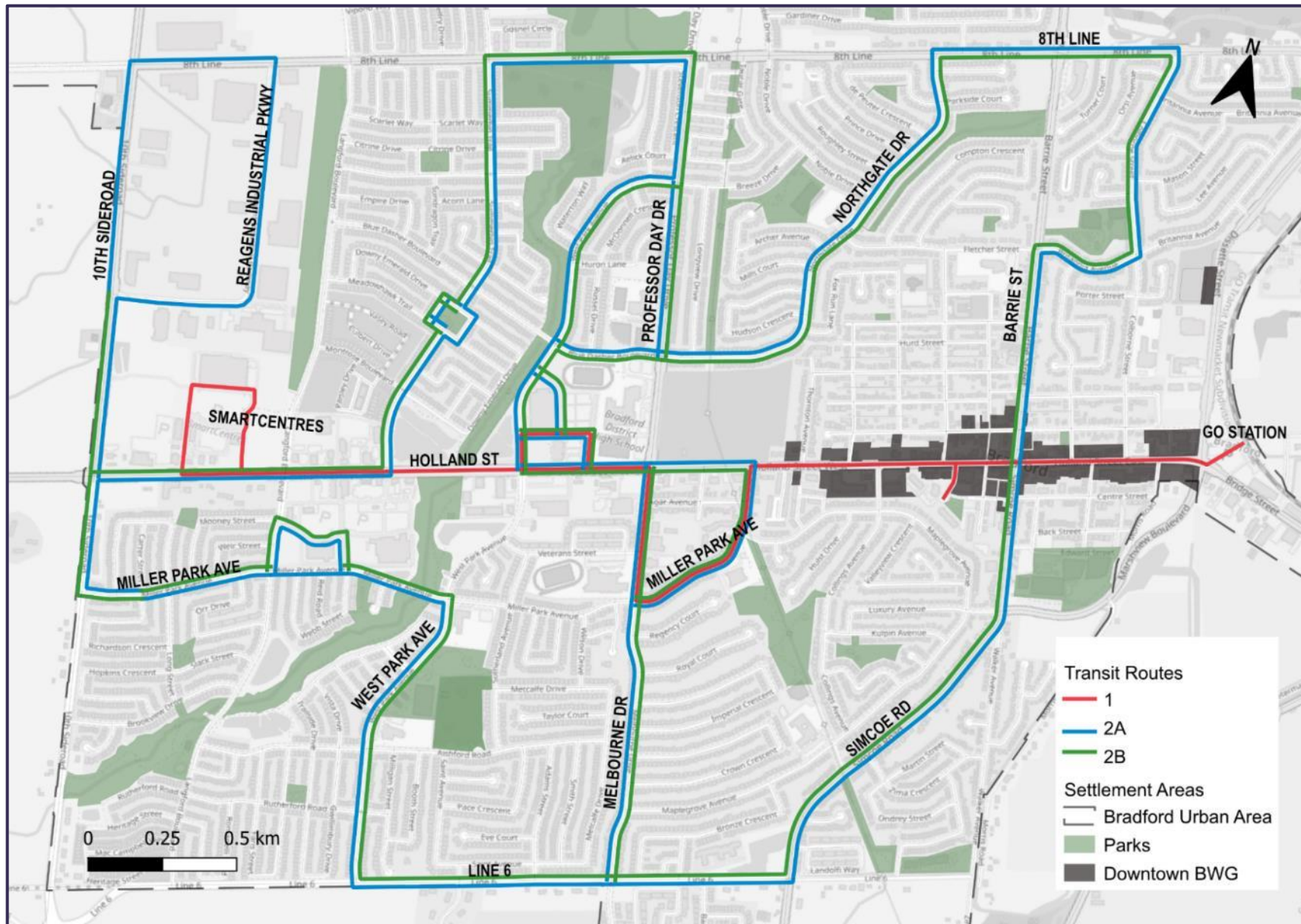


Figure 3: Current BWG Transit network

2.1.2 Service Analysis

Leveraging available data on BWG Transit, the existing services of BWG Transit were analyzed. This analysis looked at common performance metrics including ridership, cost and travel time. Detailed investigation into the service leveraged geospatial data analysis to understand access and service coverage and service levels. Key findings from the current service analysis are summarized below:

- Ridership is concentrated along Holland St.
- Greater ridership productivity is observed at the periphery of BWG and on Route 1.
- Coverage gaps exist for recent subdivision developments.
- Long passenger travel times are observed on Route 2.
- Ridership for Reagans Industrial Area is observed in peaks.

Current Ridership

BWG ridership is concentrated along Holland St., particularly around major commercial centres with grocery stores. A map of ridership is shown in Figure 5. Wal-Mart/SmartCentres is the highest demand point. The leisure centre has strong ridership, but this could be partially attributed to its potential use as a transfer point. Moderately high ridership is found throughout downtown, the Bradford GO, Line 6 and Simcoe and in the Reagans Industrial Park. Anecdotal input suggest ridership at Line 6 and Simcoe is partially coming from new subdivisions to the south. Ridership from Reagans is shown all consolidated at one point while the actual ridership is more dispersed through the industrial area.

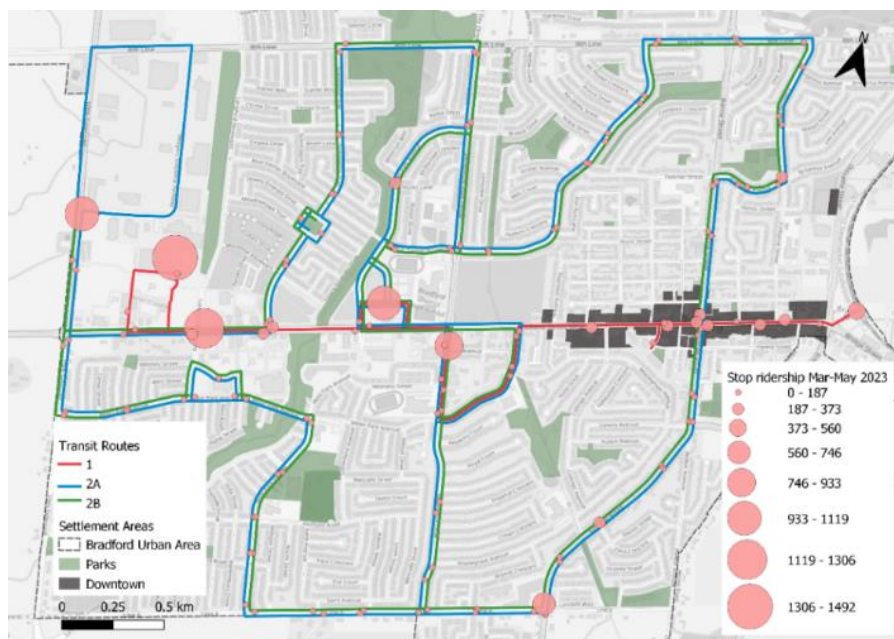


Figure 5. Stop Ridership Counts March-May 2023

Route and Service Efficiency

With twice the frequency as the Route 2 branches, Route 1 also has the lowest cost per trip, with the highest ridership per revenue service hour as shown in Table 2. It also carries significantly more passengers as compared to Route 2. Of the two Route 2 branches, Route 2A carries significantly more passengers and has a lower cost per trip. This may partly be because Route 2B has a more limited service span and is not as reliable because its service may be cut to address breakdowns and disruptions on Routes 1 or 2A. While Route 1 and 2A are significantly more cost-effective compared to the on-demand services, as measured by cost per trip, Route 2B even trails the performance of those services.

Table 2. Ridership Per Service Revenue Hour and Cost Per Trip

Route	Boardings per revenue vehicle hour	Cost per trip
1	6.60	\$7.09
2A	5.58	\$8.39
2B	1.99	\$23.51
Shuttle-to-Go and Reagens	3.00	\$16.12

Service efficiency across the network, as shown by passenger trips per service hour is shown in the map below. There is high service efficiency at the SmartCentres and on Line 6 and Simcoe Rd. between Melbourne and Marshview. The central part of Bradford has much lower efficiency due to how Route 2 converges on the Leisure Centre several times in its routing. This effectively provides twice as much service on approaches to the Leisure Centre as opposed to outer parts of its route such as Line 6 and Simcoe Rd. Downtown and Bradford GO has above average service efficiency.

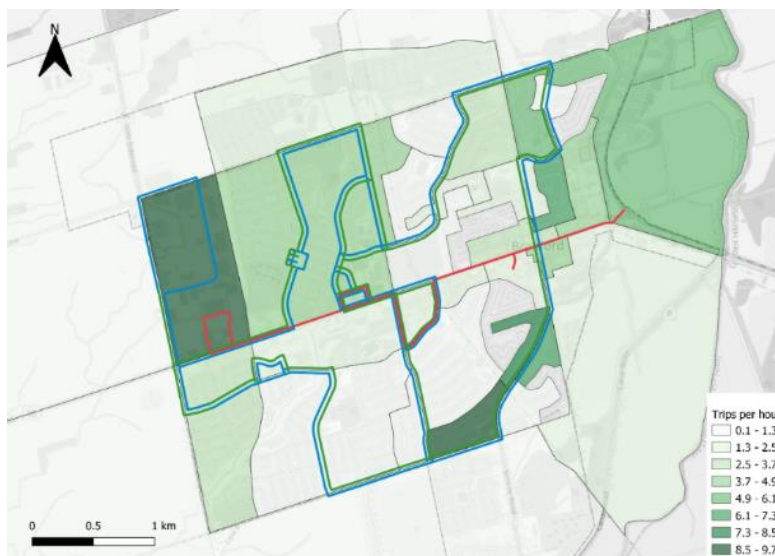


Figure 6. Passenger Trips Per Service Hour

Service Coverage

BWG Transit's fixed routes service 83% of the Bradford Urban Area within a 5-minute walk of a bus stop.² This service coverage is shown in the map below. Rapid subdivision development has contributed to many of the coverage gaps with the urban area. New neighbourhoods along Simcoe south of Line 6, adjacent Line 6 and Sideroad 10 and north of Line 8 lack reasonable transit access. Two other notable gaps exist adjacent to Melbourne Rd. and are partially the result of a road network that is not conducive to efficient transit routing.

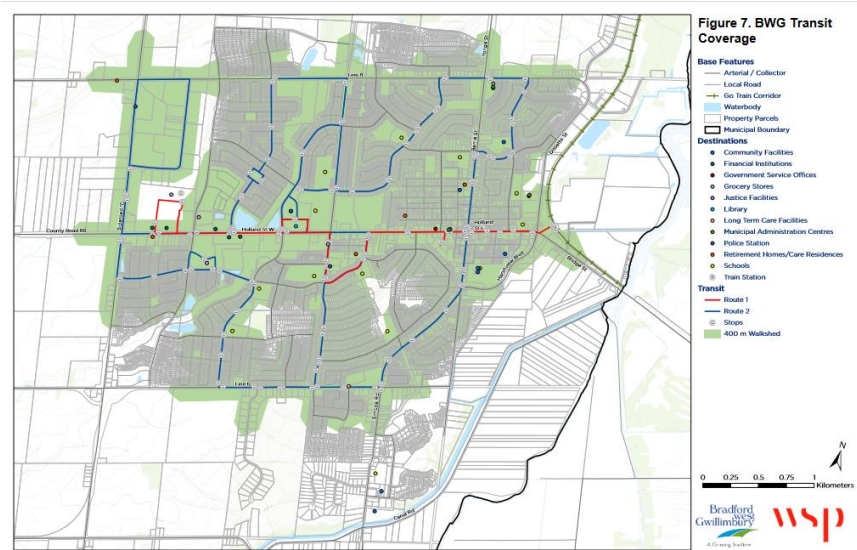


Figure 7. BWG Transit Service Coverage¹

Time of Day Travel

BWG ridership does show some higher-demand periods during weekday morning and afternoon, with the afternoon being the busier period. Most of this peak demand occurs on Route 2. This is likely due to higher student- and job-based ridership, with the route providing better connectivity between residential areas, high schools, and the Reagans industrial area. Route 1 has more of a retail focus for its ridership and likely provides more trips for seniors. This results in more even travel throughout the day. In addition, the ridership pattern at Reagans Industrial Park exhibits a pronounced peak during specific times of the day, notably between 6-8am and 2-4pm. For example, 45% of all Reagans boardings occur between 3 and 4pm. These times likely correspond with major shift times at Reagans.

² Town of Bradford West Gwillimbury Transportation Master Plan Final Report (2022)

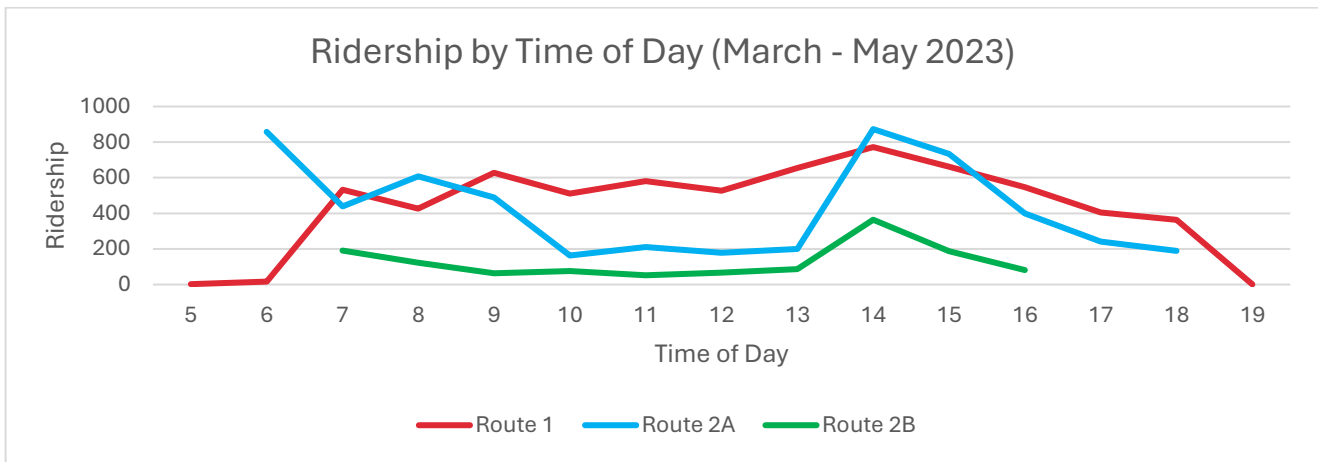


Figure 8. Ridership by Time of Day (March-May 2023)

Passenger Travel Time

Passenger travel times vary significantly depending on route and destination. Destinations along Holland Street, where services is provided by Route 1 are relatively competitive with automobile travel times. However, Route 2 operates service within neighbourhoods in altering directions (2A and 2B). This provides greater coverage around urban BWG but results in long and indirect trips. Trips along Route 2 have much longer travel times on transit compared to private automobile. The figure below highlights these discrepancies.

1. Bradford GO
2. BWG Leisure Centre
3. SmartCentres
4. Sideroad 10 & Reagans Industrial Park
5. Professor Day / Line 8
6. Holland / Langford
7. Holland / Summerlyn
8. Holland / West Park
9. Holland / Toronto
10. Holland / Barrie
11. Holland / Colborne
12. Blue Dasher / Professor Day
13. Melbourne / Holy Trinity

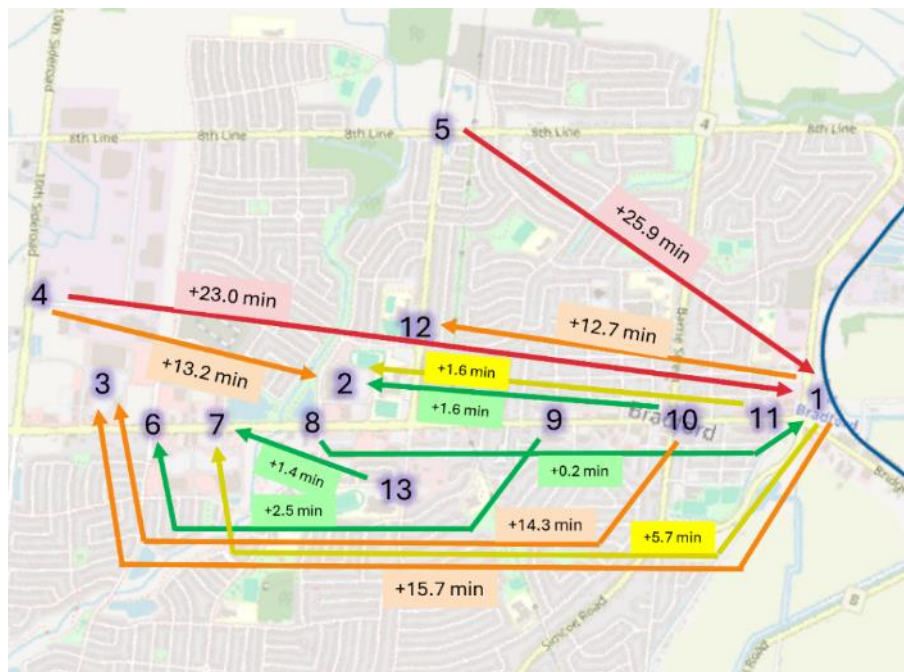


Figure 9. Transit Vs. Private Automobile Travel Time Analysis

Vehicle Run-time and Reliability

Insufficient run-times on Route 1 were estimated during peak periods and supported by anecdotal input from operators and staff. It is estimated that on average, in the PM peak it is taking a vehicle longer than 30 minutes to complete a round trip even though the schedule only allocates 30 minutes. Not only should a scheduled round trip accommodate the vehicle running time for most trips, but it should also accommodate a recovery time buffer of at least 10%. As a result, schedule reliability on Route 1 is likely poor during the PM peak and potentially during other periods as well.

Route 2 run-time was not identified as a significant issue.

2.1.3 Connecting to Other Transportation Services – 1 page

The Town of BWG connects into neighbouring communities through regional GO service and the County of Simcoe’s Transit Service, LINX. An overview of the services is shown in Table 3 below.

Table 3. BWG Transit Connections Route Frequencies and Hours of Operation

Service	Operating hours	Frequency (minutes)
Simcoe LINX – Route 5	Monday to Friday: 5:00-18:00	60
Simcoe LINX+	Monday to Friday: 5:30-19:00	-
GO Transit	Monday to Friday 5:00-00:00 ⁺¹ Saturday & Sunday: 7:30-1:30 ⁺¹	Varies

LINX and LINX PLUS+

LINX Route 5 offers 60-minute service from Alliston to Bradford GO. As of July 2024 LINX Route 5 service shares most the Holland Street stops with BWG Transit. This service is operated in two (2) zones. Zone 1 (Bradford West Gwillimbury) connects riders from Bradford to Bond Head, and Zone 2 connecting riders in Beeton to Alliston (New Tecumseth). LINX PLUS+ is a specialized transit service that offers pre-arranged door-to-door service and connections to the conventional LINX service. LINX+ operates only within 1 km of the existing LINX routes.

GO Transit

Bradford GO station is located on the Barrie rail corridor and serves as a key station in Simcoe County. This station services the Barrie line, which serves as a broader regional service, connecting users to East Gwillimbury, Newmarket, Aurora, Vaughan and Toronto. The GO bus service provides a more localized service, with higher frequency. This connects riders to key communities including Holland Landing, and other key destinations such as the Highway 407 Bus Terminal.

York Region Transit (YRT)

Through York Region Transit's Mobility-On-Request service, passengers' trips are coordinated with Simcoe Region LINX+. This provides customers connections with neighbouring specialized transit providers. Trips from YRT Mobility Plus into Bradford are transferred at Bradford GO station.

2.2 Stakeholder Insights and SWOC Analysis

Several meetings and workshops were held with Town staff and external stakeholders to better understand the current state of transit and identify challenges and opportunities for the future.

2.2.1 Discovery Meetings

A series of discovery meetings were conducted to dig deeper into the current operations of BWG Transit and to understand the county-wide transit context. Discovery meetings were held with the following groups:

- BWG Staff: Paul Dubniak (Transportation Technologist)
- Voyago (operator): Tiffany Dunn (Operations Supervisor), Grace Oliveira (Head Driver)
- Town Taxi (operator): Alfred Maung (Owner)
- Simcoe County Linx Transit: Dennis Childs (Transit Manager), Shaw Dungate (Transit Operations Supervisor)

One of the most significant findings is that the current transit fleet is facing reliability issues, with most vehicles needing major repairs that take vehicles out of service for long periods of time. A lack of local experienced mechanics has made repairing vehicles even more challenging and time to resolution lengthy. When transit is operated by temporary replacement vehicles from Voyago, vehicles are not tracked for on-time performance, fares are not able to be collected, and the non-BWG Transit branding could lead to customer confusion.

Staff provided several insights related to specific routing and operational recommendations. For example, reliable running times are sometimes impacted by unauthorized street parking.

The importance of regional connectivity was also highlighted. The connection to the Bradford GO was highlighted as a key desire, though the current construction at the station was highlighted as a current challenge. Linx Transit also identified the potential for regionalization and increased collaboration with BWG Transit.

Finally, participants noted that the Shuttle-to-Go and Shuttle-to-Reagans services appeared to be quite successful and suggested building upon this success.

2.2.2 Accessibility Advisory Committee

To better understand current pain points as it relates to transit in BWG, the consulting team presented some ideas and preliminary recommendations to the Accessibility Advisory Committee and collected feedback on potential solutions and concepts. The presentation took place on March 11, 2024, at the Brantford Public Library and Cultural Centre.

Themes emerged related to understanding the transit system, planning and expansion efforts, eligibility criteria, concerns about service efficiency and the identification of key facilities around town.

Some members of the committee raised concerns over understanding how to use the current system. These concerns included identifying stops and a perception of the complexity of the transit system.

Currently, BWG Transit does not offer a dedicated specialized service. One of the considerations mentioned in looking at implementing specialized transit was the process for determining eligibility and its renewal, alongside considering how cross-boundary travel might affect the frequency of renewals. Another aspect highlighted as it relates to implementing specialized transit was the concern regarding travel times. There were apprehensions about long travel times due to co-mingling and route deviations, emphasizing the necessity for clarification on parameters including trip duration.

Another key theme emerging from this discussion was service accessibility and expansion. There is an interest in expanding service to currently underserved areas, including rural areas. There was also interest in identifying hubs such as the SmartCentres and BWG Leisure Centre.

2.2.3 SWOC Analysis

The Strengths, Weaknesses, Opportunities and Challenges analysis focuses on uncovering challenges as well as opportunities in for transit service in Bradford West Gwillimbury. The SWOC analysis process included a virtual- visioning workshop with the Steering Committee, to help shape the vision and priorities for the final recommendations and ensure a common understanding of the present and future goals of BWG Transit. The Steering Committee consisted of Town Staff from the following departments: Transportation, Community Planning, Economic Development, and Communications. The following figure highlights the strengths, weakness, opportunities and challenges of transit service of BWG Transit, based on workshop findings.

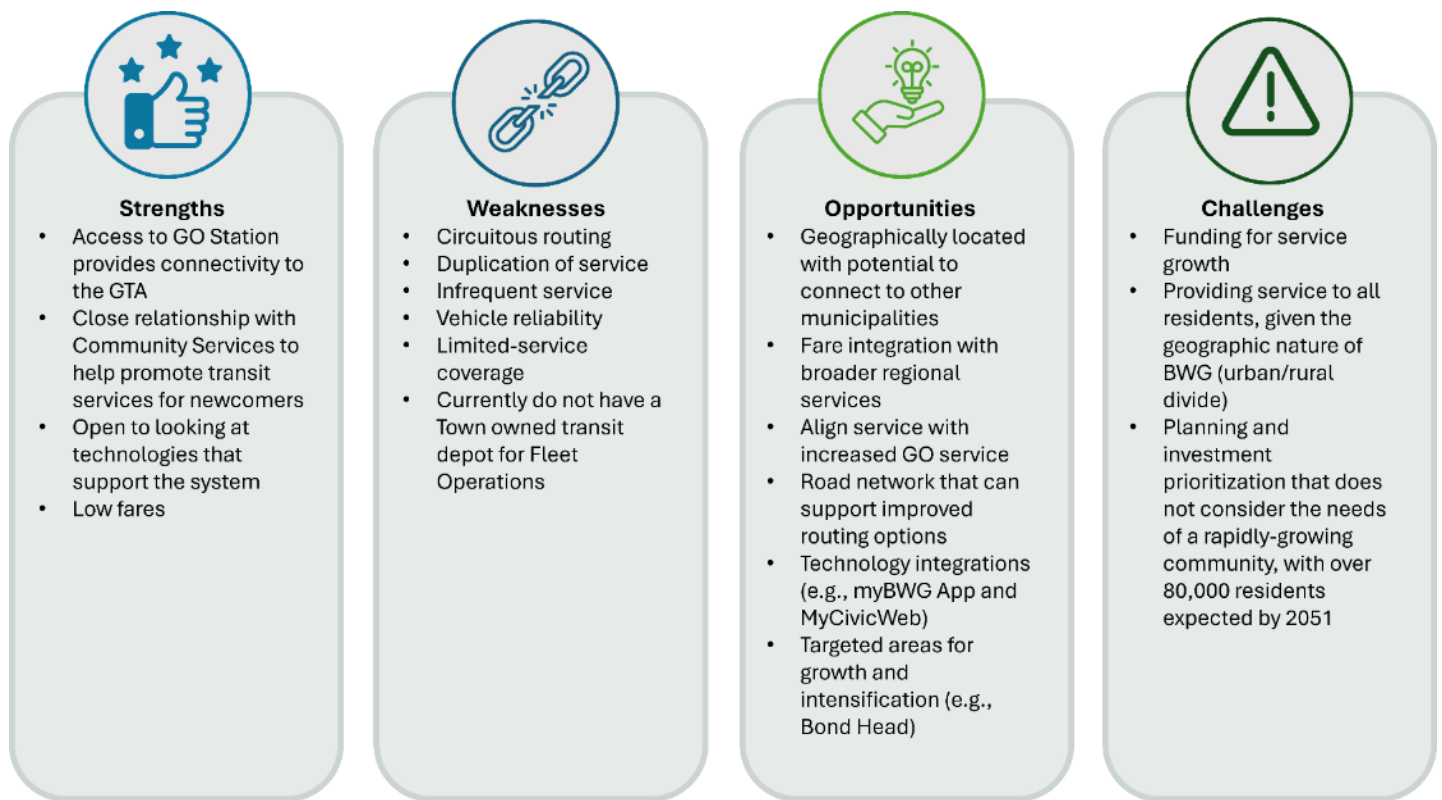


Figure 10. Summary of SWOC Analysis Findings

2.3 Public Feedback on Current State

The first round of public engagement included a survey intended to determine residents’ thoughts on the current transit service and opportunities for future priorities. The survey was made available online and in-person at several locations within town including:

- Bradford West Gwillimbury Public Library
- Danube Centre
- Bradford and District Community Centre
- BWG Leisure Centre
- Holland Gardens
- The Elden of Bradford (Retirement Home)

A total of eighty-six (86) responses were received while the survey was open between January 9 and February 21, 2024.

2.3.1 Survey respondents

Overall, respondents reflected broad diversity in age, employment status/income, and primary transportation mode. Most respondents used cars as their most common mode of transportation though 20% of respondents used transit, as reflected in the figure below.

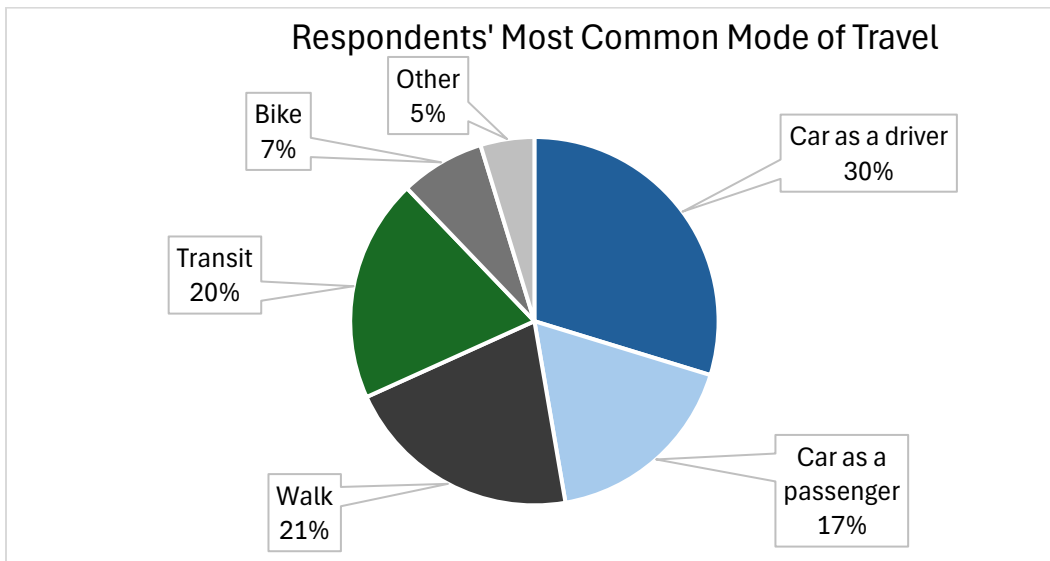


Figure 11. Survey Respondents' Most Common Mode of Travel

Some form of transit was used at least infrequently by a total of 79% of respondents. Several transit services in the region were used by participants, with the GO Transit, Simcoe Linx, York Region Transit and BWG (any combination of routes 1, 2a and 2b) lines being used at least infrequently by 76%, 33%, 46% and 50% of respondents respectively. Overall, the transit services that are used “frequently” by a significant proportion of respondents are GO Transit (48%) and BWG Route 1 (41%). Many respondents also use York Region Transit (24%). A pattern that emerged across all transit services was that respondents with lower income tended to use transit more than other respondents.

2.3.2 Feedback on the Current Service

Respondents had varying opinions on different aspects of the service. There is general agreement that the following elements are currently being done well: price, ease of understanding the service, routes covering intended destinations, proximity of bus stops to where they need it to be, customer service and comfort and accessibility of buses. Respondents have mixed perspectives on the reliability of the service. In general, areas that respondents indicated need the most improvement include: quickness of service, connectivity with regional transit, wait times for buses and comfort levels while waiting for the bus. These insights are visualized in the graphic below.

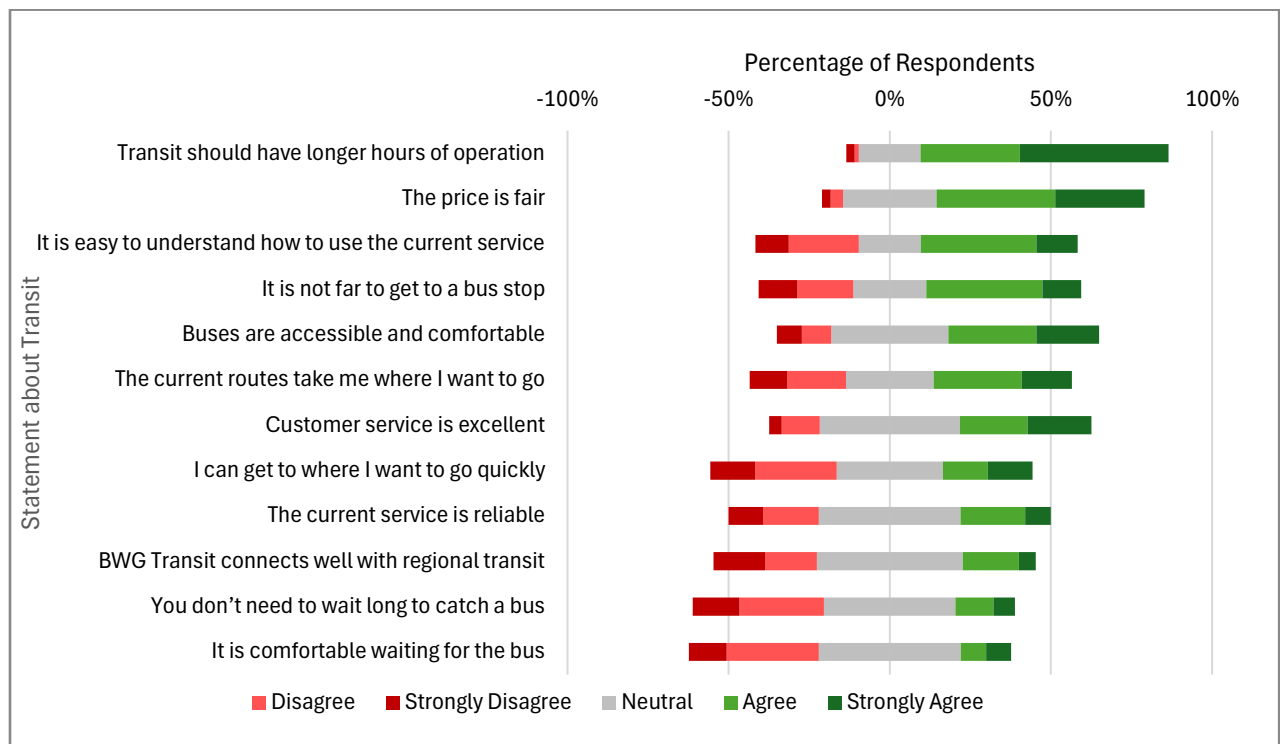


Figure 12. Survey respondents' agreement and disagreement with statements about transit

Responses to the open-ended feedback question echoed many of the opinions illustrated in the previous figure. Additionally, some customers were satisfied overall but highlighted points for improvement. Others were more neutral or dissatisfied, but also highlighted features that could be improved. Some potential areas of improvement included: extended hours of operation, faster service, Sunday service, improved schedules, improved timeliness, improved/expansion of routes, increased frequency, improved timing of connections (e.g. bus to train), improved customer service, and decreased wait times. An additional insight was that snow can impact riders' access to stops in the winter, though bus stops are cleared within 24 hours of a snow event.

2.3.3 Respondents' Thoughts on Prior Service Changes

BWG made a series of service changes in 2019. These included expanding hours of operation to Saturday and early evenings, routing changes to Routes 1 and 2A and the introduction of Route 2B. Respondents indicated that their satisfaction was a result of the fact that the service better met their needs. Some of these needs including being able to use transit to get to and from work, school and other places, as well as to pick up their child after school on their way home. Another need was for additional service on Saturdays. It should be noted that despite the expansion of hours in 2019, several respondents indicated that this was an additional area for improvement (as indicated in the previous section), as they require more hours of operation and frequency on Saturdays as well as service on Sundays.

Respondents were also asked to compare their current and past use of the service. Of respondents who indicated that they do take transit, the majority indicated that they use transit much more (44%) or somewhat more (21%) now than in 2019.

2.3.4 Respondents' Needs and Desires for Future Service

Overall, respondents expressed several potential improvements for the service. Given that BWG currently spends less than similar communities on public transit, respondents indicated that BWG should prioritize investments in public transit at least as much (46% of respondents) or greater (26% of respondents) than comparable communities.

All respondents were invited to suggest improvements that could be made with BWG Transit. The most popular suggestions for improvement are shown below:

Table 4. Popular Suggestions for Improvement Provided by Survey Respondents

Improvement Suggested	Popularity (Number of Responses)
Longer/ increased service hours	24
Improved/ increased routes	22
Increased frequency	15
Improved timeliness of buses	10
Improved connections to GO station	8
Improvements to/ maintenance of buses	8
Better bus shelters	6
Sunday service	5
Connections to other regions not covered	4

Respondents additionally indicated how likely certain factors were to persuade them to start or increase their use of BWG Transit. These insights are summarized in the graphic below.

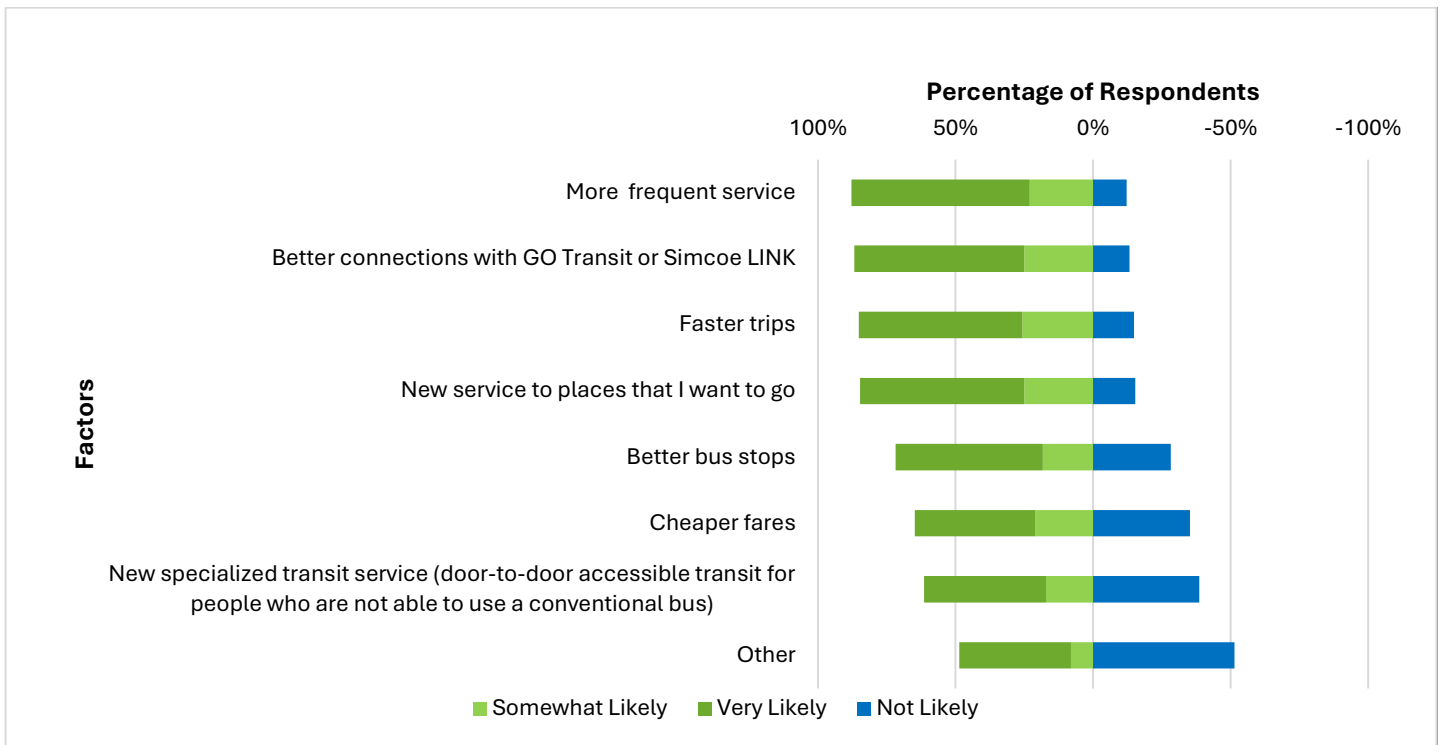


Figure 13. Extent to which changes to BWG Transit would persuade respondents to start or increase use of BWG Transit

Other factors that respondents wrote in that would increase their usage of BWG Transit included: better bus shelters, longer hours of operation, frequency/ more buses and route expansion/ more routes. Without these factors, respondents may have made the same trips primarily by driving (60%), walking (47%) or taking a taxi (32%), with many other respondents indicating that they would take other modes or would not make the trip at all.

Recognizing that commuter traffic is a significant proportion of peak-period travel in the community, respondents who take GO Transit (but do not take BWG Transit) were asked to indicate what factors would make it more likely that they would use BWG Transit in connecting to GO. Their responses are indicated in the figure below.

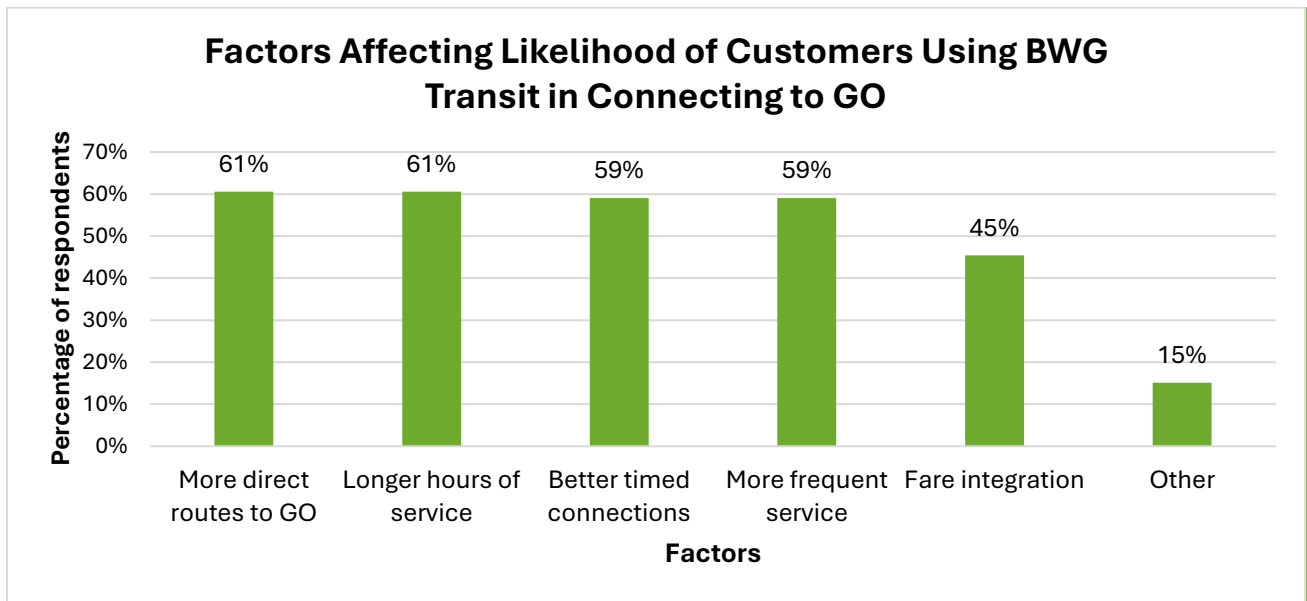


Figure 14. Factors affecting respondents' likelihood of using BWG Transit to connect to GO

All respondents were invited to suggest improvements that BWG Transit should focus on over the next ten years. Common priorities were: improved frequency (10 respondents), longer hours of operation (10 respondents), better busses (comfortable, accessible and functional) and bus maintenance (9 respondents), route improvement/ optimization (8 responses) and improved and more identifiable bus shelters/ stops (6 respondents).

A major finding for potential future implementation was a list of locations in which respondents believed that there should be added/ improved services. The most popular locations with the number of respondents who suggested them are itemized below:

Table 5. List of Places in which Respondents Requested Added/ Improved Services

Location Suggested	Popularity (Number of Responses)
Bond Head	8
Towards the GO station	5
High School	5
Henderson Park	5
Newmarket	4
Danube Centre	4
Schools	4
Near/ North of Line 8	3
Highway 88	3

Respondents also gave suggestions for changes to BWG Transit’s fare options. These are shown in the table below.

Table 6. Respondents’ Suggestions for Changes to BWG Transit’s Fare Options

Suggestion for Fare Options	Popularity (Number of Reponses)
Having a monthly pass	21
Having an online or app-based card/ easyPASS loading	20
Having youth/ student fares	12
Fare integration with other operations (GO/ PRESTO card)	10
Having seniors pass/ fares	6

2.3.5 Value of transit

In conclusion, respondents saw transit as benefitting the community’s goals in several ways. Respondents’ most notable/ popular answers are summarized within the graphic below.

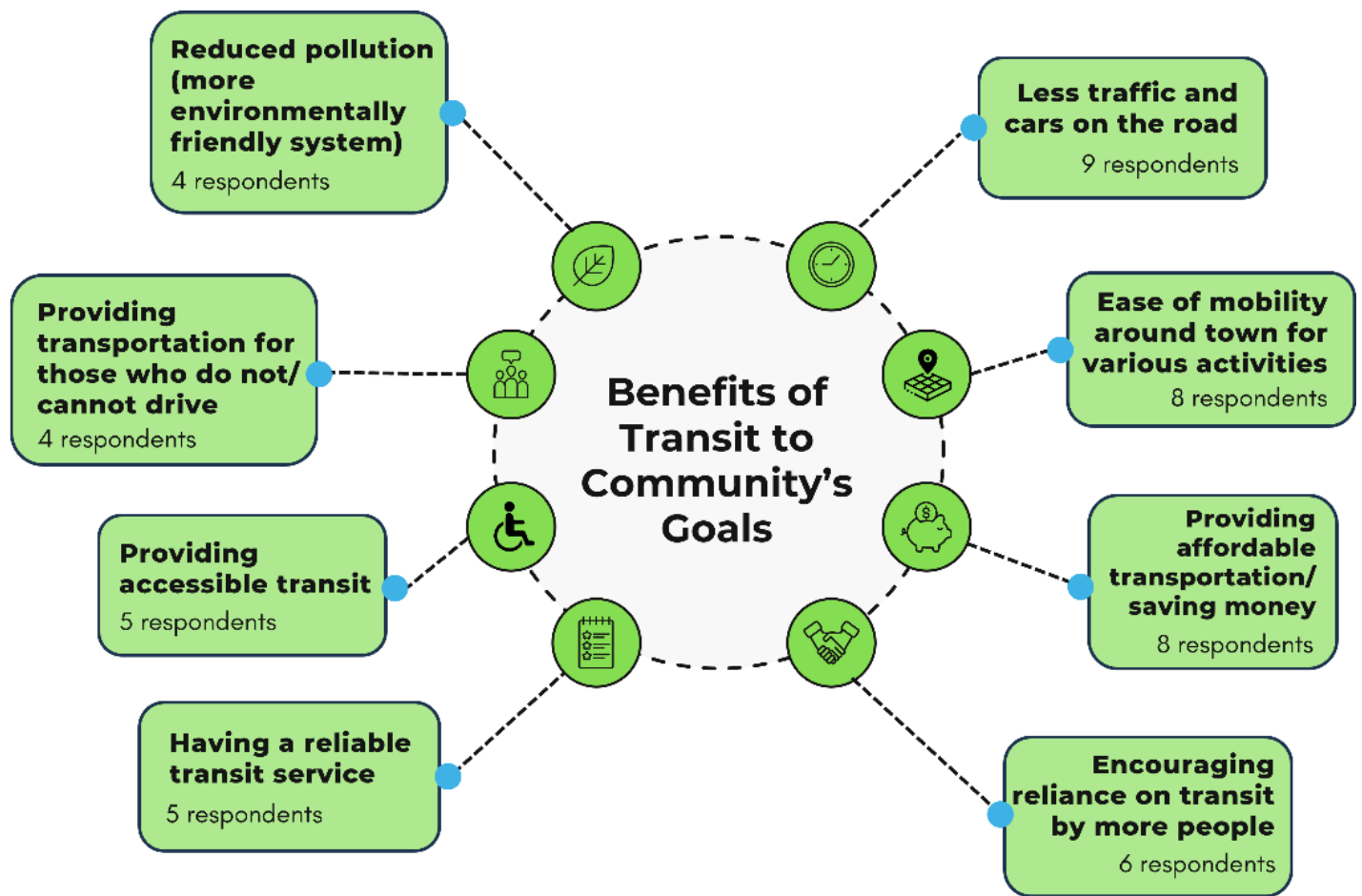


Figure 15. Summary of respondents' perspectives on the benefits of transit



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3 ESTABLISHING A VISION FOR 2031

3.1 Transportation Master Plan

The Town of BWG has undertaken strategic plans including the recent Transportation Master Plan (TMP) 2022, that presents transportation investments to accommodate the forecasted growth of population and employment in the Town. BWG’s vision and objectives for transportation are fundamental building blocks for development of the Transit Master Plan to 2031. The figure below highlights the Town’s vision statement and objectives.



01

Establishing guiding principles that support a vibrant, connected, and accessible active transportation network



02

Proactively plan for all modes of travel and reduce congestion on roads



03

Supporting intensification of land use to promote employment growth and business expansion



04

Promoting complete and healthy communities and public safety through complete streets

Figure 16. BWG Transportation Master Plan to 2031 Objectives



“Creating opportunities for everyone and everything to move safely and efficiently around Town whether by foot, pedal, transit, or vehicle.”

3.2 Alignment with BWG Transportation Master Plan Objectives

The transit opportunities identified in the TMP have been identified to connect to key points of interest, support population and support employment growth to better meet the objectives of the TMP. The recommendations include:

- Connecting to key points of interest, including connecting with areas of high employment densities and high schools in BWG.
- Supporting Population Growth and New Developments
- Enhancing Transit Service
- Reviewing Impacts of COVID-19

3.3 Visioning Workshop Results

To collaboratively develop the Transit Plan to 2031, the project team engaged with the Steering Committee. During the visioning workshop, the Steering Committee identified transit-related priorities and objectives. Key findings from this activity were distilled and summarized to provide greater insight into BWG Transit and the context in which it currently and will operate. Priorities and objectives identified include:

- Accessibility and efficiency of transit
- Attracting suburban riders by making transit a viable option
- Enabling creative solutions tailored to BWG
- Regional travel and connectivity
- Providing transit as a social service
- Planning for transit-oriented hubs at key locations
- Better connect employment areas with transit
- Ensure that fleet is adequate to meet future growth

This section provides a summary of the transit priorities objectives from the steering committee visioning workshop.

Access to and Efficiency of Transit: This includes improving the time between trips for a given route. Frequency is important to an effective transit system and an area of improvement that is of interest. Another aspect of this priority includes faster trips, and increased routes to choose from. More routes will allow passengers to have more flexibility in the direction they travel, which will help reduce the time they spend travelling and reduces wait times.

Attracting Riders Outside of Urban BWG by Making Transit a Viable Option: Transit currently only serves a small portion of the Town and development is rapidly occurring beyond the current service area. Suburban residents often rely on personal vehicles due to the perceived

convenience they offer. To make transit a viable option for residents outside of the urban area, it will be important to provide convenient points of access, within reasonable walking distance. Servicing these areas will become increasingly important as newer residential neighborhoods and development areas are planned for in BWG.

Enabling Creative Solutions Tailored to BWG: Embracing new technologies and innovative approaches including exploring new service delivery models such as on-demand and specialized transit are some of the ways that transit can adapt creative and tailored solutions that meet the growing needs of BWG residents and visitors.

Regional Travel and Connectivity: The access to the GO station in BWG provides residents greater connectivity to the GTA. This is beneficial as many residents are employed within the GTA. With the ongoing implementation of increased GO Rail service, this will be of growing significance. This emphasizes the need for better direction connections into Bradford GO utilizing the conventional routes. This is echoed through public engagement where customers would like to see improved connections to GO.

Providing Transit as a Social Service: Considering transit as a social service ensures that the service is equitable and accessible to all residents. This indicates that it should be designed with all residents regardless of income, physical ability or location within the town in mind. Leveraging public transit to help foster social inclusion and community cohesion by connecting residents to essential services, employment opportunities, education and recreational activities can further improve equity and access to opportunities within BWG. By providing a service that better connects key areas, communities can become more integrated. Providing transit as a social service also reduces barriers in transportation by ensuring that people without access to a vehicle have a reliable option to access essential services and participate in society.

Better Connect Employment Areas with Transit: As outlined in the Official Plan, one of the goals and objectives identified is to promote economic development.³ Access to reliable transportation is essential for the economic development of the town, as it enables residents to commute to job centres and businesses to access new employees and customers. By providing a transit service that better connects areas to employment, economic opportunity can be distributed throughout the town, benefiting both residents and businesses.

Planning for transit-oriented hubs at key locations: Planning for transit-oriented hubs at key locations in the town involves integrating the development and design of areas around transit stations or nodes to maximize accessibility, functionality and connectivity. This involves connecting key points of interest such as high schools, recreational centres, services and other

³ Town of Bradford West Gwillimbury Official Plan (2021)

key points into the greater transit network and town. Transit-oriented hubs should provide convenient access to the transit network, including well-designed transit stations/terminals and stops, and other amenities that enhance the customer experience. This will better support a vibrant, connected and accessible transportation network, promote complete and healthy communities, and proactively plan for all modes of travel to reduce congestion on the roads. From the visioning workshop, key locations included the Walmart stop/route terminus, the Leisure Centre and Bradford District High School.

Ensure that Fleet is Adequate to Meet Future Growth: This will ensure that the number and capacity of vehicles within BWG Transit will be sufficient to accommodate the increase in demand and expansion of services overtime. From the visioning workshop this meant looking at service delivery options (fleet type) for low density both in the rural and urban areas and looking at the variable cost of fleet replacement and management of fleet. This consideration will be important in understanding and allocating vehicles to identify the best fleet makeup for the service design proposed.

3.4 Peer Review

Comparisons of current and future service levels and spending between BWG and peers. Reviewing comparable Ontario transit systems provides useful and relevant learnings for BWG Transit. This can help inform staff and stakeholders on levels of transit investment, system performance and service design. This section provides a summary of transit system metrics and attributes and how BWG Transit compares to comparable communities.

Peers were selected based on comparable current and future projected population sizes, urban/rural structures, geographic proximity, similar regional context and availability of data. Comparable municipalities in York and Durham regions were not included as their transit is provided through a regional structure that is not as comparable. Not all metrics are readily available for all peers.

The following table outlines peers and their contextual similarities to BWG Transit followed by fare and service details. Service details and performance metrics encompassed both conventional and specialized transit services. Bradford West Gwillimbury is unique among peers in not offering a specialized transit service.

Table 7. Peer Agencies List and Community Summary

Peer Agencies	Municipal Pop.	Pop. Served	Transit mode share ⁴	Service Area (Km2)	Ridership (2022)
BWG	45,820	39,128	2%	17.3	33,899
Cornwall	47,845	47,845	3%	61.8	640,575
Halton Hills	61,161	62,951	1%	276.3	47,478
Innisfil	43,326	43,326	1%	262.7	95,000
North Bay	52,662	52,662	3%	53	685,653
Orillia	33,411	33,411	3%	N/A	750,000
St. Thomas	42,840	42,840	<1%	N/A	N/A
Stratford	33,870	33,232	2%	30.2	482,892
Timmins	38,000	41,145	4%	28.5	501,462

Note that many peer transit plans to 2031 target expansion and increasing transit mode share. A 5% mode share within the next five-to-ten years is the most common target.

Service Levels and Network Design

The following table describes the levels of service provided by peers, as well as a summary of the transit network structure.

Table 8. Fare and Service Details

Peer Agencies	Hours of operation ⁵	Average Fare ⁵	No. of Fixed Routes	Avg headways fixed route	Network description
BWG	M-F 4:45-00:30 ⁺¹ S 9:00-17:00	\$1.93 (\$1.20 -2023) ⁶	2	45	One central arterial route and one looping coverage-oriented route.
Cornwall	M-F 6:00-23:30 S 6:30-23:30	\$1.34	10	30	Radial-pulse fixed route network with and central downtown terminal and an express route and evening on-demand service.
Halton Hills	M-F 6:00-22:00 S 7:00-19:00	\$0.82	1	35	A newly introduced arterial route connecting two GO

⁴ Data From: Statistics Canada 2021

⁵ Data based on reported information in the Canadian Conventional Transit Statistics - 2022 Operating Data by the Canadian Urban Transit Association (CUTA)

⁶ 2023 data is available for BWG Transit but not for peer agencies. BWG Transit implemented a significant fare change in the middle of 2022 which makes the 2023 numbers a better comparable.

Peer Agencies	Hours of operation ⁵	Average Fare ⁵	No. of Fixed Routes	Avg headways fixed route	Network description
					stations in different municipalities. Serves a new growth area.
Innisfil	24 hours a day and 365 days a year	\$9.00	0	N/A	Co-mingled on-demand service provide by Uber
North Bay	M-F: 6:05-00:26 ¹ S: 6:45-23:26 U: 8:00-19:50	\$2.73	9	45	Radial-pulse fixed route network with evening on-demand.
Orillia	M-F 6:15-22:15 S 8:45-19:45 U 8:45-16:15 ⁷	N/A*	6	30	Radial-pulse network
St. Thomas	M-F 6:15-21:45	N/A*	5	55	Radial-pulse network with a central downtown terminal and on-demand zones and full on-demand in off-peak periods.
Stratford	M-F 6:00-22:00 S 6:00-20:00 U 9:30-18:00	\$1.48	7	30	Radial pulse network with a central downtown terminal.
Timmins	M-F 6:00-23:30 S 6:30-23:30 U 7:30-20:30	\$2.79	7	45	Radial-pulse network with central downtown terminal.

*Average fares unavailable since these communities do not report to CUTA.

Except for Halton Hills and Innisfil, peer communities operate a radial-pulse fixed route network focused on a central downtown terminal. A radial-pulse is when several bus routes converge on one location and at one time, facilitating transfer between those routes. This is a common transit network design for a community of Bradford’s size. However, it is usually employed when downtown and the primary demand hub are centrally situated within the urban area. In Bradford's case, downtown and a crucial transit point, Bradford GO, are positioned on the periphery of the urban area.

On-demand transit is increasingly utilized by peers to provide service in low-demand time periods (e.g., evenings and weekends) and areas (e.g., rural areas). In addition to the peers identified in the tables above, Durham Region Transit and York Region Transit serve a comparable mix of urban and rural area with a mixed of fixed routes in urban areas and on-demand service in rural areas.

⁷ Data From: About Orillia Transit. <https://www.orillia.ca/en/index.aspx>

Fares

BWG Transit provides single trip electronic fares that are significantly lower than peers. While BWG Transit boasts some of the lowest average fare amongst its peers, its very low electronic single-trip fare is partially offset by a lack of concession fares or passes (e.g., monthly) that are commonly offered by other agencies. Concession and pass products tend to create lower per trip fare rates.

Peer Investment and Service Efficiency

The following table outlines the ridership performance, service efficiency and transit investment of peers.

Table 9: Peer Agency Metric Comparison

Peer Agencies	Passengers /Capita	Passengers /Revenue Vehicle Hour ⁸	Revenue Service Hours/Capita	Revenue/Cost Ratio ⁹	Municipal Subsidy/Capita	Cost per Trip	Cost per hour
Average	9.8	13.4	0.9	22%	\$ 46.37	\$17.22	\$107.85
BWG	0.7	3.5	0.2	6%	\$ 13.75	\$31.73	\$ 111.43
Cornwall	13.4	17.6	0.9	20%	\$ 77.91	\$9.11	\$ 132.38
Halton Hills	0.8	N/A	0.2	1%	\$ 14.58	\$34.76	\$ 113.54
Innisfil	2.2	N/A	N/A	35% ¹⁰	\$ 19.06	\$18.50 ¹⁰	N/A
North Bay	13.0	12.2	1.2	30%	\$ 71.03	\$10.02	\$ 109.65
Orillia	N/A	N/A	N/A	N/A	\$ 49.82	N/A	N/A
St. Thomas	N/A	N/A	N/A	N/A	\$ 27.07	N/A	N/A
Stratford	14.3	12.6	1.3	21%	\$ 84.11	\$8.11	\$ 87.48
Timmins	12.2	21.2 ¹¹	1.3	38%	\$ 62.20	\$8.33	\$ 92.65

Bradford West Gwillimbury spends significantly less than the peer average on a per-capita basis. Additionally, the service is significantly more limited than most of its peers, with all but Innisfil and Halton Hills operating fixed-route services with more than routes than BWG. This low level of investment could be significantly limiting the community’s capacity to recover costs, since a

⁸ Conventional Service only

⁹ Conventional Service only

¹⁰ Estimated based on Innisfil Transit System Performance, (2021, Ryerson University, TransForm Lab)

¹¹ Based on 2021 data

certain level of service is required before residents can reliably depend on it to build ridership. Once this ridership materialises, most peers have realised higher revenues compared to their total costs.

Cost-effectiveness as measured by the cost per revenue service hour is on par with peers. It should be noted, however, that communities have been experiencing rapidly increasing costs as a result of supply chain shortages and inflation-related increases.

3.5 Key Future Considerations

3.5.1 Population and Employment Growth

This plan uses Simcoe County’s most recent, but under review, population and employment projections, the Simcoe Official Plan amendment No.7. This Amendment projects Bradford West-Gwillimbury’s population and employment to increase at an annualized rate of 2.3% and 3.5% respectively.

Table 10. BWG Population and Employment Projections

	Population	Employment
2023	44,500	12,000
2031	53,750	15,500
Annual Growth	2.3%	3.5%

Growth is expected to be roughly divided between intensification within Bradford’s existing built-up area and through urban greenfield development, 40 to 50% of total growth. A small amount of growth (approx. 10%) is projected to occur in rural areas.¹² Most of the intensification is planned for downtown Bradford and adjacent to the Bradford GO.

Outside of Bradford, Bond Head is an area of significant greenfield growth. The Bond Head Secondary Plan plans for a population of 4,400. The Highway 400 employment lands, approximately between Line 5 and Line 9 and adjacent to Highway 400, is a major employment growth area.

Other notable areas for future growth exist within or adjacent to the Bradford urban area. Drawn from the Official Plan and current development applications the following should see notable population and/or employment growth that will affect transit planning.

- Holland St west of downtown

¹² [Bradford West Gwillimbury_HEMSON_LNA Public Information on Information Package_01Oct21.pdf \(simcoe.ca\)](#)
 Accessed February 23, 2024

- Along Barrie St.
- Adjacent to Professor Day and Line 8
- Adjacent to Simcoe south of Line 6
- West Park Ave. North of Miller Park Ave.

3.5.2 GO Transit Expansion

Metrolinx is investing in the expansion of two-way all-day GO Transit rail service through Bradford GO by 2031 and planning for a new Innisfil rail station. This will have a significant impact on BWG Transit by providing all-day service to York Region, Toronto, Barrie and Innisfil. Essential track widening for the expansion is slated to be completed in 2025.

3.6 Transit Demand Projections

In order to develop alternatives for the future transit service, the consulting team prepared demand projections for transit demand in 2031. This demand was significantly driven by population growth projections as well as anticipate service growth in order to meet or exceed per-capita investment targets from peers.

Most transit demand growth is expected to occur within the downtown and Bradford GO areas. Not only are these areas slated to see the largest growth but GO transit expansion, better BWG connectivity into Bradford GO and more transit-supportive development should result in ridership growth significantly outpacing population and employment growth. The GO commuter market should be a significant target market for BWG Transit demand as regional connections through GO Transit expansion grow. The result will be ridership demand still remaining concentrated along the Holland St. corridor in Bradford, but with the eastern section becoming the dominant ridership node.

Dissette St., Barrie St., Simcoe Rd. and Professor Day Dr. at Line 8 are expected to form secondary demand concentrations. While transit demand for Bond Head and the Highway 400 employment lands are expected to grow significantly, total demand is still expected to be significantly below most areas of urban Bradford. The maps below show projected daily 2031 ridership per km, initially focusing on the urban Bradford area and subsequently covering the remainder of the municipality excluding urban Bradford.

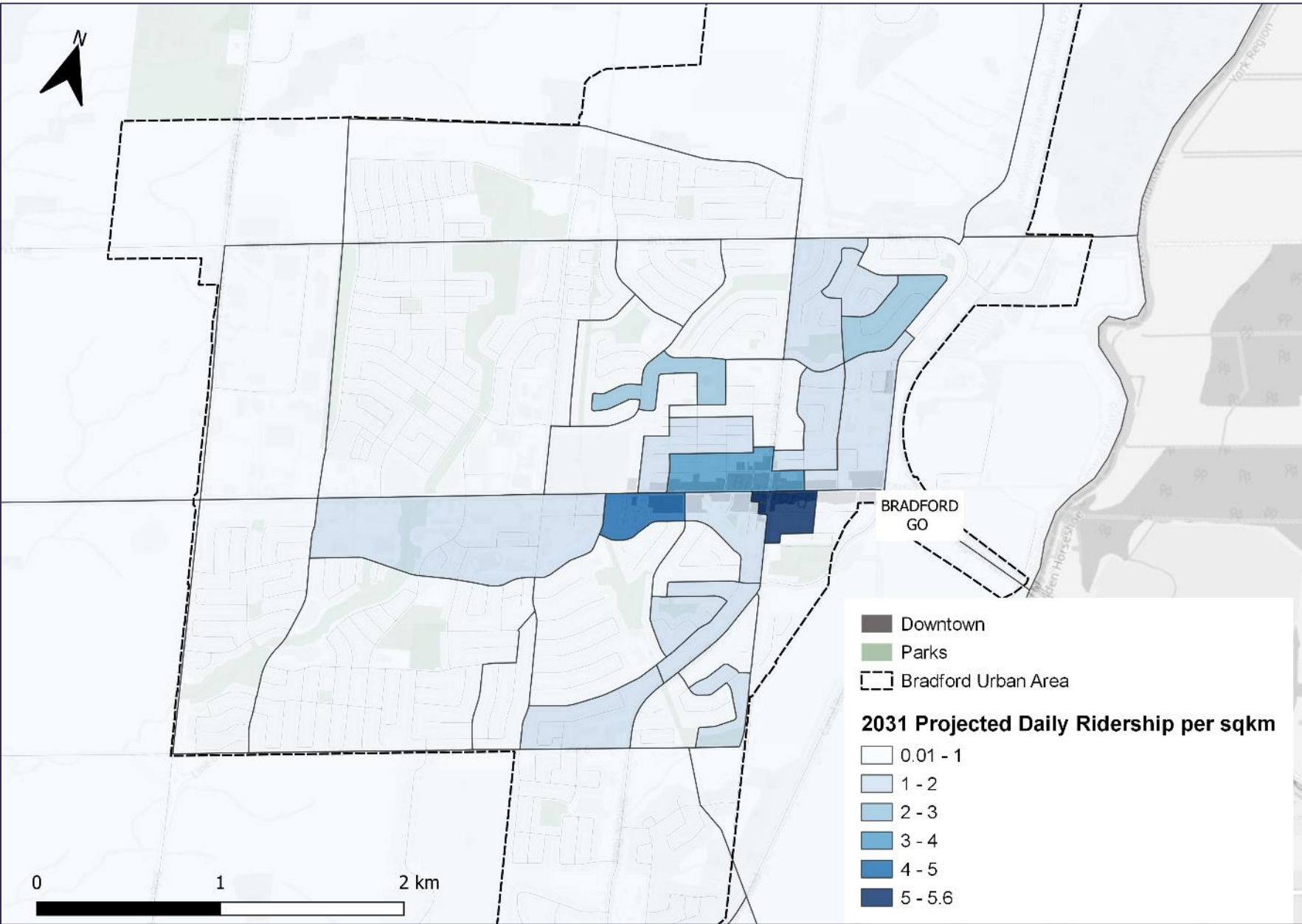


Figure 17. 2031 Projected Daily Ridership Per Square km (Bradford Urban Area)

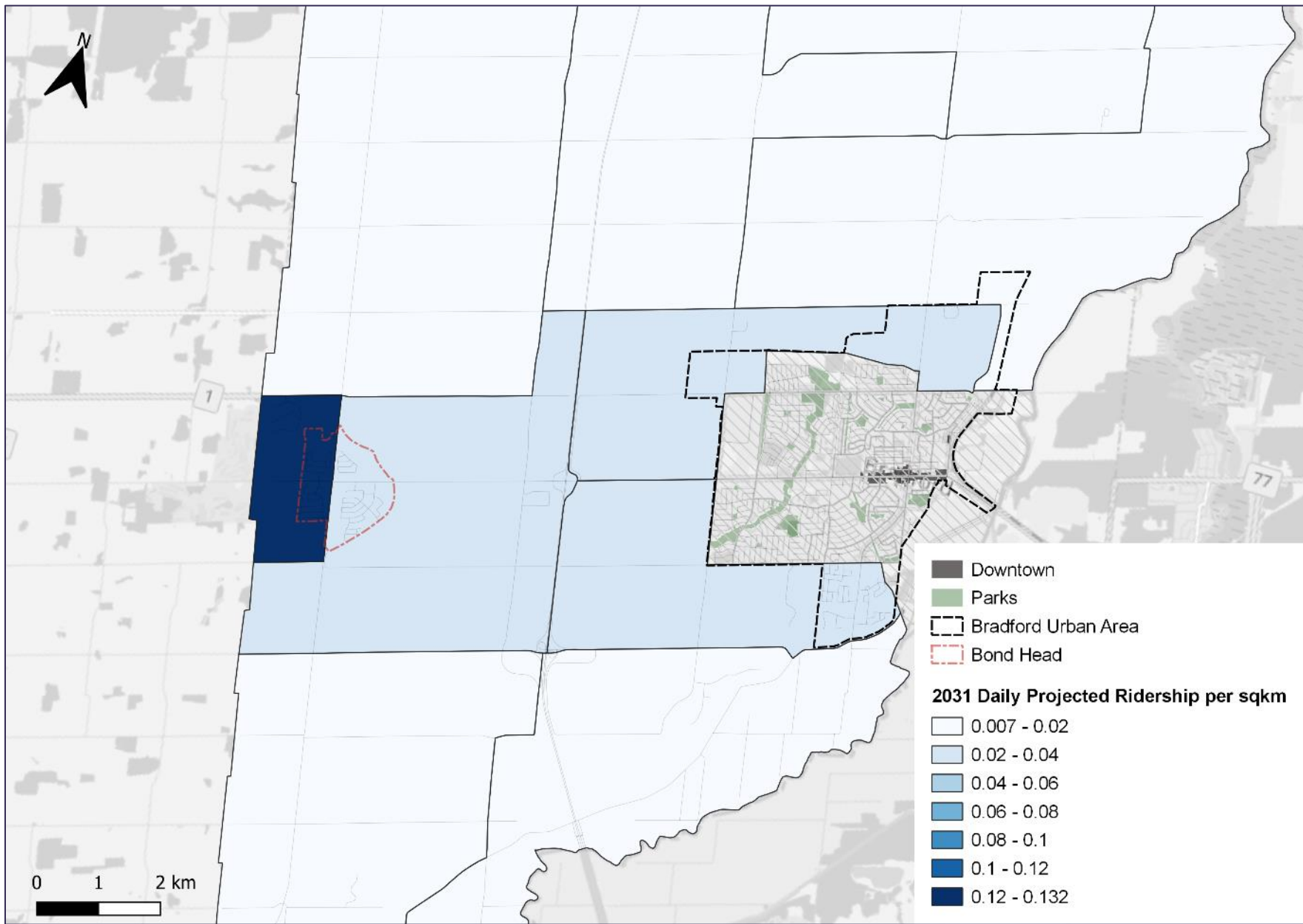


Figure 18. 2031 Projected Daily Ridership Per Square km (Rural Area)

3.6.1 Community Travel Patterns

Current local transit travel patterns are largely east and west and in close proximity to HollandSt. Figure 19 shows origin-destination travel amongst survey respondents for this Transit Plan.

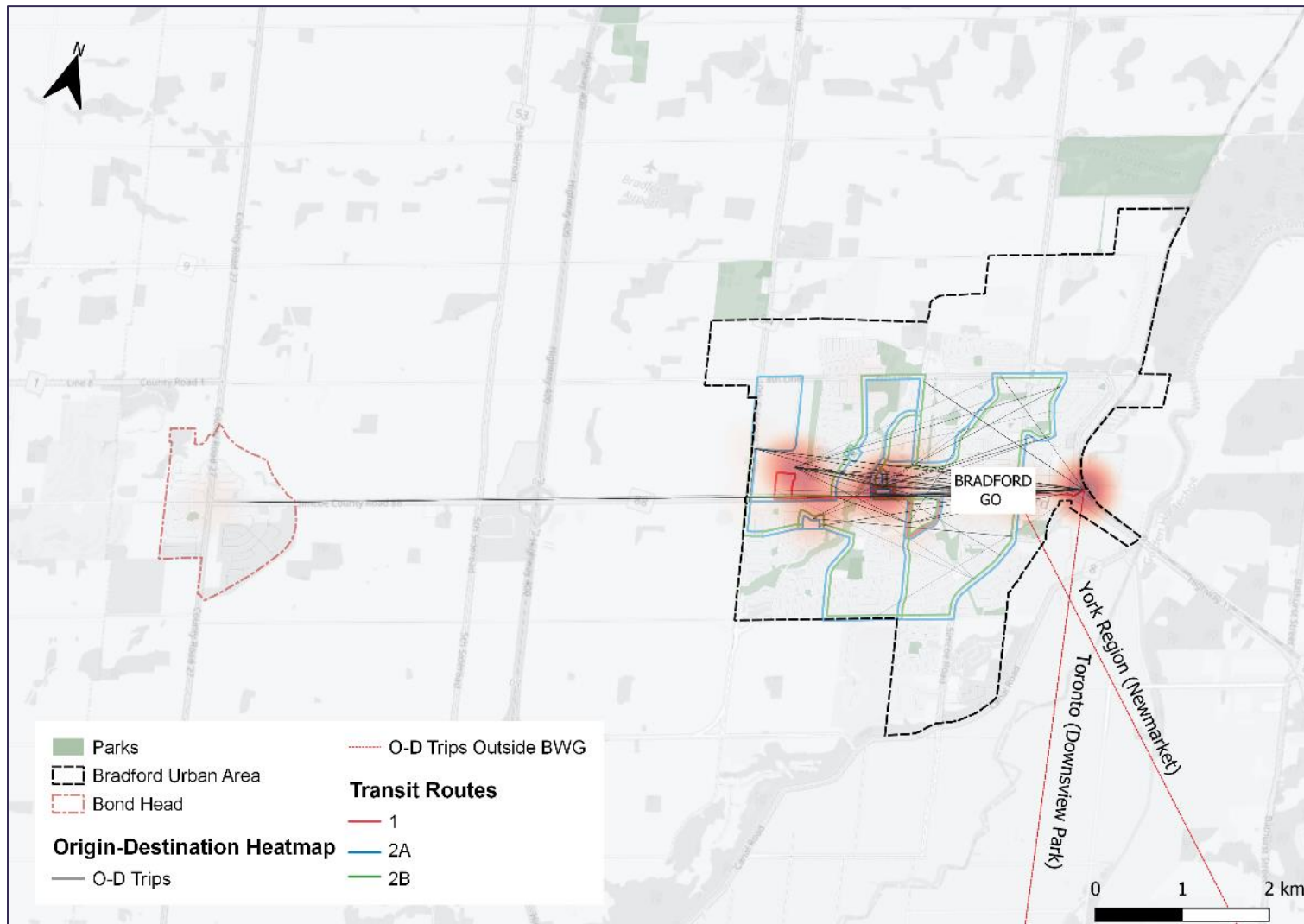


Figure 19. Transit Activity Origin-Destination Map

This travel pattern is expected to remain the dominant travel flow for BWG Transit. However, with an enhanced transit network that provides better connectivity to the GO Station and with enhanced GO service, it is expected that broader travel flows are expected, particularly connecting to GO and downtown. Notable future travel patterns will likely connect residential areas along Dissette St., Simcoe Rd., Colborne and at Professor Day Dr. and Line 8 with the GO station, downtown, grocery stores, high schools and employment areas.

Rurally, travel patterns are similarly expected to mostly flow into areas along Holland St. Some local Bond head travel pattern demand is also expected.

3.7 Network Options Development

With a future vision for transit and a greater understanding of the planned development within BWG, several preliminary network options were developed. These options explored different levels of transit investment, varying degrees of change from the current network, and the projected transportation needs. Network options were designed to align with investment levels from various peers, and generally all considered a significant increase in municipal investment over the next seven years.

The preliminary network options and associated financial considerations were shared with BWG staff through a steering committee workshop and with the public through a Public Information Centre (PIC) and survey. See Appendix B- Round 2 Survey and Appendix C- Public Information Centre Engagement Boards.

3.7.1 Options Workshop Results

Various outcomes were identified through the steering committee workshop. Due to the timing of this workshop prior to public engagement, participants were keen to hear feedback from the public on the specific options prior to providing concrete direction. Specific service elements were identified by participants for further consideration, including:

- Aligning the amount of shuttle service with anticipated ridership and ensuring that shuttle times aligned with shift times of employees.
- Prioritizing service to known planned development as opposed to areas identified in the official plan that do not have any development applications yet.
- Identifying streets and turns that would not presently accommodate a transit vehicle (e.g., limiting turning radii).

While four different transit network options were presented in the workshop, participants did not clearly indicate strong preference for or against any. Emphasis was placed on hearing from the public and using their feedback to drive decision-making on which option to pursue. To avoid

overwhelming the public, it was desirable to narrow down the number of options from four to three. This was done in discussion with the workshop participants.

3.7.2 Public Feedback

The second round of public engagement included both a public survey and a Public Information Centre (PIC). The various network options and transit ideas were shared with residents to elicit their feedback on ideas and any preferences related to the network options.

The survey was made available online through Microsoft Forms and open from April 9 to 21. A total of 21 responses were received, which was notably less than the first survey which had 86 responses. The PIC was held at the BWG Leisure Centre from 3 to 8 pm on April 9, 2024. Approximately 30 to 40 people attended the PIC in person. Given the low number of survey respondents, survey results were not weighed significantly in the following work. General sentiments from the survey and PIC were considered along with Town staff input.

3.7.2.1 SUPPORT FOR NEW TRANSIT SERVICES

In addition to revisions to the fixed route services, three new transit services were shared with the public for their feedback:

- **Specialized Transit** for eligible residents with disabilities that may limit their ability to use conventional transit services.
- **On-demand Transit** providing a tailored transit service that responds to trip requests in lower demand areas.
- **Employee Shuttle** which provides fixed-route service to specific employment areas.

Additionally, the concept of “co-mingling” specialized and on-demand transit (i.e., using the same fleet and drivers to deliver the service, with customers potentially sharing the vehicle) was identified for respondent feedback.

Overall, all three services were well supported by the public. Anecdotes from residents described specialized transit as "an amazing project," "needed," "a great idea," "especially important for seniors," and "great for those people with mobility issues". Important to note is that residents supported specialized transit, even if they themselves did not currently anticipate needing it.

"It's wonderful to include accessible transit for people in our town who need it. I wholeheartedly support." – Survey Respondent

On-demand transit was also supported by the public. The public was presented with two potential service areas for on-demand transit, one covering the entire municipal boundary and one focusing on urban Bradford, Bond Head, and the Hwy 400 Employment lands. Most residents were

supportive of the full coverage on-demand transit, and people emphasized in the PIC that on-demand transit could provide needed service to food banks and employment access.

"On-demand transit sounds like a great way to handle transit needs in the more rural parts of Bradford, reducing the need for so many personal cars on the road and parking in town." – Survey Respondent

Co-mingling was also supported by the public with participants indicating that it would support a more efficient service overall. The employment shuttle was also broadly supported. Participants also recommended specific changes to the employment shuttle, mostly related to its routing (e.g., crossings at Line 5, County Road 88 and Line 9 and a service road along the east side of Highway 400 for a connection for Line 6).

3.7.2.2 POTENTIAL NETWORK CHANGES

Three potential networks for 2031 were presented to the public (see Appendix B- Round 2 Survey). The overall rating for each one based on the survey responses are in the table below.

Table 11. Average rating for each network based on survey results

Option	Average rating (out of 5)
Network 1	2.90
Network 2	3.60
Network 3	4.05

When asked to select their preferred network engagement participants showed a slight preference for Network 3. Elements that the public emphasized as being important in their decision-making included: access to the GO station, high frequencies, low costs of the network, and increased routing options. Informed by public feedback and discussion with the working group, Network 3 was selected as the preferred network option to implement as part of this plan.

3.7.2.3 TRANSIT COSTS AND INVESTMENTS

When presented with preliminary costs a majority of engagement participants preferred a modest increase to overall investment levels, approaching approximately three-quarters of the per-capita levels of peers. There were similar responses when asked about increasing fares. A modest majority of participants indicated that they would accept a moderate increase to fares. Of particular note was that several participants indicated a preference for concession fares.

“I believe taxpayers of a municipality should take on the cost of providing as low-priced transit fares as possible in their municipality. This will benefit all of us as our most needy people can get around without additional strain on their budget, using their money for their most crucial expenses, and encourage reduced parking needs, lower risks associated with car traffic, and the sustainability and climate change mitigation that comes from reduced GHG emissions and pollution from cars. I strongly support a robust and full-service transit system in Bradford funded as much as possible from tax revenue and other sources like federal government grants, with the lowest possible fare rates.” – Survey Respondent

BWG Transit



RAMP



4 BWG TRANSIT IN 2031

4.1 2031 Transit Network

The following section describes the planned transit network in 2031 and its projected performance and impact on the community. The various service components of the network and its operating hours are first introduced before a more fulsome exploration of the specific services. Lastly, projected metrics and the community impact are explored for the network as a whole.

The 2031 network will comprise several service types that enable various travel needs such as regional, rural, urban or employment lands travel to be served with a higher quality and with greater cost efficiency. The proposed services are as follows:

1. **Co-mingled rural on-demand and specialized service:** offers on-demand transportation for specialized transit users and general population service in rural areas with full municipal coverage
2. **Employment shuttle:** connects Bradford GO and stops along Holland St. to Reagans and Highway 400 employment lands during peak shifts
3. **Fixed Route transit:** Conventional transit that operates on predetermined schedules and routes, providing regular service between designated stops within the urban area of Bradford where demand warrants fixed, higher capacity services.
4. **Urban on-demand:** Service that operates on-demand to supplement or replace fixed routes in urban Bradford during periods where demand is lower.

Service is intended to fluctuate across time periods according to demand. The planned 2031 service levels/structure across time periods is as follows:

Table 12. 2031 Time Period Service Levels and Characteristics

Time Period	Co-Mingled Vehicles	Urban On-Demand Vehicles	Urban On-Demand Stops Served	Operating Fixed Routes	Employment Shuttle
Weekdays					
Peak Periods 7:00 – 10:00 & 14:00 – 18:00	5	-	None	All Routes	1 vehicle operating to serve start/end shift times between 14:00 and 16:00
Base Periods 6:00– 7:00 &	4	-	None	All Routes	1 vehicle operating to serve shift start/end times between 6:00 and 7:00

10:00– 14:00 & 18:00 – 19:00					
Early Evening 19:00 – 22:00	3	1	On Routes 2, 3, 4, 5, 6	1	
Late Evening 22:00 – 1:00⁺¹	2	1	All Stops	None	1 vehicle operating to serve start/end shift times between 22:30 and 00:30 ⁺¹
Saturday					
Early Morning 7:00 – 8:00	3	1	All Stops	None	
Base Period 8:00 – 10:00	3	1	On Routes 3, 4, 5, 6	1, 2	
Day Period 10:00 – 19:00	3	1	On Routes 4, 5, 6	1, 2, 3	
Early Evening 19:00 – 22:00	2	1	All Stops	None	
Late Evening 22:00 – 00:00⁺¹	2	1	All Stops	None	
Sunday					
Day Period 7:00 – 18:00	3	1	On Routes 3, 4, 5, 6	1, 2	
Early Evening 18:00 – 22:00	2	1	All Stops	None	

Operating days and time-periods will incrementally increase over the next seven years. Planned operating hours by 2031 for all proposed services are as follows:

Table 13. Operating Hours

Operating hours		
Day	Start	End
Weekday	6:00	1:00 ⁺¹
Saturday	7:00	00:00 ⁺¹
Sunday/Holidays	8:00	22:00

4.1.1 Co-mingled rural on-demand and specialized service

This proposed service mixes two different types of riders on the same vehicles. The first rider type is specialized transit users. Specialized transit refers to door-to-door transit for individuals with disabilities that are not able to use a conventional bus that requires some mobility to a stop. The co-mingled service would cover the entire municipality. Users would have to gain eligibility through a process that assess their ability to use a conventional service.

The second type of users would be the general population that are travelling to or from a location that is not within a 400m walk of conventional transit stop, which is predominately the rural Bradford area. This plan proposes transit service be extended to the full municipal area by 2031. See Figure 20 for the proposed coverage area.

These users would receive stop-to-stop service. Stops would be virtual and assigned to intersections to help balance vehicle deviation and passenger walking convenience. For example, Grandview Crescent could be assigned two stops on Line 9 at the end of each leg of the crescent that would prevent deviation from Line 9 and not require walks over 400m to a stop. Generally, stops should be as limited as possible while ensuring as many people are within 400m to a stop as possible. For users farther than a 400m walk to an intersection, curb-to-curb service would be to provide. The exact structure of stops should be evaluated in more detail with consideration for passenger safety in reaching a stop and efficient vehicle routing.

Service policy, eligibility criteria and other considerations will have to be developed in more detail for the service. Preliminary recommendations are to enable pre-booking, subscription and on-demand booking for the service. Service policy could include a booking window of 3-days to on-demand and a pick-up window of 30 minutes. Policy should be different for specialized and general users. For example, a wait time of 5 minutes, the time an operator must wait for a passenger, is best practice for specialized users. 30 seconds is a common standard for general on-demand users. Other service standards and targets are discussed in Section 5.4.

4.1.2 Employment Shuttle

This shuttle service would connect Bradford GO and stops along Holland St. with the Reagans and Highway 400 employments lands during peak shift times. This is projected to include service on weekdays prior to 7:00, between 14:00 and 16:00 and between 22:30 and 00:30⁺¹. The shuttle could be operated as a flex route with Holland St., the GO station and stops with consistent ridership, such as Reagans, served on a fixed schedule, while other stop locations would be requested and served on-demand. During all other times, the employment lands would be served by the co-mingled on-demand service described above. Several on-demand scheduling technologies can accommodate flexible services as suggested, and this capability should be considered when procuring relevant technology.

Figure 20 shows a conceptual route for the shuttle based on a potential 2031 road network as presented in the TMP. Actual shuttle routing should be based on the road network and on-demand ridership at the time.

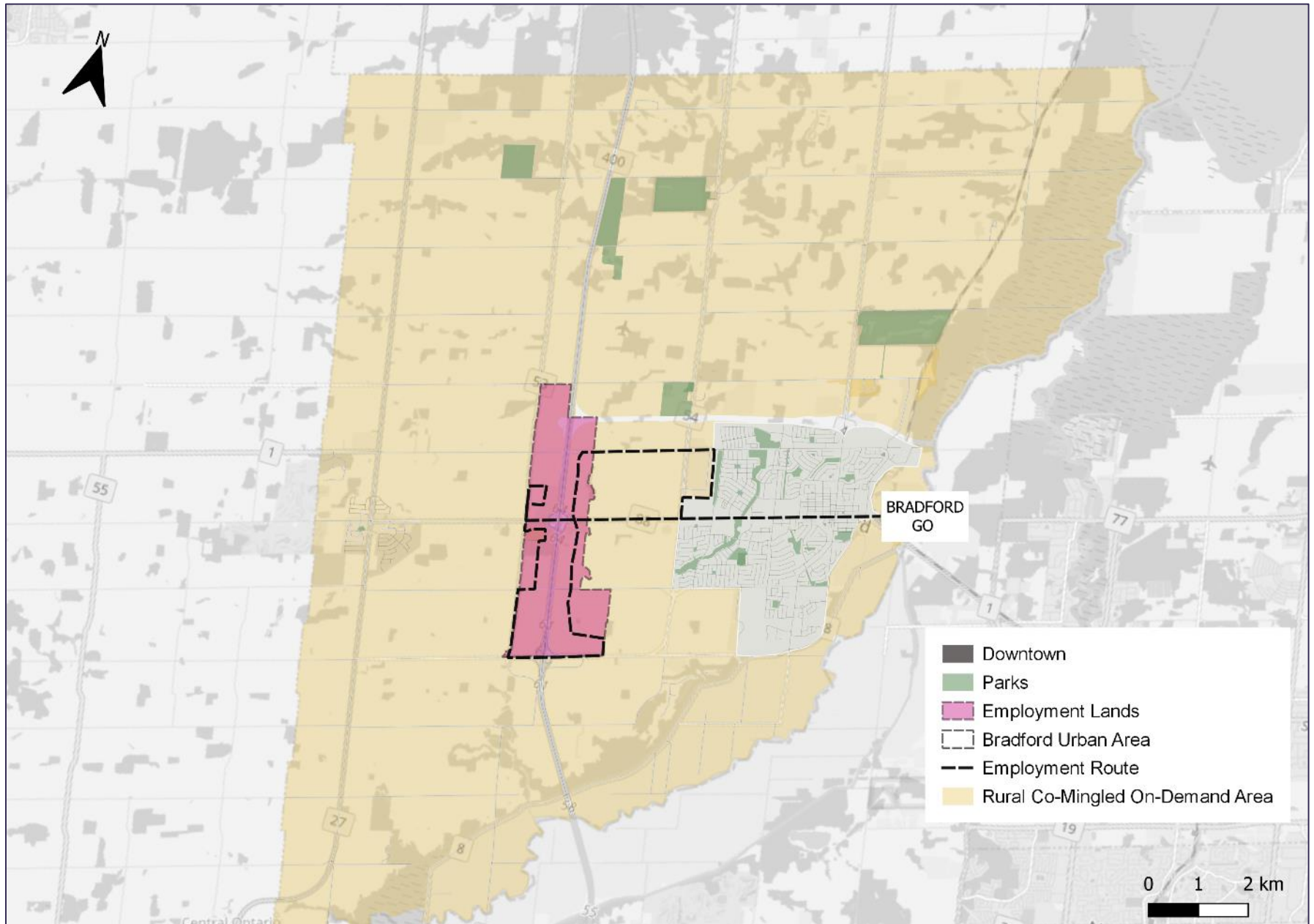


Figure 20. 2031 Employment Shuttle and On-Demand Service Area

4.1.3 Fixed Route Services

During weekday peak periods the 2031 urban conventional network would have 6 fixed route operating. During off-peak periods a mixed of fixed routes and on-demand would operate using the same fixed routes and fixed route stops outlined in this section. Further details on off-peak service is found in the urban on-demand section below.

Compared to the current network, proposed routes are much straighter and travel more on arterial roads with a lot more route crossings. The former allows for vehicles to travel at faster speeds which helps enable more efficient and frequent service. The latter allows for more choice between multiple route options and directions and increases transfer opportunity make it faster to travel more places in the urban area.

Routes all connect at either the Bradford GO and the Wal-Mart SmartCentres with most trips arriving and departing at the same time facilitating transfer in these locations.

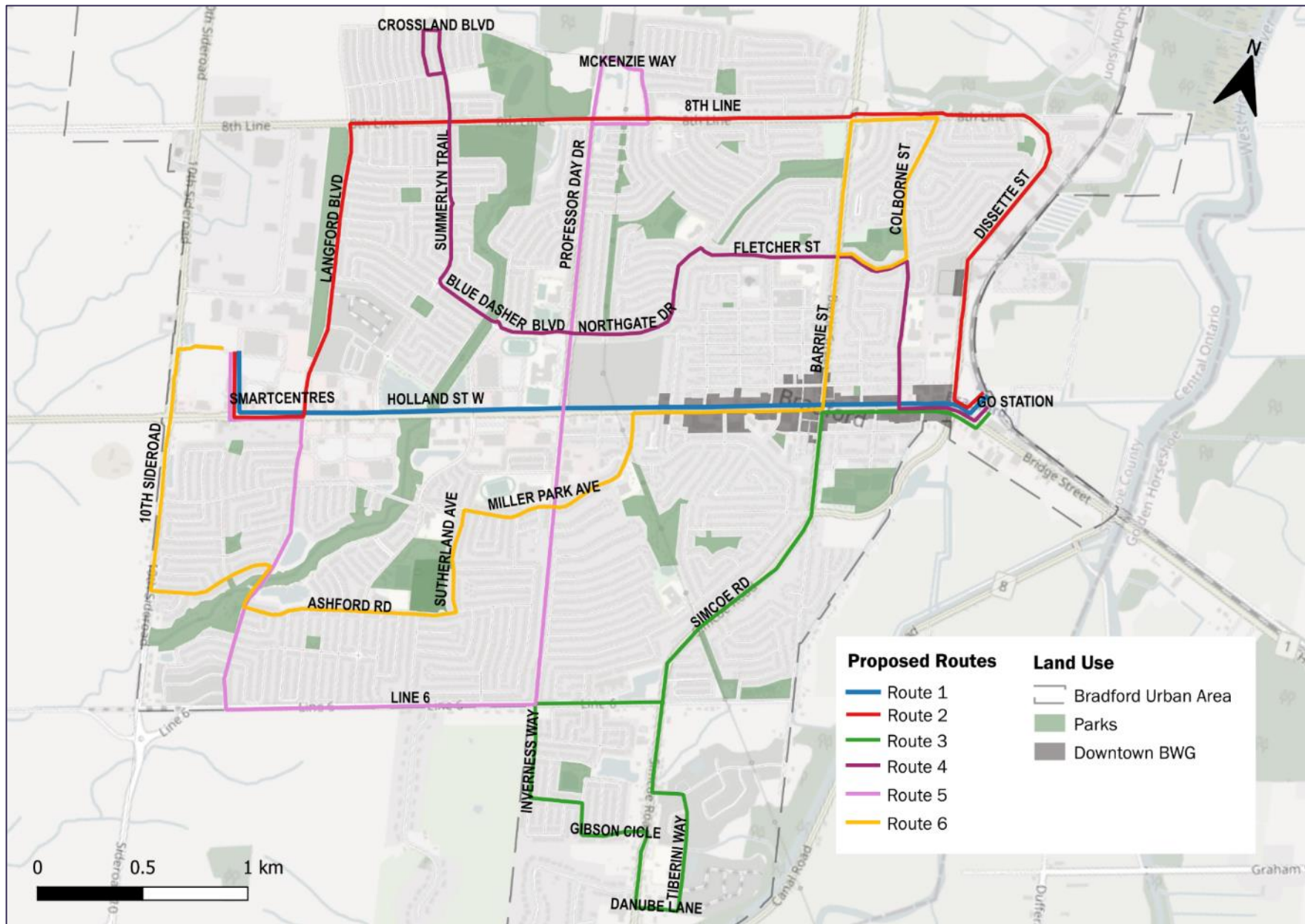


Figure 21. 2031 BWG Transit Network for Urban Bradford

Table 14. Peak Period Service Details

Peak period service details		
Route	Headway (minutes)	Vehicles
1	~17.5	2
2	~35	1
3	~25	1
4	~35	1
5	~35	1
6	~35	1

The proposed headways above have been calculated based on estimated run-times during the PM peak. Headways could fluctuate according to different time periods to reflect varying run-times. Actual headways should be established based on scheduling practices listed in the performance monitoring section. Efforts should be made to balance uniform headways among as many routes as possible. This enables consistent departures from the transfer locations while maintaining good service efficiency and a higher level of service.

4.1.4 Urban On-demand

During implementation stages and in off-peak time periods, the urban area will be served by a mix of fixed routes and urban demand with the actual mix corresponding to demand and level of investment at the time. One on-demand vehicle will travel between urban Bradford conventional stops not being served by a fixed route in that time period. For example, during the 2031 weekday early evening period, two vehicles are planned to operate. One vehicle would operate Route 1 as a fixed route while the other vehicle would operate on-demand between stops for Routes 2-6. With each additional vehicle another fixed route would be added. The prioritization to introduce fixed routes is in numerical sequence from Route 1 to 6.

4.1.5 Metrics and outcomes

The proposed 2031 transit service enhancements are poised to yield substantial advancements in transit mode share, service capacity, and efficiency. With an approximate fourfold increase in service and a sixfold surge in ridership, these enhancements, alongside the planned GO expansion, are expected to propel transit mode share beyond 5%. Table 15 highlights 2031 system metrics.

Furthermore, the planned service aligns ridership per capita and revenue per capita with peer averages. Notably, the efficiency of the service, as gauged by boardings per revenue hour, is anticipated to increase from 5 to 8. Service efficiency increases even more when looking just at the fixed route service, with projected increase of 5 to 11.5 boardings per revenue hour.

Table 15. 2031 System Metrics

2031 System Metrics		
Time Period	2023	2031 Projection
Annual ridership	60,000	420,000
Service hours	11,750	53,250
Boardings per revenue hours	5.05	7.90
Ridership per capita	1.34	7.81
Service hours per capita	0.27	0.99

This enhanced transit service is expected to provide significant benefits to the community. From an economic cost-benefit perspective, we see the benefits as exceeding the planned costs. Figure 23 highlights some community benefits that arise from enhanced transit service and provides a rough estimate of the economic impact for Bradford West-Gwillimbury of some of these benefits. It is estimated that at minimum the proposed transit service would result in \$16.5 million in annual economic impact compared to projected annual transit expenses of \$4.3 million.

Table 16. Community Benefits

Transit Benefits	Description	Estimated Annual Economic Benefit of Transit Investment
Economic development	Including increased access to employment/labour and goods and services	\$5.5 million
Individual transportation savings	Transit is less expensive than owning a car or using a taxi	\$11.5 million
Reduction in road traffic	Faster travel times for everyone	Uncertain
Environmental and health benefits	Better air quality and reduced greenhouse gas emissions, promotes a more active lifestyle for transit users	\$0.3 million
Avoiding traffic accidents	Fewer traffic accidents and fatalities for a given number of trips completed.	\$3 million
Social benefits	Especially for those who are unable to use a personal vehicle. Improves equity, access to opportunity and social connections	Uncertain
Reduced infrastructure costs	Less road and parking infrastructure and more sustainable urban form	Uncertain
Estimated net benefit		\$16.5 million

4.1.6 Service Implementation Strategy

The following service implementation strategy provides year-by-year guidance for service implementation and planning considerations that lead to the final 2031 network. The strategy aims to balance service investment to 2031 while also ensuring appropriate prioritization and sequencing for efficiency and service quality.

Table 17. Annual Service Plans

Years	Annual Service Plans		
	Urban network	Rural and specialized services	Other service changes
2025	Realign Route 1	Introduce specialized transit	Introduce Sunday service Adjust schedules by time of day
2026	-	Introduce co-mingled on-demand	-
2027	Introduce Routes 3 and 4 and urban on-demand Discontinue existing Route 2	-	Introduce employment shuttle Reduce Shuttle-to-GO Extend operating hours
2028	Introduce Routes 2, 5 and 6 Extend operating hours for Route 1 on weekdays	-	-
2029	Increase Route 1 frequency Saturday Service on Route 2	Increase service hours	-
2030	-	Extend service area to full municipal boundary Increase revenue hours	Extend Saturday operating hours
2031	Increase fixed routes services for all time-periods	-	Extend weekday and Sunday operating hours

The following describes the specific service changes recommended for each year.

2024

Planning work will need be conducted prior to the launch of a specialized transit service. This will include developing service policy, eligibility criteria and process and conducting eligibility assessments.

2025

One vehicle will service the new specialized transit service that will begin operating only within urban Bradford.

Route 1 is proposed to be realigned to the 2031 proposed routing in 2025 to improve reliability. Developing schedules that vary by time of day and day of week is a proposed practice for 2025 that will also help to improve reliability. The round-trip time of Route 1 will likely need to be extended to 35 minutes weekdays between 14:00 – 18:00 and potentially during other time periods.

Sunday service would be introduced between 9:00 – 17:00 and match the existing Saturday service.

2026

The co-mingled on-demand service will first launch in 2026 within a specific area highlighted on the map below. This area has been selected based on projected demand and is deemed the most efficient location for initial service provision beyond Bradford. This greater efficiency in this area is due to it being a linear geography between the municipality’s two main settlements Bradford and Bond Head, which allows for more efficient pooling of trips along a more direct route. Initial service levels are shown in the table below.

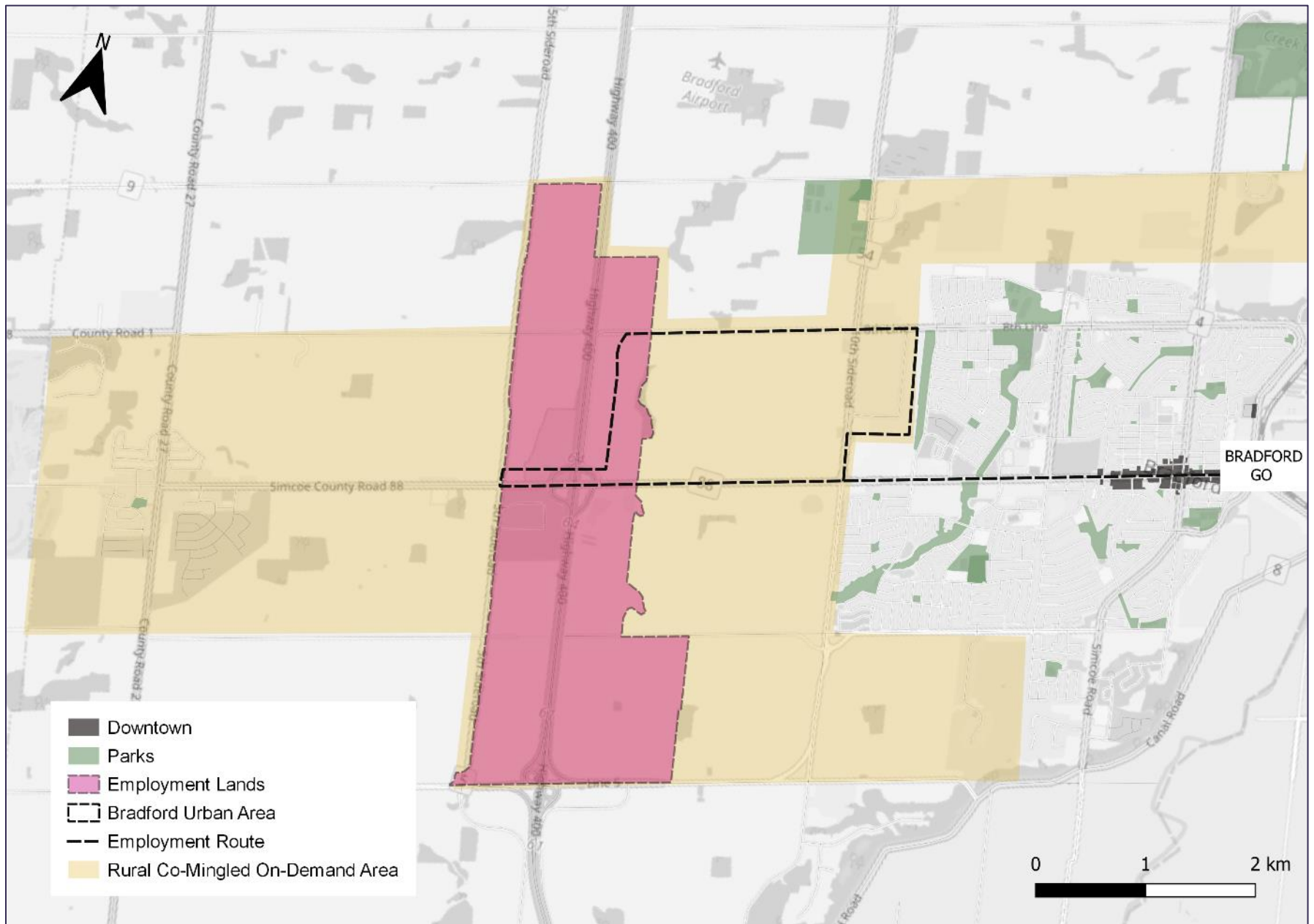


Figure 22. Interim On-demand and Employment Shuttle

Table 12. 2026 Time Period Service Levels

2026 Co-mingled on-demand service by time period	
Time Period	Vehicles
Weekday - Peak	3
Weekday - Base	3
Weekday - Early eve	1
Saturday – Base	2
Saturday – Day	2
Saturday - Early Eve.	1
Sunday – Day	2

Prior to the implementation of new fixed routes in 2027, stop and stop infrastructure for the proposed 2031 network will need to be planned and implemented. While not all fixed routes will be implemented in 2027, the urban on-demand service is intended to test the final network stop structure in its first year of implementation. This will provide time to refine stop locations and build necessary infrastructure prior to launch of fixed-route services.

2027

A new network will launch for urban Bradford with Routes 1, 3 and 4 during weekday daytime periods (7:00 – 19:00). The urban on-demand will operate between stops on Routes 2, 5 and 6 during the same time period. While Route 2 is prioritized for implementation during off-peak periods in later years, it is not initially implemented as major growth along the Route is expected to occur after 2027.

Operating hours for all services will be extended to weekday 6:00 – 22:00, Saturday 9:00 – 22:00 and Sunday 9:00 – 19:00. For urban Bradford, new time periods will be served by one on-demand vehicle and no fixed routes. Off-peak periods currently served by Route 1, will continue to be served by Route 1 and one on-demand vehicle serving stops on all other routes.

The unveiling of updated fixed routes will necessitate the deployment of an employment shuttle. Conceptual routing is shown in Figure 22. Actual routing or service area should reflect development and demand within the employment area in any given year. Initially, the shuttle would only operate during the am and afternoon shift times as BWG Transit hours operation will not be extended to cover the late evening shift time until 2031. As such, the Shuttle-to-Reagan service would continue until 2031.

The Shuttle-to-GO service will contract in 2027. The revamped fixed route system at this time enhances GO connectivity and with extended hours of operation renders the existing Reagans

Shuttle-to-GO service obsolete except for before 6:00. The Shuttle-to-GO service would therefore only continue to operate for train departures between 4:45 and 6:30.

2028

The rest of the fixed routes, 2, 5 and 6, will be introduced weekdays 7:00 – 19:00, replacing the one urban on demand vehicle during this time. Route 1 will be introduced during the weekday early evening period.

2029

Growth in service hours will occur across various time periods for both the urban Bradford and co-mingled rural on-demand and specialized service. This includes increasing Route 1's headway to 17.5 minutes by adding an additional vehicle on weekdays between 7:00 – 19:00 . Route 2 will be added on Saturday 10:00 – 19:00. One vehicle will be added to the co-mingled service on weekday peak and early evening periods.

2030

2030 will see the extension of the co-mingled rural on-demand and specialized service extended to the full municipality. This will require the service to expand its service hours to planned 2031 totals. Additionally, all services will have Saturday service hours extended to the planned 2031 extent.

2031

Service will be built out to the final proposed level of service for 2031. This includes adding fixed routes during various off-peak periods and extending operating hours to weekdays 6:00 – 1:00⁺¹ and Sunday 8:00 – 22:00.

4.2 Non-network solutions

There are several solutions that will help realize the final 2031 transit network and the new transit services, as well as enhancing the transit experience overall. These are critical to growing BWG Transit and ensuring that service is reliable and ultimately meets resident needs. This section describes these non-network solutions.

4.2.1 Fleet

Increasing the BWG transit fleet and replacing the current vehicles is critical to implementing the 2031 network. Fleet reliability was identified as a critical challenge in the current state and so replacing the current fleet will minimize service interruptions and improve reliability for riders. The

timing of vehicle procurement is staggered according to the service changes and to spread out significant capital investment across the seven-year timeline, according to the following table.

Table 13. Fleet Requirements and Procurement Schedule

Vehicle Type	'24	'25	'26	'27	'28	'29	'30	'31
Fixed Route	4 (+1; -1)	4 (+1; -1)	6 (+3; -1)	9 (+4; -1)	10 (+1)	10	10	10
Specialized and On-Demand	1 (+1)	4 (+3)	4	4	5 (+1)	7 (+2)	7	7 (+1; -1)
Total Fleet	5 (1 spare)	8 (2 spares)	10 (2 spares)	13 (3 spares)	15 (3 spares)	17 (4 spares)	17 (4 spares)	17 (4 spares)

Values in brackets represent the net change in the fleet size for each vehicle type, unless noted.

Additions to the fleet are presented in the table above the year before they are needed for service. Vehicle delivery can take between 16 and 24 months and this should be accounted for.

Fixed route vehicles are recommended to be full-sized buses, either 30' or 40'. The main benefit of 30' buses is that they are less expensive than 40' buses, but they also have a shorter expected lifespan. Current industry costs have 30' buses priced at \$600,000 and 40' buses at closer to \$1M. With respect to lifespan, most agencies using 30' buses expect to use them for 7 to 10 years, compared to 12 to 15 years for a 40' bus. Additionally, the larger bus manufacturers in North America do not make smaller buses, which may impact availability and procurement timelines. The financial outlook in Section 5.2.2 uses costs associated with 30' buses.

An additional, smaller vehicle is recommended to operate both the specialized and on-demand services. A smaller bus that is fully accessible, seats 8 to 12 persons, and with multiple spaces for wheelchairs and mobility devices is recommended.

BWG has two decisions that may impact the implementation of transit services: the ownership of specialized transit vehicles, and the desired path toward fleet electrification.

Faster specialized transit implementation could be enabled by contracting the service with a contractor that already has an accessible vehicle and an established booking process in the first year or so. This would be an interim solution as a transition to a booking and scheduling solution that would enable co-mingled service would be required by 2026. A transition both operationally and from a customer perspective would need to be carefully planned (e.g., operating two systems at the same time initially, setting customer expectations with the new system).

Another consideration for council is whether there is an interest in fleet electrification. Electric vehicles and their associated charging infrastructure require significant planning and high capital costs in comparison to conventional vehicles. Should BWG plan to electrify their corporate fleet,

electrifying transit vehicles should also be considered. Generally, the cost for an electric vehicle adds 25-50% over a conventional internal combustion transit bus, or about an additional \$500,000. Additionally, the costs for charging infrastructure and additional maintenance equipment may add costs to a potential transit facility.

It should be noted, however, that there are very few suppliers of small-format commercial transit vehicles that are fully battery-electric at this time. Zero emissions vehicles for on-demand and specialized services have not yet been adopted by transit agencies in large numbers.

4.2.2 Facilities, Terminals, and Stops

Improving transit facilities is a key opportunity and requirement to set the foundation for the planned transit improvements.

Transit Facility

Currently there is no dedicated transit facility and the conditions of current fleet storage at Sharp Bus Lines are inadequate (e.g., uncovered, open to vandalism). Identifying a site for a transit facility within the town and ideally near urban Bradford and subsequently developing a facility is a key activity over the next seven years. There may be an opportunity to partner with Simcoe County on a transit facility that would accommodate both BWG Transit and Linx Transit. Additionally, this will provide BWG with cost-sharing opportunities with the County that may help to mitigate direct capital and operating costs to the municipality. At a high-level, a new transit facility should include enclosed storage, maintenance areas, washing facilities, fueling and driver amenities. A new transit facility is estimated at about \$8.7M based on other new transit facilities being built in Ontario and the GTHA.

The new transit facility becomes increasingly critical as additional vehicles are procured for service (see Section 5.1 for the implementation roadmap). If additional vehicles are procured before an appropriate facility is established, temporary options for vehicle storage will need to be explored. This may include partnering with the County for temporary storage facilities, or identifying available municipal land or parking lots for overnight parking.

Transit Terminals

The two terminals that are planned for the 2031 network are at Bradford GO and SmartCentres. While these locations are ideal from an operational and customer perspective, neither belong to the Town and therefore require planning and partnerships. Currently Bradford GO is under construction, which potentially adds constraints on the design and availability within that terminal may be available. In particular, current plans for the new Bradford GO station have one bus bay allocated to BWG transit, but the timed connections within the 2031 transit network

would result in four buses being at the station at the same time. This may necessitate an on-street terminal or an additional loop dedicated for BWG Transit services near the station. SmartCentres has a number of good locations to locate a bus terminal, and the Town should explore options with SmartCentres. Terminals, in general, should have amenities for both transit drivers and the public (e.g., shelters, washrooms, wayfinding and passenger information).

Stops and Shelters

While new stops and shelters will be added as part of the transit network modifications, it is also critical to keep up with maintenance and quality of existing stops. Maintaining a stop inventory that identifies all stops and their current conditions will be a continuous project. Using that information and developing some guidelines for stop infrastructure (e.g., when to add a shelter) will help prioritize stop improvements. An initial bus stop inventory was updated in Spring 2024.

Furthermore, to support the addition of new stops in 2027, there is an opportunity to refresh BWG Transit branding and stop design. This is set to occur in 2026 so that new stops can be sited and constructed throughout 2027.

4.2.3 Transit Technology

There are two key pieces of transit technology for BWG to consider over the next seven years. The first is vehicle tracking software that will support run-time and on-time performance analysis. This analysis should help to improve reliability such as through guiding scheduling adjustments and in operator monitoring. From discussion with staff, there is an on-time performance module in TransitFare which is likely the easiest and fastest way to gain this functionality. This module was activated through TransitFare in June 2024. As additional data becomes available through TransitFare, BWG should work with this data to create run-time reports or conduct run-time analysis in Excel using exported data.

The second technology is a scheduling and booking software to enable co-mingled specialized and on-demand transit. While there would be a workaround to using this software when implementing specialized transit alone if the service is operated by a contractor with their own booking system/process, a software would be required in 2026 at the latest.

Other key transit technology functions (e.g., measuring ridership, real-time vehicle location, fare technology) are all being provided currently by TransitFare. Beyond the additional on-time performance module, no change is recommended to the existing TransitFare system from a transit technology needs perspective, beyond expansion to meet the needs of the growing fleet. The projected costs of new vehicles include the cost of on-board transit technology consistent with the existing fleet. Certain fare strategies (e.g., fare-free, PRESTO), described further in Section 4.2.6, may necessitate further changes to transit technology, including TransitFare.

Service planning for an agency the size of BWG Transit can be conducted using free GIS platforms such as QGIS and Excel. If desired, more advanced paid software could be procured such as Remix, Swiftly or Transify.

4.2.4 Supportive Transit Development

The integration of land use and transportation planning and urban design are integral to enhanced transit service. Recommendations prioritize pedestrian accessibility to arterial roads and bus stops, alongside creating vibrant public spaces nearby. Transportation improvements aim to enhance pedestrian safety, increase bus stop access, and improve transit efficiency, including signal changes and transit priority ranking to align with land use planning goals.

Land use and urban design

Development should aim to have all residential and employment units within a 400m walk to an arterial road. Site design and land use planning should aim to limit walk distance to bus stops.

Places adjacent to bus stops should aim to be pleasant and vibrant. Consideration should be given to create adjacent public spaces with seating, planting shade trees and landscaping. More priority should be given to busy bus stops and transfer points.

Transportation

Various transportation recommendations are crucial for a successful transit system, addressing the comfort and safety of pedestrians traveling to and from bus stops, increasing access to bus stops and routes, optimizing transit operations for efficiency gains, and effectively incentivizing transit use. The recommendations are detailed below and are also indicated on the map in Figure 27.

To effectively prioritize transit in enhancing the sustainability of the transportation network by improving transit flow and enhance efficiency, the following signal changes and transit priority features are recommended.

Recommended Signal Change Considerations

The following signal changes would help to improve transit operations in locations where significant transit travel is planned and delay expected:

- Introduce signalized pedestrian crossing and left-hand turn signal from Holland Street to Miller Park Ave
- Improve transit signal priority for Colborne St. to Holland St.
- Improve transit signal priority from SmartCentres to Holland St.

- Introduce left-hand turn signal from Dissette to North GO Station entrance

Transit Priority Ranking

Transit priority features like transit signal priority and queue jump lanes are crucial for prioritizing public transit through congested areas, resulting in reduced delays and enhanced service reliability. By optimizing traffic signals and implementing dedicated bus lanes, these enhancements improve transit speed and appeal to commuters. The identified treatments and areas highlight strategic opportunities to optimize BWG Transit's operations, focusing on high-demand locations with projected traffic congestion. The following areas are listed in priority by their potential impact on transit efficiency, and recommendations for improved transit priority are provided:

1. Holland at Barrie/Simcoe (Holland Street Reconstruction)
 - Remove parking near intersection and implement queue jump lane in both directions
 - Implement transit signal priority
2. Holland at SmartCentres entrance
 - Implement transit signal priority or
 - Improve signal priority from SmartCentres to Holland
3. Holland at Dissette/Marshview
 - Implement transit signal priority
 - Consider westbound queue jump lane

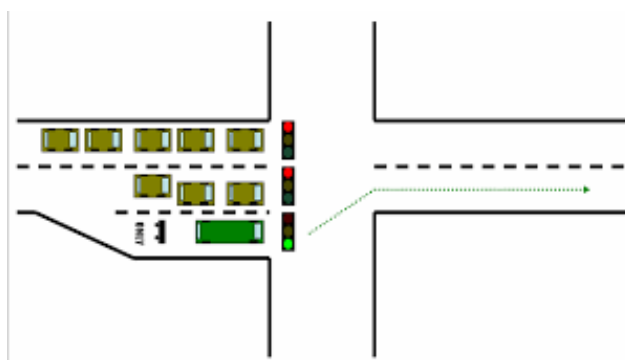


Figure 23. Example of a queue jump lane¹³

Recommended Signalized Pedestrian Crossing

New signalized pedestrian crossings are proposed at key locations to improve pedestrian safety and access. Adjustments could be made based on final stop placement:

- Baynes Way and at the south end of the Legion Parkette and Industrial Rd.
- Line 8 at Lowes Gate/Northgate Dr.
- Line 6 at Langford Blvd., Faris St West Park Ave.,, Southfield Gate, Adams St, and Barrow Ave.,.

¹³ Image courtesy of Andrew Bossi.
https://commons.wikimedia.org/wiki/File:Queue_Jump_-_Designated_Signal.png

- Simcoe Rd. at Zima Crescent, 250 Simcoe Rd., Bradford Community Centre/Edwards St.,

Recommended New Sidewalks

Additional sidewalks are recommended to improve pedestrian access and safety:

- South side of Line 6 east of Langford.(completed as part of SWAR on north side only with no crossing)
- Sideroad 10 between Holland and Miller Park. .(completed as part of SWAR on north side only with no crossing)
- Paved sidewalk on the south side of Legion Parkette to Dissette.
- South and east side of Northgate Dr. between Professor Day Dr. and Fletcher St.
- Fletcher St. between Northgate Dr. and Church St. and the north side between Church St. and Barrie St. and Colborne St.
- West side of Colborne St. between Line 8 and John St. and east side between John St. and Holland St. E.

Encouraging Market Rate Parking

The availability of free parking is significant determinant of transit ridership. Encouraging market-rate parking in downtown Bradford and near Bradford GO is proposed to support transit use and align with land use planning policies.

Transit-supportive Traffic Calming

Traffic calming measures generally enhance transit. However, speed bumps on transit routes create operational/maintenance challenges and impair the transit passenger experience more than in personal vehicles. On transit routes, other traffic calming measures such as bump outs are preferred.



Figure 26. Example of a traffic calming bump out¹⁴

¹⁴ Photo courtesy of Richard Drdul [File:Curb extensions at midblock crosswalk.jpg](https://commons.wikimedia.org/wiki/File:Curb_extensions_at_midblock_crosswalk.jpg) - Wikimedia Commons

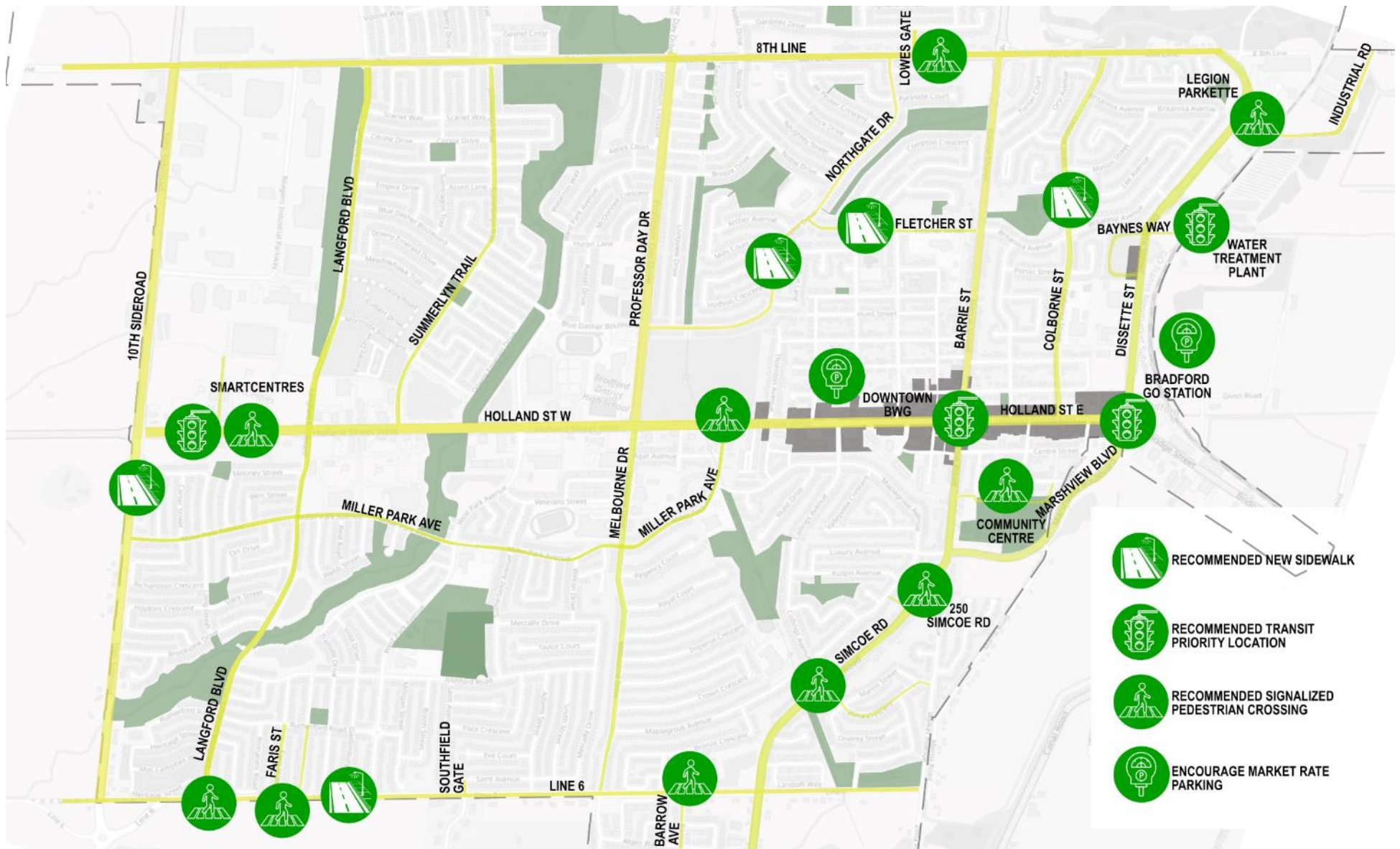


Figure 27. Transportation Considerations

4.2.5 Connectivity to BWG Transit

In addition to the pedestrian access consideration noted above, this plan should also address various methods of accessing and connecting to BWG Transit. These items could include microtransit, regional connections, and coordination with York Region Transit, an important destination for BWG residents.

Microtransit Integration

Microtransit, such as bike and scooter sharing, is an emerging transportation mode that complements and competes with transit. It effectively provides first/last mile connectivity, particularly to faster services like GO rail and regional buses, as well as to areas that are impractically distant for walking (over 400m). While microtransit's transit benefits become more evident over the long term by reducing car dependency and synergizing with transit, in the short term, it often competes with transit, particularly for shorter distance trips, resulting in decreased transit ridership. BWG Transit should support efforts to implement microtransit in a manner that optimally enhances the long-term sustainability of the transit and transportation system.

Regional Connections

Regional connectivity should be another area of focus for BWG Transit. Although GO Transit offers regional connections to Holland Landing and Newmarket, there is an opportunity to enhance local transit between Holland Landing and Bradford, improving access, service frequency, and travel times for residents and visitors of both communities. This enhancement could take the form of extended fixed route services or on-demand solutions, particularly to areas that are not well-served by existing regional connections and/or improved GO bus frequencies. Collaborative discussions with YRT were held in developing this plan, revealing that connectivity opportunities are expected to show greater potential in its later stages. It is recommended that collaboration with YRT be revisited during later in the implementation of this plan to assess potential joint connectivity options.

Specialized Coordination with York Region

Another area of potential collaboration with YRT is in coordinating on-demand and specialized transfers. This could include the development of transfer points, booking, dispatch and schedule coordination and marketing of service connectivity. Future on-demand/specialized connectivity opportunities could also extend to areas like Bradford West-Gwillimbury southwest with connections to King via Schomberg. Additionally, exploring on-demand and/or specialized connectivity with Innisfil Transit and the Community Transportation Program in New Tecumseth should be considered.

4.2.6 Fare Strategy

With respect to fares, there are many divergent possibilities for BWG Transit. Ultimately, fare strategy will be driven by decision makers at the Town. Current fares are very reasonable and are lower than peers. Survey respondents were overall very satisfied with fares. Some survey respondents in the second survey were tolerant of moderate increases in fare, but in-person PIC attendees were not in favour of increasing fares.

Through discovery meetings, there is some political interest in all kinds of potential fare strategies: increasing fares, lowering fares, or having no fares at all. Increasing or decreasing fares have direct impacts on revenue and ridership. Increasing fares will increase revenue per trip but may discourage use and make the service less equitable and affordable. Decreasing fares generally has the opposite effect and can encourage ridership. Going fare-free is another popular idea which has both benefits and challenges, presented in the table below.

Table 20. Benefits and Challenges of Fare-Free Transit

Benefits	Challenges
<ul style="list-style-type: none"> • Increases equity; people will not face financial barriers to use. • Increases ridership and enables more residents to travel • Slight operational efficiencies: drivers will not need to validate fare payment which will make boarding faster. • Improves service utilization when there is excess capacity • Increases simplicity of the system, one less thing for people to learn when using the system. • Spend little to nothing on fare payment technology (this can lead to challenges). • Improved customer experience • Community pride • Removes the need for fare integration with neighbouring systems (since there are no fares) 	<ul style="list-style-type: none"> • On-demand transit can be viewed as a premium service, similar to a taxi. If the service is free, it may see high use that could be unsustainable/require additional investment above what is allocated. Taxi services within town may view it as unfair competition. Maintaining fares can help promote more efficient service. • From a customer/public perspective, it would be incredibly difficult to go back to a paid fare system once fare-free is implemented. • Can result in a decline in service quality if transit is not maintained and invested in • Increased transit spending could have been used more effectively on improved service and infrastructure

If BWG decides to maintain fares, there are additional possibilities to explore regarding fare

strategy and technologies. First, consider implementing additional methods of loading funds onto easyPASS. This was a common ask from residents and is a quick implementation from the Town's perspective with the existing TransitFare system. BWG should continue discussions with Metrolinx to investigate the feasibility of integrating with or adopting PRESTO and/or Metrolinx's One Fare program, given the significant regional travel possible with increased service on GO Transit. The possibility and implementation of fare integration requires Metrolinx involvement and partnership, and BWG should continue to advocate for continued discussion. Open and contactless payments (e.g., payment with credit and/or debit cards) were another suggestion from residents that should be investigated closer to 2030 and only if fares are maintained overall.

4.2.7 Customer Experience

In addition to the elements explored above, there are several recommendations for enhancing the customer experience. The first would be to have a clear process for how customers can look for additional information on transit, seek assistance, and provide feedback or complaints. Streamlining the process and having BWG staff aware of the various customer interactions can support operator performance monitoring and improve customer-facing information (e.g., FAQ on the website).

There are opportunities for BWG to develop some transit training programs that will promote transit within the community and support key demographics' access to transit. More specifically, we recommend building upon past partnerships and developing programs targeted at Grade 9 high school students and newcomers to BWG. Partnering with the local high schools to educate and train high school students on how to use transit may increase access to after-school activities and part-time jobs. For newcomers to BWG, there may be additional opportunities to partner with GO and Linx Transit so that new residents in BWG can learn about both local and regional transit systems.

4.2.8 Administration

With the significant recommended changes to transit within this plan, it is critical that there is adequate town staff to support and implement these changes. Developing a specialized transit service, and in particular the processes through which residents can apply to use the service, will require significant effort. Peers typically spend \$20 on all administrative duties for each revenue hour they provide. With BWG Transit's 2031 planned service hours this would translate to approximately \$1,000,000 in administrative spending, indicating a significant need for administrative expansion.

Since BWG contracts operations, the majority of these administrative costs are included in this contract. However, several administrative activities must still be conducted internally. It is recommended that one full-time staff member be dedicated to transit administration in 2024,

with another full-time staff member required starting in 2025. The list below identifies some of the potential responsibilities of the dedicated transit staff.

- Services and operational procurement.
- Contract compliance and administration.
- Operational and customer-service policy design and implementation.
- Reporting to Council and associated committees.
- Service design, run time analysis and scheduling in collaboration with the contracted operator.
- Service performance monitoring, and operational analysis.
- Customer service, including complaints resolution in collaboration with the contracted operator.
- Resolving operational issues, including placement of stops, accommodating construction, and temporary detours, in collaboration with the contracted operator.
- Develop and maintaining the specialized transit program and eligibility.
- Developing on-demand transit program and policy.
- Marketing and communications (public surveys, social media, awareness of the service).
- Capital asset management and fleet planning.
- Supporting analysis of development applications, secondary plans and official planning activities.
- Coordination with other BWG staff and departments (planning, transportation, marketing and communications).
- Operational and capital budget planning, including council reporting.
- Procurement support for vehicles, technology, operations and contracted services.
- Coordinating with partner agencies and neighbouring transit providers.

A key factor affecting additional staffing required is whether certain responsibilities will be allocated to town staff versus third-party contractors operating the service. For example, while trip booking software commonly enables online booking, a phone-in option is often still essential for accessibility in the booking process. If this work is fulfilled by the third-party contractor operating the service, then additional town staff (above the two full-time staff) would not be required. Similarly, the degree of fleet and facility management and on-call dispatch responsibilities of town staff may impact overall staffing requirements.

BWG Transit

2A AROUND TOWN

245 0BH

5 FROM HERE TO 2031

Achieving the vision for transit in 2031 requires significant effort and investment starting in 2025. This section presents the implementation requirements for the next seven years, including an implementation roadmap, a financial outlook, and a performance monitoring strategy. Additionally, risks related to the implementation of this plan are identified and mitigation strategies are presented. One of the more significant risks is the potential delay to dedicating full-time staff (see Risk 1.9 in Table 23. BWG Transit Implementation Risk Register included in Section 5.3). This may significantly delay the successful implementation of the proposed transit services.

5.1 Implementation Roadmap

The recommendations discussed below are intended to guide BWG in its investments and management to reach the 2031 transit network identified in Section 4 above. The recommendations fall into the following six (6) categories:

- 1. Service Recommendations:** These present the breakdown of service changes that are recommended over the next seven years.
- 2. Fleet Recommendations:** These present the specific procurement requirements for meeting the service needs for fixed-route, specialized and on-demand transit services over the next seven years.
- 3. Facilities, Terminals, and Stop Recommendations:** These present the infrastructure needs to support transit operations.
- 4. Transit and Fare Technology Recommendations:** These present the supporting technologies that will enable efficient transit service delivery.
- 5. Customer Experience Recommendations:** These include policy and programming improvements to streamline the customer experience.
- 6. Administration Recommendations:** These include administrative policy and staffing that can support the transit program going forward.

These recommendations are illustrated in the roadmap presented on the following page.

Recommendations and Key Tasks [1]	2024	2025	2026	2027	2028	2029	2030	2031
1. Service Recommendations								
1.1 Introduce specialized transit service								
1.2 Introduce Sunday Service								
1.3 Realign Route 1 and adjust schedules and run times by time-of-day								
1.4 Introduce Co-mingled On-Demand service in focused area								
1.5 Introduce two new fixed-routes (Routes 3 and 4) and discontinue existing Route 2								
1.6 Introduce Urban On-Demand service [2]								
1.7 Modify existing Shuttle-to-GO service and introduce new employment shuttle								
1.8 Extend operating weekday and weekend service hours								
1.9 Introduce fixed-routes 2, 5 and 6 during weekday daytime and extend Route 1 service to weekday evenings								
1.10 Increase service frequency on Route 1 during weekday daytime								
1.11 Increase Co-mingled On-Demand service during weekday peak and evening periods								
1.12 Introduce Saturday fixed route service on Route 2								
1.13 Expand Co-mingled On-Demand service to full municipal boundary and increase service during all time periods								
1.14 Extend Saturday service hours								
1.15 Increase fixed-route service during off-peak periods								
1.16 Extend weekday and Sunday service hours and discontinue Shuttle-to-Reagens service								
2. Fleet Recommendations								
2.1 Procure one specialized & on-demand vehicle and one fixed route vehicle (replacement)								
2.2 Procure three specialized & on-demand vehicles (expansion) and one fixed route vehicle (replacement)								
2.3 Procure three fixed route vehicles (one replacement, two expansion)								
2.4 Procure four fixed route vehicles (one replacement, three expansion)								
2.5 Procure one specialized & on-demand vehicle (expansion) fixed route vehicle (expansion)								
2.6 Procure two specialized & on-demand vehicles (expansion)								
2.7 Procure one specialized & on-demand vehicle (replacement)								
3. Facilities, Terminals and Stops Recommendations								
3.1 Begin discussions with Simcoe Linx on opportunity for shared facility within BWG								
3.2 Begin discussions with Metrolinx and Smart Centres regarding terminal locations								
3.3 Explore temporary options for vehicle storage								
3.4 Use bus stop inventory to prioritize improvements								
3.5 Develop guideline related to stop infrastructure and adding shelters at high ridership and strategic locations								
3.7 Establish new stop branding								
3.8 Introduce new stops associated with all new and planned routes and retire/transition old stops and infrastructure								
4. Transit and Fare Technology Recommendations								
4.1 Procure specialized & on-demand scheduling/booking software								
4.2 Implement a vehicle tracking system that outputs on-time performance metrics								
4.3 Test co-mingling functionality when on-demand is introduced								
5. Customer Experience Recommendations								
5.1 Clarify feedback mechanisms for the public, including for new specialized transit								
5.2 Develop transit training for high schoolers								
5.3 Develop transit training for new residents								
5.4 Explore opportunities to increase awareness of all transit options, including outside of BWG								
6. Administration Recommendations								
6.1 Dedicate one full-time staff member to transit								
6.2 Establish contract for specialized & on-demand service and roles/responsibilities for customer service and trip booking								
6.3 Develop specialized transit policies and eligibility criteria								
6.4 Seek Council's decision on fare strategy								
6.5 Hire a second full-time transit staff member								
6.6 Investigate partnership with YRT, Simcoe Linx and other regional partners for improved connections								

Notes
 [1] Successful implementation will depend on the resources available to carry out the recommendations outlined in this roadmap.

Figure 24: BWG Transit Master Plan Implementation Roadmap

5.2 Financial Analysis

This section provides additional insight and projections of the financial investment required to achieve the recommendations laid out within the implementation plan.

5.2.1 Financial Projections

The overall cost to BWG of operating transit is dependent on a number of factors, including the amount of service delivered, fares, and additional funding that is made available to the Town, such as provincial gas tax. Table provides financial projections for 2028 and 2031 alongside the financial figures for 2023 as a baseline. Important to note, the operating expenses for 2023 reflect the costs of service only and administrative costs. The 2028 and 2031 expenses reflect the amount of service implemented at that point, adjusted for inflation.

While discussions are ongoing regarding the future of the fare policy within Bradford West Gwillimbury, these projections are subject to change. Council has indicated an interest in exploring alternative fare models, including the elimination of fares entirely. Making changes to the fares will have an impact on expected revenues, expenses associated with fare collection, and also on ridership. A relatively cheap fare will likely increase ridership. Since the provincial gas tax is impacted by ridership, increasing ridership by reducing fare would also potentially lead to higher gas tax revenue. For the purposes of this study, the projections were developed assuming the same fares as today and a similar proportion of riders who pay cash compared to easyPASS¹⁶.

Table 21: Financial figures for 2023 and projections for 2028 and 2031

	2023	2028	2031	2023 Peer Average
Operating Expenses¹⁵	\$ 1,062,900	\$ 3,174,000	\$ 4,274,000	-
Fare Revenue¹⁶	\$ 90,000	\$ 360,000	\$ 630,000	-
Provincial Gas Tax¹⁷	\$ 380,170	\$ 565,000	\$ 750,000	-
Total Municipal Contribution	\$ 592,730	\$ 2,249,000	\$ 2,899,000	-
Revenue to Cost Ratio	8.5%	11.3%	14.7%	22%
Municipal Contribution per capita¹⁸	\$ 13.25	\$ 45.66	\$ 53.93	\$ 46.37

In addition to overall costs and revenues, two financial indicators are included in the projections: revenue to cost ratio (RC ratio) and municipal contribution per capita. The projected RC ratio increases from 11% in 2023 to nearly 15% in 2031, reflecting that the municipality is recuperating a higher proportion of the cost of transit from fares. The municipal contribution per capita also helps to put the cost of transit into perspective based on the population growth anticipated. From the current day peer review (Section 3.4), the average municipal contribution per capita was \$46.37, which is slightly more than the 2028 projection for BWG. The 2031 projection for BWG is less than the present-day municipal contributions of Cornwall, North Bay, Stratford, and Timmins.

5.2.2 Annualized Expenses

On an annual basis, the operating and capital expenses vary according to the timing of implementing new service and procuring new vehicles. These are presented in Table , adjusted for

¹⁵ Operating costs include transit service, fuel, and administration fees, including staff. 2028 and 2031 operating expenses based on the planned amount of service based on the implementation roadmap.

¹⁶ Fare revenue is based on current fares and current patterns of fare type use. According to the first public survey, 25% of respondents pay the \$3 cash fare and 75% of respondents pay the \$1 easyPASS fare. The projections assume that there are no changes to the fare structure (including adjustments for inflation).

¹⁷ 2031 provincial gas tax is estimated based on population and ridership growth aligned with the Metrolinx 2041 Regional Transportation Plan. The 2028 estimation assumes linear increase from 2023 to 2031.

¹⁸ 2023 population: 44,750 and 2031 population estimated to be 53,750. Assuming linear population growth, 2028 population is estimated at 49,250.

inflation. Of note, 2026 has a much higher stop infrastructure expense accounting for the stop rebranding and the implementation of new stops. Dedicated staffing costs, including a second full-time resource in 2025, are included for each year. The projected cost of a new transit facility has been spread over the seven years.

Table 22: Annualized Expenses 2024 to 2031 in thousands¹⁹

	2024	2025	2026	2027	2028	2029	2030	2031
Operating Costs								
Service	\$ 963	\$ 1,424	\$ 1,977	\$ 2,444	\$ 2,979	\$ 3,480	\$ 3,990	\$ 4,067
Fixed Route and Shuttles	\$ 963	\$ 1,055	\$ 1,075	\$ 1,440	\$ 1,956	\$ 2,249	\$ 2,314	\$ 2,358
Specialized and On-Demand	\$ -	\$ 369	\$ 902	\$ 1,004	\$ 1,023	\$ 1,230	\$ 1,676	\$ 1,709
Administration	\$ 113	\$ 185	\$ 188	\$ 192	\$ 195	\$ 199	\$ 203	\$ 207
Total Operating Costs	\$ 1,075	\$ 1,608	\$ 2,165	\$ 2,636	\$ 3,174	\$ 3,679	\$ 4,193	\$ 4,274
Capital Costs								
Vehicles	\$ 723	\$ 994	\$ 1,882	\$ 2,557	\$ 785	\$ 269	\$ -	\$ 142
Stop Infrastructure	\$ 60	\$ 62	\$ 627	\$ 85	\$ 87	\$ 88	\$ 90	\$ 92
Terminals and Facilities	\$ 1,243	\$ 1,243	\$ 1,243	\$ 1,243	\$ 1,243	\$ 1,243	\$ 1,243	\$ 1,243
Total Capital Costs	\$ 2,026	\$ 2,299	\$ 3,752	\$ 3,885	\$ 2,115	\$ 1,601	\$ 1,333	\$ 1,476
Total Annual Expenses	\$ 3,101	\$ 3,907	\$ 5,917	\$ 6,520	\$ 5,289	\$ 5,280	\$ 5,526	\$ 5,751

¹⁹ All expenses adjusted for anticipated inflation according to International Monetary Fund projections. All entries are rounded.

5.2.3 Funding Opportunities

The following are some additional funding options that may be of interest to the Town to help fund specific projects and investments are summarized below.

- **Canada Public Transit Fund:** The Canada Public Transit Fund is a newly announced fund from the federal government that will provide reliable capital funding to build new transit infrastructure and provide stable funding to maintain existing transit systems and meet life-cycle costs. Beginning in 2026-2027, the federal government will invest an averaging of \$3 billion per year for public transit and active transportation infrastructure. The *Baseline Funding Stream* of the Canada Public Transit Fund (CPTF) provides predictable, long-term support to communities across the country with existing transit systems. This funding aims to enhance both routine capital and non-capital investments, ensuring continual growth, rehabilitation and replacement of public transit while also increasing capacity for planning. Capital plan applications will detail how communities intended to use their Baseline Funding allocations over several years. This may include plans to expand, rehabilitate or replace sections of an existing public transit system, such as increasing bus fleet. Recipients must meet the following eligibility requirements to apply:
 - ✓ The applicant has a minimum of 3 (preferably 5) years of historical ridership, population served, and capital investment data
 - ✓ The applicant's public transit system includes fixed route service.
 - ✓ The applicant must have a minimum average capital investment of \$100,000 annually
 - ✓ The applicant's transit system must have a minimum annual ridership of 30,000.

The intake for submission of an Expression of Interest (EOI) for Baseline Funding is now open, until September 16.

Under Canada Public Transit Fund, the *Targeted Funding Stream* will enable rural and Indigenous communities to seek funding in support of active and transit projects. The Targeted Funding stream consists of a series of regular calls for applications for specific types of public transit and active transportation projects.

- **Rural Transit Solutions Fund:** This funding supports locally driven transit solutions for rural and remote communities. This funding will support the development of transit solutions that provide new options to residents. The two program streams include the *Planning and Design Projects Stream* and the *Capital Project Stream*. Funding from the Capital Projects Stream is now closed; however the Town may be interested in applying for the Planning and Design Projects Stream. Under this stream, applicants can seek grants of up to \$50,000 in support of communities' projects to plan and design new or expanded transit solutions for their communities. This could be used to further assess and plan for zero emission vehicles, additional public engagement, or facility design to expand rural transit services.
- **Zero Emissions Transit Fund:** Should there be interest from Council to electrify the fleet, vehicles require significant planning and high capital costs. Additionally, the costs for charging infrastructure and additional maintenance equipment may add costs to a potential transit facility. *The Zero Emissions Transit Fund* offers support to public transit operators across Canada who are electrifying their fleet. This fund will support transit agencies plan for electrification, support the purchase of ZEB busses and build associated infrastructure and facility upgrades to support ZEBs. Applications will be accepted on a rolling, ongoing basis until the funding available has been fully allocated.

5.3 Risk Identification and Adjusting the Plan

The project risk register is an important tool for identifying, assessing, managing and monitoring risks in implementing the various recommendations and key task as part of this Transit Plan. By maintaining a risk register, the project team can proactively address uncertainties, minimize challenges and capitalize on opportunities that could affect project goals and objectives. Table identifies these potential challenges and highlights our approach to managing those challenges.

Key components include in the risk register include:

- **Risk Description:** This involves identifying the potential risk.
- **Source/Category:** This is the project area where the risk may stem from. These categories include: Service, Customer Experience, Administration and Governance, Facilities, Terminals and Stops and Fleet.
- **Recurrence:** Whether this risk occur once, or will be an ongoing risk over the course of the project's lifecycle.
- **Impact Level (1 – low to 5 – high) and Probability Level (1 – low to 5 – high):** each identified risk is assessed based on its likelihood of occurring and the potential impact on the projects objectives if it does occur. This helps prioritize risks for effective management.
- **Owner:** clear ownership is assigned for each identified risk, ensuring that responsible individuals or teams are accountable for monitoring the risk and executing mitigating actions.
- **Mitigating Action:** this refers to an action taken or strategy that is designed to reduce the probability of a risk occurring or minimize its impact should the risk occur. These are proactive measures that are suggested to proactively manage and control identified risks effectively.

Table 23. BWG Transit Implementation Risk Register

Risk ID #	Risk Description	Source/ Category	Recurrence (Ongoing or one time)	Impact Level (1 - low to 5 - high)	Probability Level (1 - low to 5 - high)	Owner	Mitigating Action
1.1	Budget creep is a risk with many new on-demand technologies and transit services.	Service	One Time	3	4	BWG	Developing budgets for the on-demand service can be challenging, especially for agencies with limited prior experience with the technology. Having detailed information on the scope and if possible, the budget, reduces the vendor’s perception of risk and encourages vendors to provide lower pricing.
1.2	A lack of supporting financing from grant organizations and other levels of government may compromise the financial success of procurement and implementation.	Service	One Time	4	3	BWG	There may be challenges that arise when finding the right funds/ funding sources for the project. Early discussions with the finance department or leadership can better ensure that the funding for the project is in place to move forward, minimizing delays. In addition, rolling out the various projects in a phased way helps to mitigate challenges that arise in funding.
1.3.	Scope creep can introduce unexpected costs and delays to the implementation of new transit services.	Service	One Time	2	3	BWG	It is recommended that agencies focus on the functional needs to ensure that the proposed service is best representative of what the agency needs/wants out of the new service.
1.4	Service design requirements may conflict with operational realities discovered during the implementation. A lack of decision-making framework may delay or stall the implementation.	Service	One time	4	3	Operator	It is recommended that the transit operators participate in the design reviews with town staff to ensure that proposed designs meet the intent of the scope of services without significant disruption or modification to business processes and workflows.
1.5	Technology configuration may uncover challenges in deploying the on-demand scheduling and booking features required for the service, delaying or stalling the implementation.	Service	One time	4	2	BWG	The Town should confirm with vendors in advance of testing that they have undertaken adequate pre-testing and training on the on-demand/specialized technology. Ensure that operators provide generic training on the use of the system (features and functions) as well as the specific adjustments that suit the Town.

Risk ID #	Risk Description	Source/Category	Recurrence (Ongoing or one time)	Impact Level (1 - low to 5 - high)	Probability Level (1 - low to 5 - high)	Owner	Mitigating Action
1.6	Existing and new customers may not be able to access or prefer not to use digital technologies to access the service. This may risk reputational damage and decrease ridership.	Customer Experience	Ongoing	3	2	Operator	Alternative options may need to be implemented to support customers without data access. Passengers lacking access to a smartphone, should be able to also book the service by phone, email or through the agency's webpage. Ensure that these alternatives are available through the contract negotiation phase and monitor the contractor for compliance.
1.7	Existing and new customers may not be aware of changes to service. This may risk reputational damages and decrease ridership.	Customer Experience	Ongoing	3	2	BWG	It is recommended that BWG Transit prepare a proactive communication strategy, to notify existing customers of upcoming changes, including rationale and benefits of the service changes. BWG Transit should ensure that clear and accessible information regarding new changes is made available, to explain changed in an engaging and easy-to-understand way. Customer support will also help to mitigate any inquiries related to the changes. BWG Transit will need to ensure that staff are well-trained to handle customer questions effectively.
1.9	The expansion of services by the Town poses a risk of requiring additional staff. If adequate staffing is unavailable, this could strain operational efficiency and jeopardize customer service quality.	Administrati on and Governance Top of Form Bottom of Form	Ongoing	4	3	BWG	As it currently stands, BWG as an organization does not have enough staff with dedicated time to provide the new and increased services proposed. Conducting a hiring process and doing so early will ensure that they have sufficient time to learn and understand the role for the near future.
1.10	Contractor may have challenges in hiring operators due to staffing shortages.	Service	Ongoing	4	3	BWG	In order to mitigate this risk, BWG should support the operator in hiring to the best of their ability. This may include promotion and ensuring that the operators are aware of the staffing requirements well in advance so they too can plan accordingly.

Risk ID #	Risk Description	Source/Category	Recurrence (Ongoing or one time)	Impact Level (1 - low to 5 - high)	Probability Level (1 - low to 5 - high)	Owner	Mitigating Action
1.11	Supply chain shortages have extended timelines and introduced risks to vehicle production and delivery. Vehicle procurement may uncover challenges in deploying the new service due to supply chain shortages.	Fleet	Ongoing	4	2	BWG	Initiating outreach to manufactures early on will provide the Town with better insight into timelines, which can then be incorporated into the schedule. Additionally, extending the procurement schedule will allow for potential delays to be accounted for, thereby mitigating impacts to service roll out. BWG Transit should consider a contract that delivers a set number of vehicles in an extended time frame and establish this early on to account for delays. In addition, keeping a fleet with similar models will allow for greater insight to account for delay with less change over between vehicles.
1.12	Reduced visibility of vehicle maintenance can lead to risk of inadequate servicing tailored to specific needs. In addition, off-site maintenance risks additional wear and tear on vehicles and increased milage. This extra milage can negatively impact the health of vehicles, potentially affecting overall vehicle performance and longevity.	Facilities, Terminals and Stops	Ongoing	3	4	BWG	To mitigate this risk, BWG Transit should consider maintenance and storage facilities and assets be stored at a facility under BWG's ownership. This can alleviate risk associated with potential operational vulnerability and gives the Town greater access and visibility to maintenance and storage of assets. In addition, this can assist with vendor reliability, when bidding on operations contracts.

5.4 Maximizing Success

In order to maximize the success of BWG Transit in the future and the implementation of this transit plan, continuous performance monitoring is critical. Performance monitoring is essential for BWG Transit to gauge the effectiveness and efficiency of their services and make informed decisions regarding service delivery. This monitoring plan outlines key performance measures and targets that can be utilized by BWG Transit to assess system-wide performance and guide service planning.

5.4.1 System-Wide Performance

The following key performance measures are crucial for evaluating the overall performance of the transit system. Monitoring should align with CUTA reporting on annual basis and inform annual to longer adjustments. Evaluation should be made on a year-over-year basis and in relation to 2031 targets.

Performance Metric	Description	2031 Target
Passengers per Hour	Measures the number of passengers per vehicle-hour of service delivered.	11.5 urban conventional 4 co-mingled rural on-demand and specialized service
Trips per Capita	Evaluates the number of trips per person within the service area, informing service utilization.	8 trips per capita
Transit Mode Share	Assesses the system's contribution to overall transportation needs.	5% transit mode share
Municipal Contribution per Capita	Monitors the net amount of local taxpayer funding used to support the system per capita.	At least \$ 50 per capita
Revenue / Cost Ratio (R/C Ratio)	Evaluates the ratio of farebox revenue to the total operating cost of the system, a crucial financial performance indicator.	15%, assuming the current fare policy remains the same. This should be revised once a fare strategy is confirmed.

Performance Metric	Description	2031 Target
Cost per Service Hour	Assesses the overall effectiveness and efficiency of the system by comparing the total cost of service to the amount of annual service hours.	\$ 90 per service hour
Cost per Trip	Evaluates the total cost of service versus total ridership, indicating overall performance.	\$ 10 per trip
Safety Statistics	Includes incidents per revenue-kilometer and aids in the evaluation of contractor and operator performance.	No target specified. Should strive for progressive improvement.
On-Time Performance (OTP)	Based on time point departures between 1 minute early and 5 minutes late. Aids in the evaluation of contractor and operator performance. Evaluation should also be conducted at the route and service type levels to inform service planning and scheduling.	90% of all departures from time points should be on-time.
Customer Satisfaction	Based on reported complaints and complements per 1,000 trips. Customer satisfaction score based on annual surveys.	Less than 0.5 complaints per 1,000 trips Greater than 1.0 complements per 1,000 trips Greater than 90% customer satisfaction.

5.4.2 Service Planning Guidance

The following performance monitoring measures help to guide service planning and scheduling.

Run-time analysis: Evaluate fixed route run-times at the 70th percentile per route and time period to guide scheduling and assess insufficient run-time. A minimum 10% layover should be used to account for operational variability. Analysis should also be used to establish time periods

that align with ridership and run-time variations. Analysis should be conducted either quarterly or annually to inform schedule changes.

Boardings per Vehicle Hour (Route Based): Assess boardings per vehicle hour by route to guide service levels and routing. Route performance below 4-6 boardings per vehicle hour should initiate consideration of an on-demand transition. Route Boardings per vehicle hour should be considered for any service investment in conjunction with existing frequency of service. A route with high boardings per vehicle per hour could better justify increased frequency as compared to introducing a new fixed route. Analysis should be conducted either quarterly or annually.

Spatial Boardings per Vehicle Hour: Analyze ridership productivity by stop or spatial area to help align service with demand. This analysis supports longer term planning to guide network, route and service type adjustments.

Passenger travel analysis: Assess origin-destination travel and use to inform transit vs. car passenger delay assessment, employing tools like Google Maps travel times. This analysis supports longer term planning to guide network, route and service type adjustments.

Additional monitoring processes are recommended for specific on-demand areas. These will help guide on-demand to fixed or flex route service transitions for each respective context.

Bond Head: Compare a potential fixed route providing local Bond Head service and connection to Bradford against on-demand services in terms of boardings per vehicle hour and other service quality considerations if non-specialized hourly demand in Bond Head exceeds 3 trips per hour over a 3-month period.

Artesian Industrial Parkway: Assess employment shuttle against on-demand service if peak shift time ridership in the area exceeds 3 trips per hour over a 3-month period.

On-Demand/specialized Parameters and Targets: The following parameters and targets help to balance efficiency and service quality goals towards effective on-demand service.

Performance Metric	Description	2031 Target
On-demand Boardings per Hour	Measures the number of passengers per vehicle-hour of on-demand service delivered.	3.5 passengers per hour
Trip Request / Fulfillment Variance	The difference between the time a trip is requested for and the time the service delivers to the customer.	95% of all trips are delivered within 75 minutes of when requested.

Performance Metric	Description	2031 Target
On-board travel time	The total time a passenger travels between their actual pick-up and drop-off point.	<p>Within Bradford: maximum of 40 minutes</p> <p>Outside of Bradford: maximum of 60 minutes</p> <p>All trips: 90% of trips take less than 4 times the direct drive time.</p>
Trip Denials / Failed Searches	The percentage of trips that cannot be fulfilled as requested due to capacity constraints, measured for specialized trips and on-demand trips separately.	<p>Specialized Trips: Less than 0.1% of requests denied</p> <p>On-demand Trips: Less than 3% of trip requests denied.</p>

6 APPENDIX A- ROUND 1 SURVEY

BWG Transit Survey – a Better Way to Go!

The Town of Bradford West Gwillimbury has partnered with the transit consulting firm, Left Turn Right Turn, to develop a Transit Master Plan to 2031. In doing so, we are aiming to respond to stakeholder, user, and public needs to best address gaps in the current system as well as build a future service that responds to the needs of residents.

This survey seeks to collect information on resident preferences, the transit service as it exists today, and on how best it can grow in the future so that the plan can respond to any current deficits and foster a future-oriented transit service. We seek input from all residents, even non-transit users and rural residents, to shape a responsive and forward-looking transit plan. Your participation will contribute to the development of transit options tailored to community needs. Survey results will help form the development of transit options. Further public engagement will be conducted in late winter to evaluate those options.

The survey consists of 3 sections:

Section 1 - Current State

Section 2 - Future State

Section 3 - Demographics

This survey is anonymous. It will take approximately 10-15 minutes to complete.

The survey will close end of day **Sunday, January 21st, 2024.**

If you have any questions about the survey, or would like to provide more information on BWG Transit, please contact:

Left Turn Right Turn at
consultations@ltrt.ca

Section 1 – Current State

Section 1 of this survey is focused on understanding the current state of BWG Transit and how it is perceived. This includes how well it is functioning today, gaps in the service (if any), and traveler preferences. Maps of Routes 1 and 2A of the existing service are shown below. Route 2B duplicates the routing of 2A but in the opposite direction.



1. How frequently do you use the following transit services?

Service	Frequently	Infrequently	Never
BWG Route 1			
BWG Route 2			
Shuttle-to-GO			
Shuttle-to-Reagens			
GO Transit			
Simcoe County LINX			
York Region Transit (YRT)			

2. If you currently use GO Transit but not BWG Transit, would any of the following make it more likely to use BWG Transit in connecting to GO? (Please select all that apply.)
 - More direct routes to GO
 - Longer hours of service
 - Better timed connections

- More frequent service
- Fare integration
- Other, please specify: _____

3. How much do you agree with the following statements about BWG Transit?

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The current service is reliable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The price is fair	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It is easy to understand how to use the current service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Transit should have longer hours of operation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The current routes take me where I want to go	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I can get to where I want to go quickly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BWG Transit connects well with regional transit	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
You don't need to wait long to catch a bus	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It is comfortable waiting for the bus	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It is not far to get to a bus stop	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Customer service is excellent	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Buses are accessible and comfortable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. What currently works well with BWG Transit?

5. What could be improved with BWG Transit?

6. Several service changes were made in 2019. These included expanding hours of operation to Saturday and early evenings, routing changes and the introduction of Route 2B. How satisfied are/were you of these changes?

	Very satisfied	Moderately satisfied	Neutral	Moderately dissatisfied	Very dissatisfied	Not aware of the changes
Introduction of Saturday service (9am to 5 pm) Route 1 and 2A	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Expanded weekday service in early evenings (5 pm to 7 pm) on Route 1 and 2A	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Route 1 routing change and reduction from 35 minute to 30 minute frequency	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
NEW – Route 2A early morning service (6 am to 7 am)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Introduction of Route 2B (7 am to 5 pm) weekday only	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Route 2 routing change to Reagens Industrial area	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. Why were you satisfied, neutral or dissatisfied with the changes?

8. Compared to 2019, how much do you use BWG Transit service today?

- Much more
- Somewhat more
- About the same
- Somewhat less
- Much less
- I've stopped taking BWG Transit
- Not applicable (I never take BWG Transit)

9. If you ride BWG Transit, what fare payment do you use? (Please select all that apply.)

- easyPASS
- Cash

10. If you ride BWG Transit, do you make use of the 90-minute transfer policy?

- Yes
- No

11. The next six questions will ask you to describe the top 2 trips you make and how many times in a week you make them. For start and end points of your trip please list the postal code if you know it. Otherwise, list the closest intersection or the places as you know them.

First, what is the start point of your most common trip?

12. What is the end point of your most common trip?

13. How many times per week on average do you make your most common trip?

- 1 2 3 4 5 6 7 8
- 9 10 11 12 13 14 15+

14. What is the start point of your second most common trip?

15. What is the end point of your second most common trip?

16. How many times a week on average do you make your second most common trip?

- | | | | | | | | |
|----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|----------------------------|
| <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 | <input type="checkbox"/> 6 | <input type="checkbox"/> 7 | <input type="checkbox"/> 8 |
| <input type="checkbox"/> 9 | <input type="checkbox"/> 10 | <input type="checkbox"/> 11 | <input type="checkbox"/> 12 | <input type="checkbox"/> 13 | <input type="checkbox"/> 14 | <input type="checkbox"/> 15+ | |

Section 2 – Future State

Section 2 of this survey is focused on understanding residents’ vision for transit. This includes understanding what role residents would like to see transit play in the community, how they might use transit and what they want it to look like.

17. Currently, Bradford West Gwillimbury spends less than similar communities on public transit. Knowing this, how should Bradford West Gwillimbury prioritize investments in public transit? (Please select all that apply.) Spend a similar amount as comparable communities
- Spend more than comparable communities
- Spend less than comparable communities but more than now
- Maintain current spending levels
- Decrease current spending levels

18. To what extent would the following factors persuade you to start or increase your use of BWG Transit?

Factor	Very likely	Somewhat likely	Not likely
More frequent service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
New service to places that I want to go	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Faster trips	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Better connections with GO Transit or Simcoe LINK	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cheaper fares	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Better bus stops	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
New specialized transit service (door-to-door accessible transit for people who are not able to use a conventional bus)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

19. If you answered very likely or somewhat likely to Other in Question 18, what other factor would start or increase your use of BWG Transit?

20. If you answered very or somewhat likely to any factor in Question 18, how would you have made these new transit trips if you didn't use BWG Transit? (Please select all that apply.)

- Driving
- Carpooling
- Taxi
- Walking
 - Cycling
 - Not making the trip due to a disability
 - Not making the trip for other reasons
- Other, please specify: _____

21. What additional places in Bradford West Gwillimbury should BWG Transit serve?

22. What do you think Bradford West Gwillimbury should focus on to improve transit over the next 10 years?

23. How do you see transit benefiting the community's goals?

24. What changes would you make to BWG Transit's fare options (e.g. Introduce monthly passes, youth fares or online easyPass loading)?

Section 3 – Demographics

25. What is your postal code?

26. What is your age?

- 18 and under 19-29 30-39 40-49
 50-59 60+ Choose not to answer

27. What is your most common mode of travel?

- Bike
 Car as a driver
 Car as a passenger
 Transit
 Walk
 Other, please specify: _____

28. What best describes your work situation?

- Employed at location away from home
 Work from home
 Hybrid work
 Unemployed

- Student
- Other (Please describe):

29. Do you anticipate any of the following changes to your work/school schedule in the next five years?

- More work from a location away from home
- More work from home
- More education
- Less work
- No change
- Other, please specify: _____

30. Which of the following best describes your total household income before taxes for last year? Please select one response.

- Under \$20,000
- \$20,000 to less than \$40,000
- \$40,000 to less than \$60,000
- \$60,000 to less than \$80,000
- \$80,000 to less than \$100,000
- \$100,000 to less than \$150,000
- \$150,000 to less than \$200,000
- \$200,000 or more
- Don't know
- Prefer not to say

Thank you!

That concludes the survey.

We appreciate your input on the transit system. This information collected from this survey will be weighed heavily as the Master Plan is developed since we want to have your needs and desires reflected in this plan so that transit in Bradford West Gwillimbury can support you better!

7 APPENDIX B- ROUND 2 SURVEY

BWG Transit Survey – To 2031!

The Town of Bradford West Gwillimbury has partnered with the transit consulting firm, Left Turn Right Turn, to develop a Transit Master Plan to 2031. In doing so, we are aiming to respond to stakeholder, user, and public needs to best address gaps in the current system as well as build a future service that responds to the needs of residents.

From the last survey, we heard from 86 respondents of a variety of ages and transit usage. Many people wanted to see transit have longer hours, more frequent trips, and better connectivity around BWG, including the GO station. People wanted to see more routes that would get them to the places they wanted to be faster.

We have started to put together some potential ideas for how transit can improve to 2031. We seek input from all residents, even non-transit users and rural residents, to shape a responsive and forward-looking transit plan. Your participation will shape what ideas are developed further and put forward to decision makers. The survey consists of 4 sections:

- **Section 1** – New and Additional Services
- **Section 2** – Potential Network Changes
- **Section 3** – Transit Costs and Investments
- **Section 4** – Demographics

This survey is anonymous. It will take approximately 10-15 minutes to complete.

The survey will close end of day **Sunday, April 21st, 2024**.

If you have any questions about the survey, or would like to provide more information on BWG Transit, please contact:

Left Turn Right Turn at
consultations@ltrt.ca

Please add **BWG Transit Plan** in the subject of your email.

Section 1 – New and Additional Services

Section 1 of this survey describes some of the additional services that are under consideration for the future of BWG Transit. These services will expand the service area of BWG Transit and increase access to all residents. In particular, these services may improve access to transit for rural residents, people with disabilities or mobility challenges, as well as workers.

Specialized Transit

The first idea is to introduce **specialized transit**. **Specialized transit** is a door-to-door service for riders who have a disability or mobility challenge that prevents them from using a fixed-route service. Potential users of the service will need to submit an application that explains why they cannot use the fixed-route service. Specialized transit riders will be able to book a trip in advance or when needed and have an accessible vehicle pick them up and take them to their destination. The service is shared ride with the potential for some detours to pick up other passengers. The proposed service area for specialized transit would be within BWG’s municipal boundaries.



Currently, BWG Transit does not operate a specialized transit service, though Simcoe LINX PLUS+ does offer some service.

1. Do you support the idea of introducing specialized transit service in BWG?
 - a) Yes
 - b) No
 - c) Maybe

2. Would you or someone you support on a regular basis use specialized transit service?
 - a) Yes
 - b) No
 - c) Maybe

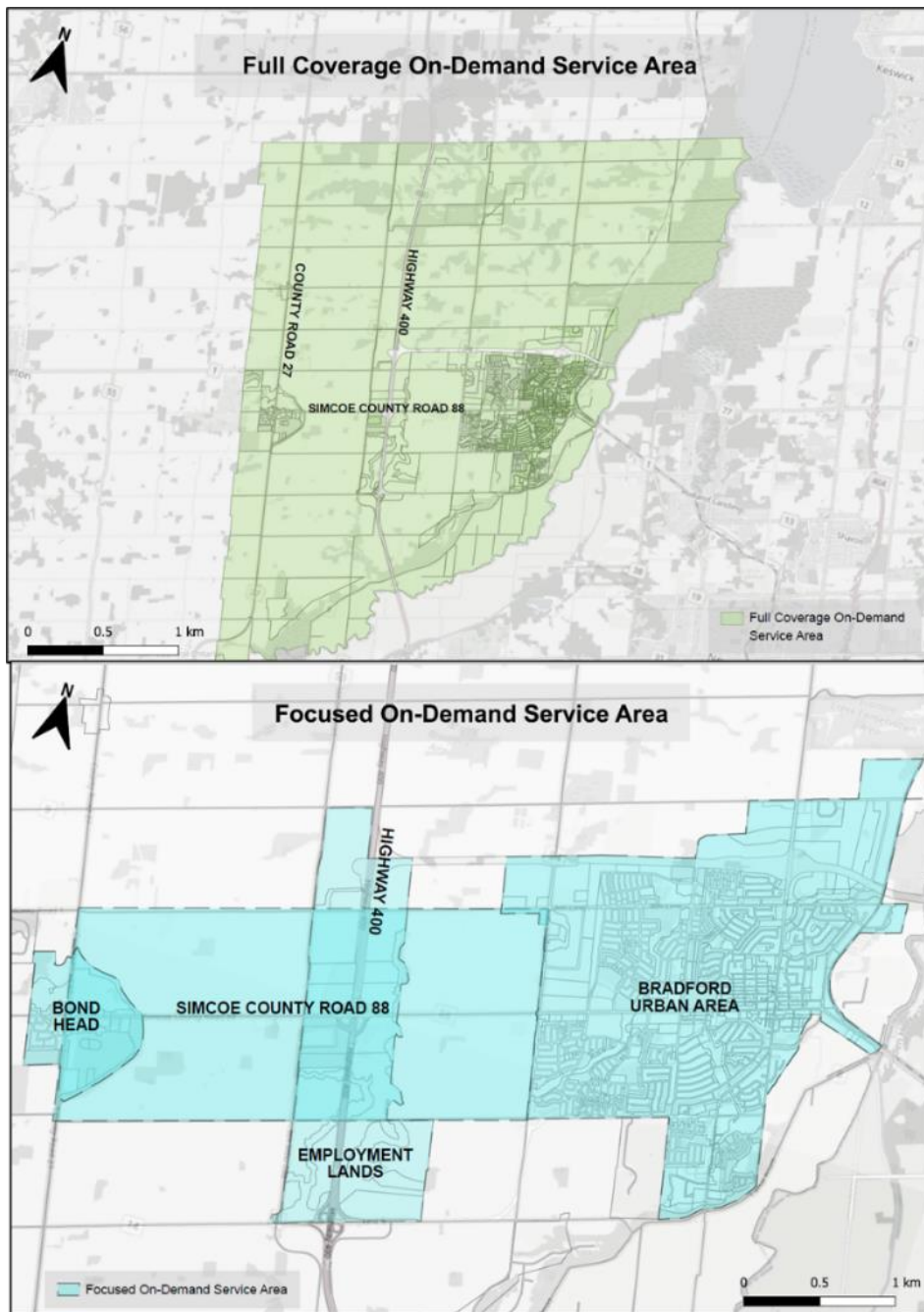
3. Do you have any comments about **specialized transit**?

On-Demand Transit

Another idea for a new service is **on-demand transit**. In **on-demand transit**, trips are scheduled based on riders' requests. There are no set routes, and trips are scheduled dynamically allowing for near real-time requests for trips. This is similar to ride hailing or dial-a-ride services but will be shared with other passengers. Pick-up and drop-off locations may require users to walk a short distance.

On-demand transit can help add transit service where a fixed route is not the most efficient (e.g., rural areas, early mornings or evenings). On-demand transit would be available within BWG's municipal boundary, but only where fixed-route service is not already being offered (e.g., outside of the urban part of BWG).

It is also possible to focus the service around Bond Head, the Highway 400 Employment Lands, and the urban part of BWG. This is where most of trips are anticipated that would use this service. This focus could reduce costs for on-demand transit by around 25% or \$525,000 a year and potentially lead to better service quality and lesser wait times. The maps below show the two potential on-demand service options.



4. Do you support the idea of introducing on-demand transit service in BWG?
 - a) Yes, the full coverage on-demand transit
 - b) Yes, only the focused on-demand transit in Bond Head, the Highway 400 Employment Lands, and urban BWG
 - c) No
 - d) Maybe

5. Would you use on-demand transit service?
 - a) Yes, the full coverage on-demand transit

- b) Yes, only the focused on-demand transit in Bond Head, the Highway 400 Employment Lands, and urban BWG
- c) No
- d) Maybe

6. Do you have any comments about **on-demand transit**?

Co-Mingled Specialized and On-Demand Transit

If the Town introduces specialized transit and on-demand transit, there will be an option to **co-mingle** these services. **Co-mingling** is when you use the same vehicles for both specialized and on-demand transit service. This means that a driver might pick up someone in a wheelchair and then a rural resident without a disability, before dropping off both passengers.

The main advantage of co-mingling is that you use fewer vehicles and drivers and the cost of operating both services is less. A potential downside is that if either service is very busy, there may be longer wait times for the other service. We estimate that having separate specialized and on-demand transit could be 63% more expensive than co-mingling services (or around \$2 million dollars more).

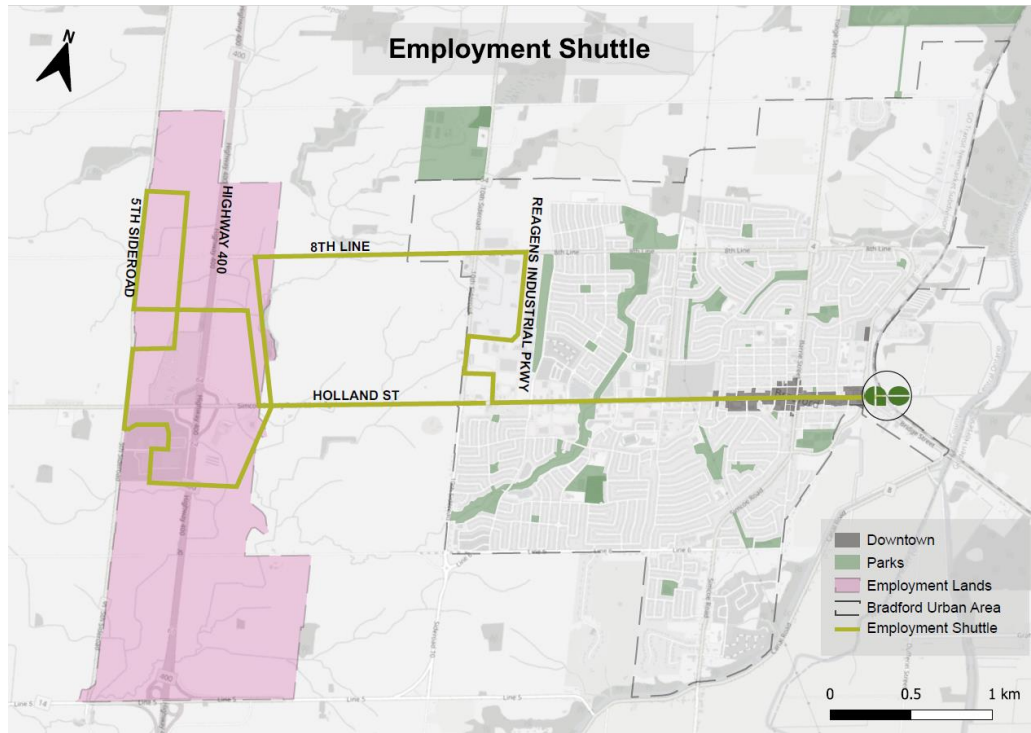
7. If both specialized and on-demand transit were operating in BWG, would you support the idea of co-mingling?
- a) Yes
 - b) No
 - c) Maybe

8. Do you have any comments about **co-mingling**?

Employment Shuttle

It is expected that transit demand at peak shift change times in the Highway 400 employment lands and Reagans Industrial Park will be strong. An employee shuttle during peak times could be an effective and efficient means to get people to and from work during peak shift change hours. A potential route using the planned road network is shown in the image below, and it connects the Bradford GO station with Reagans and the Highway 400 Employment lands. There are likely enough users of this service to have one trip in the morning and two trips in the afternoon. This

proposed employment shuttle would replace the current Shuttle-to-Reagans service. On-demand transit would provide service to these areas outside of the shuttle hours (including areas such as Artesian and Dissette industrial area).



9. Do you support the idea of this revised employment shuttle?

- a) Yes
- b) No
- c) Maybe

10. Would you use the employment shuttle?

- a) Yes
- b) No
- c) Maybe

11. Do you have any comments about the **employment shuttle**?

Section 2 – Potential Network Changes

Section 2 of this survey is focused on showing three potential future BWG Transit Networks. These proposed networks are not finalized. They represent possibilities of what the network could look like in 2031. Changes would not be immediate and will take several years to complete.

From the last survey, most people wanted to see transit investment that is in line with what other communities like BWG are doing. Currently, BWG Transit operates 3 buses. In the three potential networks, 11 buses would operate the service. This is a meaningful increase to the level of investment, and is in line with what other communities are planning.

The hours of operation associated with the 2031 network and services are:

Monday to Friday: 5:30am – 1 am (the next day)

Saturday: 6 am – 1 am (the next day)

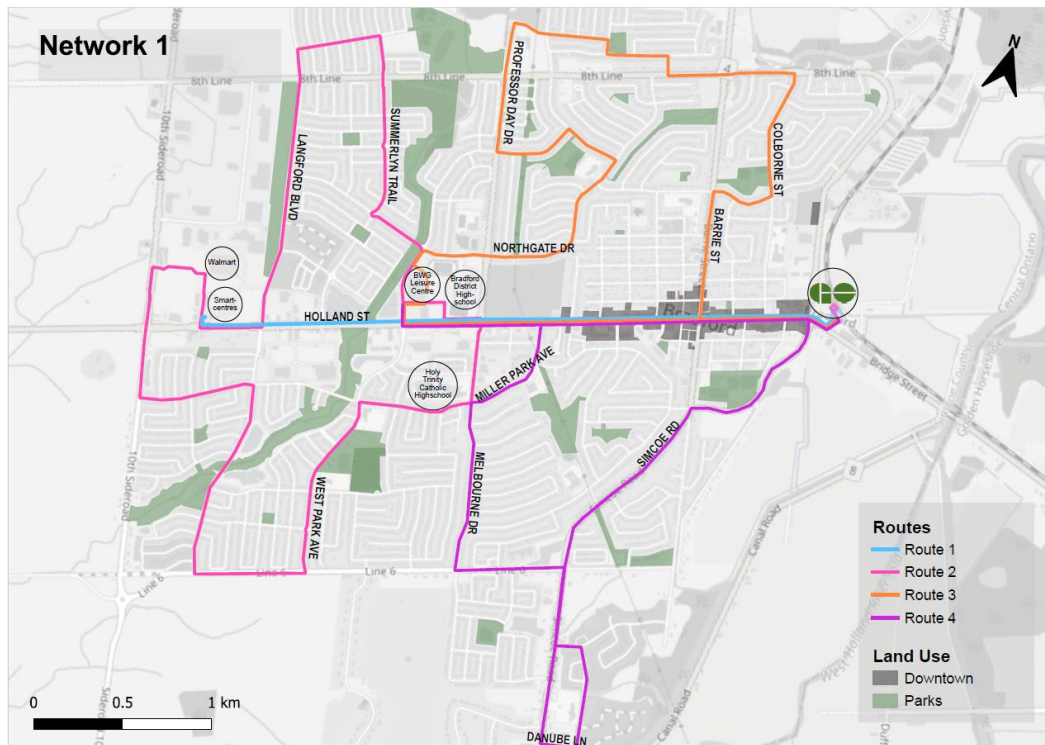
Sunday/Holiday: 7 am – 12 am (the next day)

Different transit services may be available at different times of day (e.g., on-demand transit might be used to provide late night service instead of fixed-route).

The three different networks were also assessed for their projected ridership, average travel time, and on-demand average wait time.

- **Projected Ridership:** How many trips people will take in this network. The more people who ride transit, the more efficient it is. Having more people ride transit could lead to more crowded vehicles, but it might also reduce the cost of operating the service by having more fares paid.
- **Average Travel Time:** An average of how long it would take to go from one random place to another in town, using the transit network. This includes walking time to a stop, wait time, transit time, any transfers, and walking distance to the destination.
- **On-Demand Average Wait Time:** An average of how long someone using on-demand transit would be waiting for a trip. Depending on the fixed-route transit network, more or fewer people would be eligible to use on-demand transit. The number of trips being scheduled on on-demand transit would impact waiting time.

Network 1



Network 1 is the most similar to the current network, with the main difference being that it splits up the 2a and 2b routes, and introduces more connectivity to the GO station. All routes connect in at the BWG Leisure Centre and have timed connections there, meaning it is easy to transfer to and from different routes at the Leisure Centre.

Route 1 has a trip about every 15 to 20 min. The other routes’ headways, or time between vehicles at a stop, vary based on the time of day and the direction of travel. Routes 2, 3, and 4 have a trip about every 20 to 40 minutes.

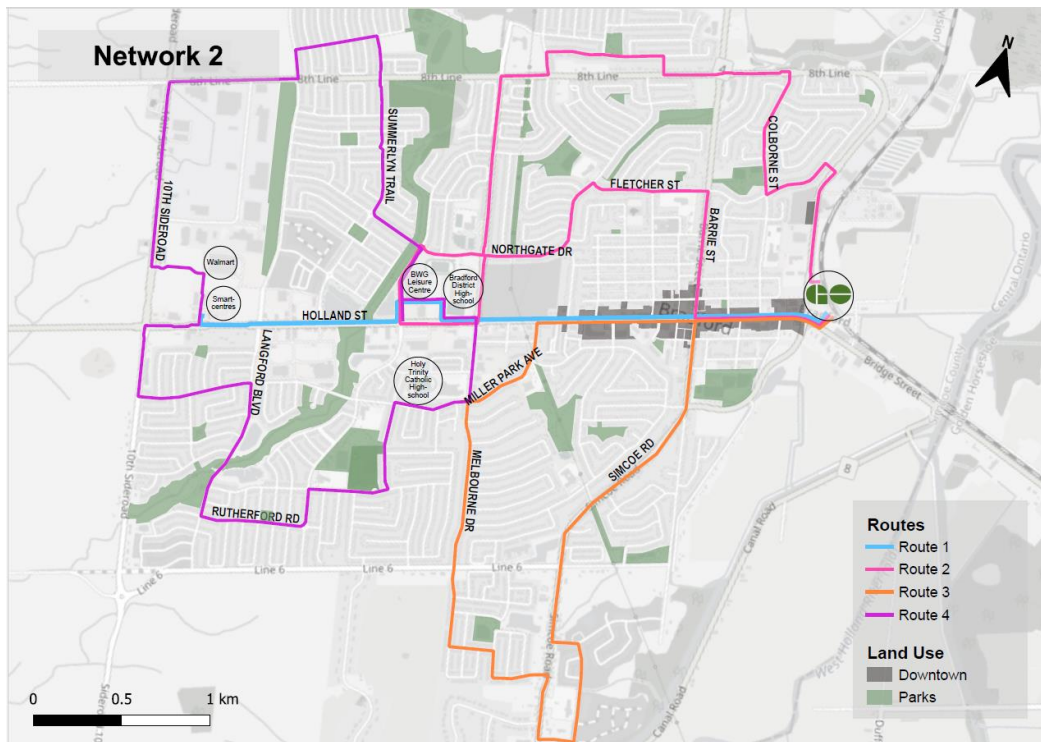
Compared to the other options, Network 1 has the **lowest projected ridership** (445,000 annually), **longest average travel time** (26.2 minutes), and **longest on-demand average wait times** (35-50 minutes).

12. On a scale of 1 to 5, how would you rate this network? 1= This network would not meet my transportation needs, 5=This network meets my transportation needs and would encourage me to use transit more.

1	2	3	4	5
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13. Is there anything you would change about Network 1?

Network 2



Network 2 is similar to Network 1 but has some changes that make the service a bit more direct and more frequent. Some of the routes connect at key locations to make timed connections easier for riders. Route 2 and Route 4 connect for easy, timed connections at the BWG Leisure Centre. Route 2 and Route 3 connect for easy, timed connections at the Bradford GO station.

Route 1 has a trip about every 15 to 20 minutes. The other routes' headways, or time between vehicles at a stop, vary based on the time of day and the direction of travel. Routes 2, 3, and 4 have a trip about every 15 to 35 minutes. This is slightly more frequent than Network 1.

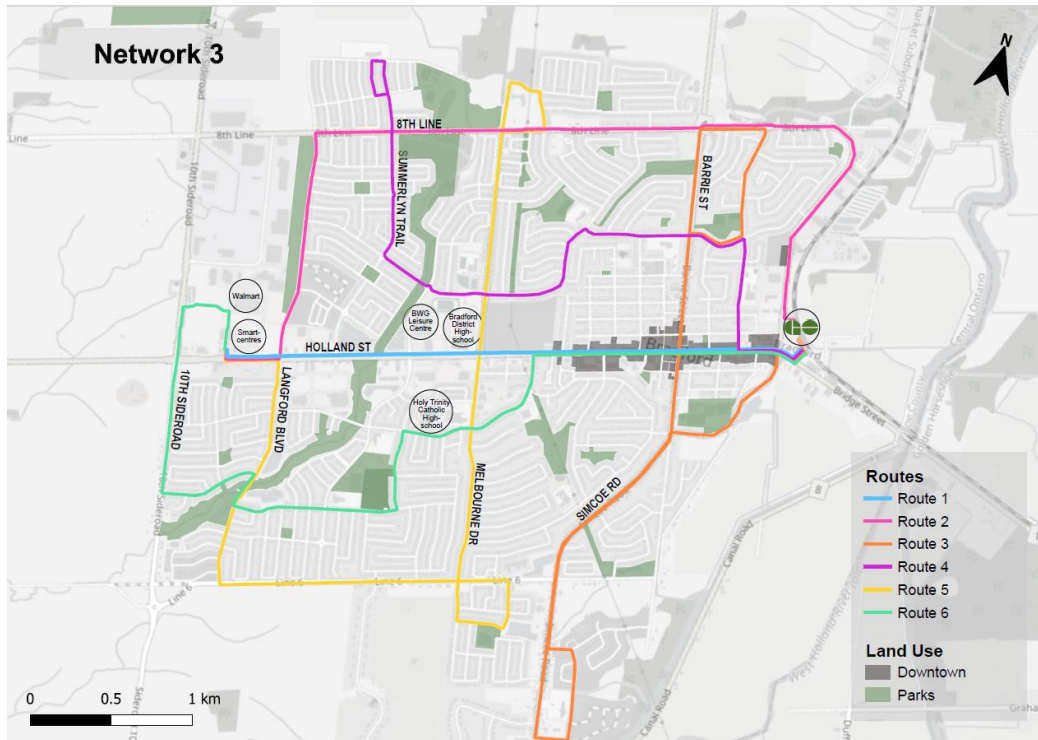
Compared to the other options, Network 2 has the **middle projected ridership** (497,000 annually), **shortest average travel time** (23.3 minutes), and **shortest on-demand average wait times**, tied with Network 3 (30-45 minutes).

14. On a scale of 1 to 5, how would you rate this network? 1= This network would not meet my transportation needs, 5=This network meets my transportation needs and would encourage me to use transit more.

1	2	3	4	5
---	---	---	---	---

15. Is there anything you would change about Network 2?

Network 3



Network 3 is the most different network and represents the most changes to transit in BWG. There are six routes in total that offer a lot of transfer points in the Town. The routes connect at key locations to make timed connections easier for riders. Routes 1, 2, 3, and 4 all connect for timed connections at the Bradford GO station. Route 5 and Route 6 connect for easy, timed connections near the Wal-Mart and SmartCentres.

Routes 1, 2, and 3 have a trip about every 15 to 20 minutes. Route 4 has a trip about every 30 to 40 minutes. Routes 5 and 6 have a trip about every 20-25 minutes.

Compared to the other options, Network 3 has the **highest projected ridership** (520,000 annually), **medium average travel time** (23.8 minutes), and **shortest on-demand average wait times**, tied with Network 2 (30-45 minutes).

16. On a scale of 1 to 5, how would you rate this network? 1= This network would not meet my transportation needs, 5=This network meets my transportation needs and would encourage me to use transit more.

1	2	3	4	5
---	---	---	---	---

17. Is there anything you would change about Network 3?

18. Of the three networks, which is your preferred network? Why?

- Network 1 (most similar to today's network)
- Network 2 (similar to Network 1 but with slightly higher frequency and more direct routes)
- Network 3 (most different from today, with six routes)

Why:

Section 3 – Transit Costs and Investments

Section 3 of this survey describes the overall costs of investing in transit at this level and gauges community support of this investment.

Currently, Bradford West Gwillimbury spends less than similar communities on public transit. From the last survey, most people wanted to see transit investment that is in line with what other communities like BWG are doing. The proposed level of service is comparable to what other communities are planning. There are both operating and capital costs associated with implementing the proposed transit network.

Operating Costs: This is the cost to run the service every day. This covers the drivers' wages, fuel costs, maintenance costs, and so on. When you have transit run for more hours in a day or more days a week (e.g., adding Sunday and Holiday service), operating costs increase.

The total operating cost for one year of service is: \$6,075,000. This is broken down into:

- Fixed-Route Service: \$3,000,000
- Specialized and On-Demand Transit (assuming co-mingled): \$3,000,000
- Employment Shuttle: \$75,000

If specialized transit and on-demand transit were operated separately, this would increase operating costs by \$1,875,000 (increase of 63%).

Revenue, or ways to cover the costs of transit, include provincial gas tax funding, revenue from transit fares, and provincial and federal capital grants. An estimate of these revenues are:

- Provincial Gas Tax Funding: \$445,000
- Fare Revenue: \$768,000
- Provincial and Federal Capital Grants: unknown

Capital Costs: These are one-time costs that are necessary for transit in the long-term. This includes the cost of buying new transit vehicles and adding bus shelters and benches at stops. Over the next seven years, one year of capital costs are about \$1,160,000. This can be broken down into:

- New Vehicles: \$1,076,000
- Infrastructure Improvements (bus shelters, new bus stops): \$84,000

If specialized transit and on-demand transit were operated separately, this would increase capital costs by \$123,000 for one year.

If the Town paid for the rest of the cost of transit, it would be up to \$6,022,000 for one year. The cost of operating transit in 2022 was \$760,000. This increase in spending is about 7.9 times the 2022 budget.

This investment in transit will benefit the Town and support multiple economic and community benefits including:

- Economic development, including access to employment
- Personal transportation savings (transit is less expensive than owning a car or using a taxi)
- Reduction in road traffic (faster travel times for everyone)
- Avoiding traffic accidents
- Improved environmental and health outcomes (better air quality and reduced greenhouse gas emissions, promotes a more active lifestyle for transit riders)
- Social benefits (especially for people who are unable to use a personal vehicle)
- Reduced infrastructure costs (less road and parking infrastructure, more sustainable urban form)

Research on the economic impact of transit investment in Canada indicates that the financial benefits of the proposed transit service would far exceed its cost.

19. Reflecting on the above preliminary financial numbers, do you support this level of investment in transit?

- Yes, I support this level of investment in transit
- No, but I would support 75% of this investment in transit
- No, but I would support 50% of this investment in transit
- No, but I would support 25 % of this investment in transit
- No, I do not support any additional investment in transit

20. If you did not answer yes to the previous question, what do you think is an appropriate level of investment in transit?

21. Increasing the cost of fares can lead to a couple of outcomes. One, by increasing users' cost, the cost to the Town decreases. As a downside, increasing the cost of transit can make it too expensive for people who may not have access to another mode of transportation. If fares were to increase, you could introduce more concession fares (e.g., student fares, low-income fares), so that affordable fares are available to those who need it most.

The current fare for transit is \$1 (easyPASS) and \$3 (cash). If this was increased, it would lead to greater fare revenue and lower municipal contribution to transit.

A moderate increase to \$2.75 (easy pass) and \$5 (cash) would lead to:

- \$1,696,000 in fare revenue
- \$5,094,000 municipal cost of transit

A high increase to \$4 (easy pass) and \$8 (cash) would lead to:

- \$2,560,000 in fare revenue
- \$4,229,000 municipal cost of transit

Would you be willing to pay more in fares to have improved transit service?

- Yes, a high increase
- Yes, a moderate increase
- No, if fares were raised, I would use a concession fare
- No, if fares were raised, I would take a different mode of transportation

22. To some extent, all three proposed networks can be implemented with a smaller budget. This would come at the cost of lower frequency and poorer quality of transit service overall. The lowest possible cost of each network (only the fixed-route operations) is listed below. As a point of comparison, the 2022 transit operating cost was \$760,000.

- Network 1: \$975,000 (5 vehicles)
- Network 2: \$975,000 (5 vehicles)
- Network 3: \$1,400,000 (7 vehicles)

With this additional information, what network and level of investment is your preference?

- Network 1 at its lowest possible cost
- Network 1 at its full cost
- Network 2 at its lowest possible cost
- Network 2 at its full cost
- Network 3 at its lowest possible cost
- Network 3 at its full cost
- Other, _____

23. If you think transit investment should be less than what is proposed, check all areas of service that you believe should be reduced from the proposal.

- Evening service hours
- Sunday service
- On-demand/specialized service area
- Number of fixed route buses

24. Do you have any additional comments about the future of BWG Transit?

Section 4 – Demographics

25. How frequently do you currently use the following transit services?

Service	Frequently	Infrequently	Never
BWG Route 1	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BWG Route 2	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Shuttle-to- GO	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Shuttle-to- Reagans	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
GO Transit	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Simcoe	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
County LINX	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
York Region Transit (YRT)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

26. What is your postal code?

27. What is your age?

- 18 and under
 19-29
 30-39
 40-49
 50-59
 60+
 Choose not to answer

28. What is your most common mode of travel?

- Bike
 Car as a driver
 Car as a passenger
 Transit
 Walk
 Other, please specify: _____

29. What best describes your work situation?

- Employed at location away from home
 Work from home
 Hybrid work
 Unemployed
 Student
 Other (Please describe): _____

30. Which of the following best describes your total household income before taxes for last year?

Please select one response.

- Under \$20,000
 \$20,000 to less than \$40,000
 \$40,000 to less than \$60,000
 \$60,000 to less than \$80,000
 \$80,000 to less than \$100,000
 \$100,000 to less than \$150,000
 \$150,000 to less than \$200,000
 \$200,000 or more
 Don't know
 Prefer not to say

Thank you!

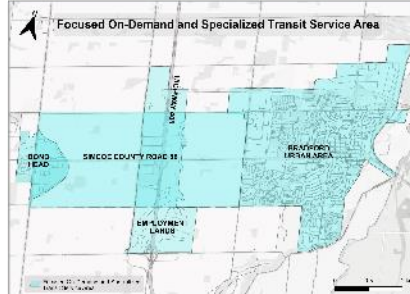
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We appreciate your input on the transit system. This information collected from this survey will be weighed heavily as the Master Plan is developed since we want to have your needs and desires reflected in this plan so that transit in Bradford West Gwillimbury can support you better!

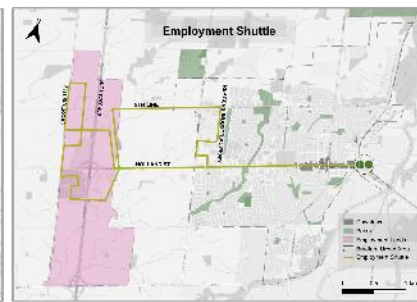
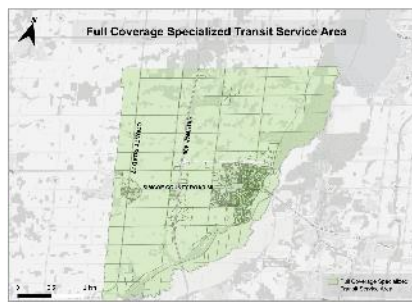
APPENDIX C- PUBLIC INFORMATION CENTRE ENGAGEMENT BOARDS

On-Demand, Specialized Transit and Employment Shuttle

On-demand transit trips are scheduled based on riders' requests. There are no set routes, and trips are scheduled dynamically allowing for near real-time requests for trips. This is similar to ride hailing or dial-a-ride services but will be shared with other passengers. Pick-up and drop-off locations may require users to walk a short distance.



Specialized transit offers door-to-door service for individuals with disabilities or mobility challenges unable to use fixed routes. The service is shared, allowing for potential detours to accommodate other passengers.



The **Employment Shuttle** connects the Bradford GO station with Reagans and the Highway 400 Employment lands. This proposed employment shuttle would serve peak shift times.



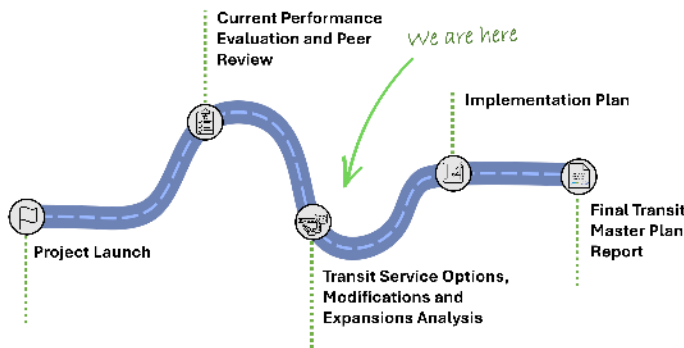
Town of BWG Transit Master Plan to 2031

Town of Bradford West Gwillimbury- Transit Master Plan to 2031

Project Overview

The Town of Bradford West Gwillimbury's Transit Division has partnered with the transit consulting firm, Left Turn Right Turn, to develop a Transit Master Plan to 2031. This plan will pave the way for the future of BWG Transit to meet the needs of new development and access to the local workforce up to 2031.

We are committed to addressing stakeholder and public feedback to bridge gaps in the current system and develop a future-oriented service for residents. Comments on the proposed aspirational routing and service delivery will guide final recommendations for transit growth through 2031.



We want to hear from you!



We want to learn more your thoughts on the potential future public transit network.

Scan the QR code or enter the link: <https://forms.office.com/r/L75yD7W63I> for a 15-20 min online survey. The survey will close end of day Sunday, April 21st, 2024.

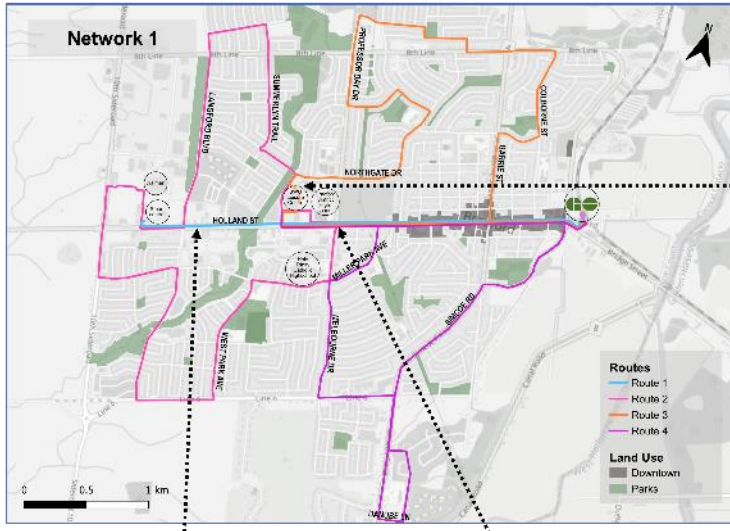
Project Outcomes

- The key outcomes of the project are:**
- Assess the current transit system and future context for service
 - Propose a 2031 transit service
 - Develop an implementation plan that provides guidance, support and steps to achieve the 2031 proposal
 - Produce a final 2031 Transit Master Plan



Town of BWG Transit Master Plan to 2031

Option 1: Network 1



Route 1 has a trip about every 15 to 20 min.

Routes 2, 3, and 4 have a trip about every 30 to 40 minutes.

What do you think?

Do you have any comments to share on **Network 1**? Tell us how this option could fit in with your community by posting a sticky note on the map.

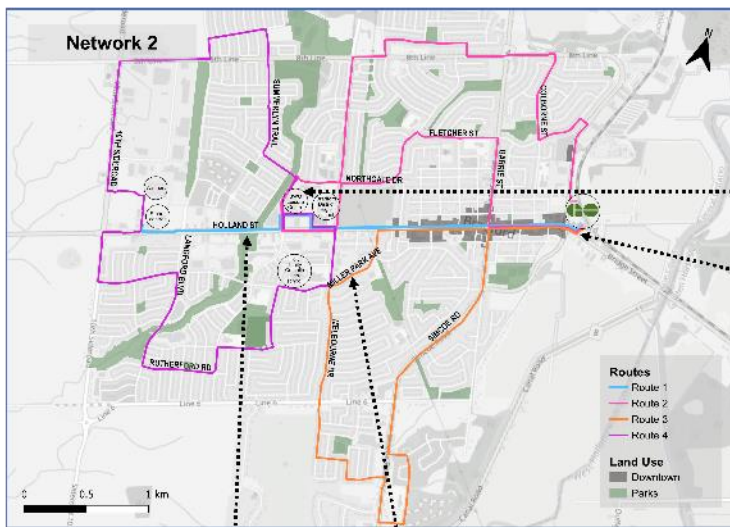
All routes connect in at the BWG Leisure Centre and have timed connections there, meaning it is easy to transfer to and from different routes at the Leisure Centre.

Network 1 is the most similar to the current network, with the main difference being that it splits up the 2a and 2b routes and introduces more connectivity to the GO station.

Network 1 has the **lowest projected ridership** (360,000 annually), **longest average travel time** (27 minutes), and **longest on-demand average wait times** (40-55 minutes).



Option 2: Network 2



Route 1 has a trip about every 15 to 20 minutes

Routes 2, 3, and 4 have a trip about every 30 minutes. This is slightly more frequent than Network 1.

What do you think?

Do you have any comments to share on **Network 2**? Tell us how this option could fit in with your community by posting a sticky note on the map.

Route 2 and Route 4 connect for easy, timed connections at the BWG Leisure Centre.

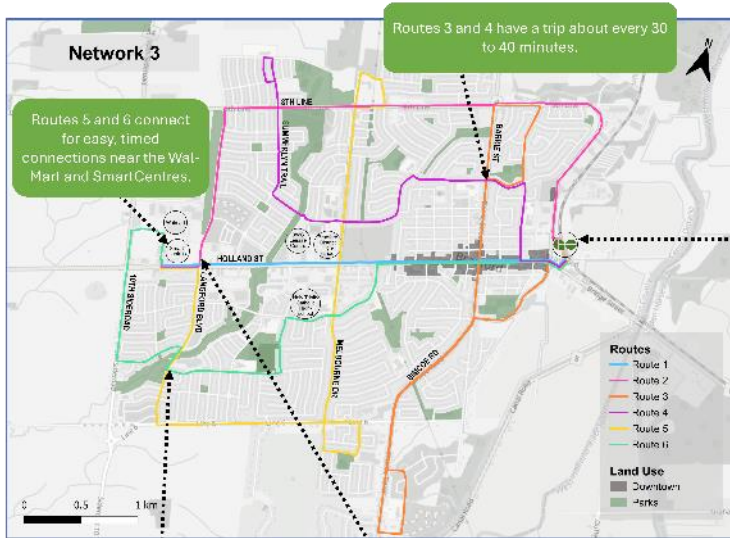
Route 2 and Route 3 connect for easy, timed connections at the Bradford GO station.

Network 2 is similar to Network 1 but has some changes that make the service a bit more direct and more frequent. Some of the routes connect at key locations to make timed connections easier for riders.

Compared to the other options, **Network 2** has **moderate projected ridership** (400,000 annually), **shortest average travel time** (24 minutes), and **shortest on-demand average wait times**, tied with Network 3 (35-50 minutes).



Option 3: Network 3



What do you think?

Do you have any comments to share on **Network 3**? Tell us how this option could fit in with your community by posting a sticky note on the map.

Routes 1, 2, 3, and 4 all connect for timed connections at the Bradford GO station.

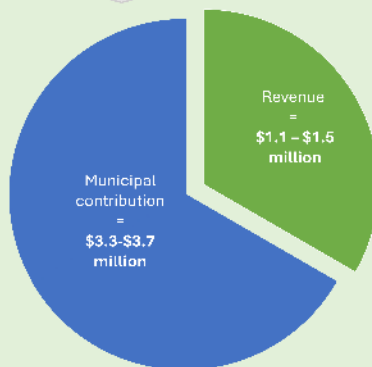
Network 3 is the most different network and represents the most changes to transit in BWG. There are six routes in total that offer a lot of transfer points in the town, including two timed connection points. This network would provide the most frequent service and most coverage area.

Compared to the other options, Network 3 has the **highest projected ridership** (420,000 annually), **medium average travel time** (25 minutes), and **shortest on-demand average wait times**, tied with Network 2 (35-50 minutes).



Transit Costs and Investments Information

The proposed 2031 transit service would cost approximately **\$4.8 million a year, ~5 times current costs**. With the current fare structure:



This amount could be reduced by **changing or removing various proposed features or by increasing fares**. Potential annual component cost ranges are as follows:

Service Option	Annual Component Cost
Network 1 and 2	\$1.2 to \$2.4 million
Network 3	\$1.8 to \$2.4 million
Focused On-Demand/Specialized Transit	\$1.0 to \$1.7 million
Full Municipal On-Demand/Specialized Transit	\$1.2 to \$2.3 million
Evening Service	\$75,000 to \$500,000
Sunday/Holiday Service	\$75,000 to \$375,000

We project that increasing service would have a more meaningful impact on ridership growth and the community as compared keeping fares low for everyone



It is projected that a **moderate fare increase** to \$2.75 (easyPASS) and \$5 (cash) would lead to an **additional \$725,000 annual revenue**.

A **high increase** to \$4 (easyPASS) and \$8 (cash) is projected to lead to an **additional \$1,375,000 in annual revenue**.

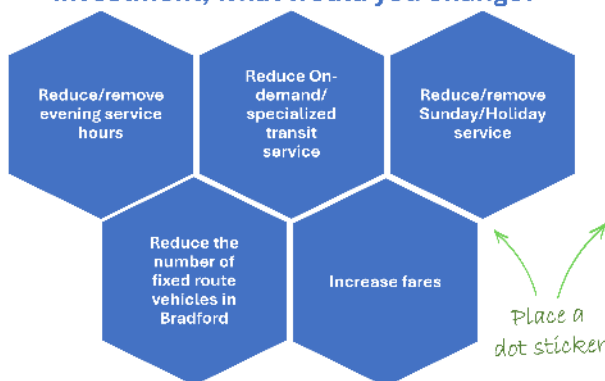


Transit Investment Benefits

	Transit benefits	Description	Estimated Annual Economic Impact of Proposed Transit Investment
	Economic development	Including increased access to employment/labour and goods and services	\$5.5 million
	Individual transportation savings	Transit is less expensive than owning a car or using a taxi	\$11.5 million
	Reduction in road traffic	Faster travel times for everyone	
	Environmental and health benefits	Better air quality and reduced greenhouse gas emissions, promotes a more active lifestyle for transit users	\$0.3 million
	Avoiding traffic accidents		\$ 3 million
	Social benefits	Especially for people who are unable to use a personal vehicle. Improves equity, access to opportunity and social connection	
	Reduced infrastructure costs	Less road and parking infrastructure and more sustainable urban form	
	Minimum estimated net gain		\$16.5 million

Transit Costs and Investments Questions

Based on your preferred level of investment, what would you change?



How much more would you be willing to pay for the proposed transit service?

No more	\$2.75 (easyPASS)	\$4 (easyPASS)

Place a dot along the scale that best aligns with your preferred level of investment

