Appendix C

Oakville Transit

Five-Year Business Plan (2025-2029)

Final Report

September 2024

OAKVILLE TRANSIT

HDR

Honouring the Land and Territory

Oakville, as we know it today, is rich in the history and modern traditions of many First Nations. From the lands of the Anishinaabe, to the Attawandaron and Haudenosaunee, these lands surrounding the Great Lakes are steeped in First Nations history. As we gather today on the sacred lands of Treaties 14 and 22, we are in solidarity with Indigenous brothers and sisters to honour and respect Mother Earth, the original nations of the trees and plants, the four legged, the flyers, the finned and the crawlers as the original stewards of Mother Earth.

We acknowledge and give gratitude to the waters as being life and being sacred and to the carriers of those water teachings, the females. We acknowledge and give gratitude for the wisdom of the Grandfathers and the four winds that carry the spirits of our ancestors that walked this land before us.

The Town of Oakville is located on the Treaty Lands and Territory of the Mississaugas of the Credit. We acknowledge and thank the Mississaugas of the Credit First Nation, the Treaty holders, for being stewards of this traditional territory.

Acknowledgements

Town of Oakville Council (2022-26)

Mayor Rob Burton
Ward 1 Councillors Sean O'Meara and Jonathan McNeice
Ward 2 Councillors Cathy Duddeck and Ray Chisholm
Ward 3 Councillors Janet Haslett-Theall and Dave Gittings
Ward 4 Councillors Allan Elgar and Peter Longo
Ward 5 Councillors Jeff Knoll and Marc Grant
Ward 6 Councillors Tom Adams and Natalia Lishchyna
Ward 7 Councillors Nav Nanda and Scott Xie

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1 Overview

Oakville Transit, with the assistance of HDR Corporation, has completed a Five-Year Business Plan (2025 – 2029) to prepare Oakville Transit for a new era of growth. The plan will guide Oakville Transit through the next five years, in alignment with Local, Regional and Provincial plans.

The primary objective of the Five-Year Business Plan is to develop strategies and policies to guide Oakville Transit's development of a "Family of Services" to overcome the residual impacts of the pandemic, accommodate growth, address changing needs, and align with key plans and studies throughout the 2025 to 2029 period, and beyond.

The Business Plan initiatives will be further developed and implemented over the 2025 to 2029 period as part of the Annual Service Plan process.

The Five-Year Business Plan will:

- Examine the higher-order policy framework and alignment for planning a new Oakville Transit route network.
- Develop a network of long-term major transit routes, the "Frequent Transit Network", that aligns with regional plans and the Oakville Transportation Master Plan and establishes the framework for the Oakville Transit route network.
- Develop a "Family of Services" route network and On Demand service areas to serve Oakville during the 2025 to 2029 period.
- Assess the staffing needs to plan, operate, and manage the transit systems.
- Evaluate the infrastructure and fleet required to support the service.
- Analyze the transit operations needed to provide customer services.
- Determine the operating and capital budgets necessary to implement the Plan.

The implementation of this comprehensive plan is important for Oakville Transit's future, ensuring a resilient, efficient, and adaptable system that meets the community's evolving needs.

It's important to note that the development of the Oakville Transit Five-Year Business Plan relied on the 2023 Best Planning Estimates for population data, the Canadian Urban Transit Association (CUTA) for industry data up to 2022, and Oakville Transit for community and transit data up to 2023 and early 2024. These data elements will evolve over time, and future analyses and conclusions may differ from those in the current report. The Five-Year Business Plan will feed into the Town's 2025 Transportation Master Plan.

Note: A separate study, the Electric Bus Needs Assessment, has been conducted to address the integration of electric buses and charging infrastructure. Bus electrification is not covered within the scope of this business plan.

2 Strategic Priorities and Goals

Oakville is a vibrant and livable community for all. A key part of that livability is providing a robust and efficient transit system to enhance the town's livability and mobility options. Transit services also support other community priorities and the public realm, such as transportation, active transportation, climate change, social equity, economic growth, access to jobs, tourism, environmental health, and accessibility. This Five-Year Business Plan is aligned with Council's Strategic Plan 2023-2026, with the priorities and the recommendations of the Business Plan complementing Council's overarching goals:

Strategic Priority 1 – Growth Management

- The Oakville Transit Five-Year Business Plan will help maintain an efficient and effective transportation system that encourages and supports residents' access to jobs, social, and recreational activities.
- The plan will facilitate a robust transit system, once which provides residents with a viable mobility choice which is frequent and reliable.
- The plan is adaptable and flexible, based on changing demand and community needs.
- The plan continues to ensure the goals of accessibility and equity are addressed within the transit services offered to residents.

Strategic Priority 2 – Community Belonging

- The Oakville Transit Five-Year Business Plan will enhance residents' access to frequent reliable transit services, thereby increasing the opportunities to access social, and recreational activities, as well as jobs.

Strategic Priority 3 – Environmental Sustainability

- The Oakville Transit Five-Year Business Plan, in its goal to attract additional ridership and act as a viable mobility alternative, will help enhance the Town's goals of environmental sustainability by helping to reduce greenhouse gas emissions.
- While not a direct element of this plan, the transition to an electric bus fleet further supports the environmental goal of reducing greenhouse gas emissions.

Strategic Priority 4 – Accountable Government

- The Oakville Transit Five-Year Business Plan recommends a transit route network that promotes efficiency and fiscal responsibility of assets and services.
- The plan recommends some alternatives to non-fare revenue initiatives, which provide an additional consideration to increase revenues.
- The plan outlines service guidelines to assist Oakville Transit with measuring the success of its transit routes, network, and services. Measures that are found lacking can then be acted upon.
- The plan assists in ensuring good governance through high-quality customer service, coordinated service delivery, and equity and accessibility.

3 What is driving the need for a new Transit Business Plan?

3.1 Community Growth

Oakville's community is experiencing robust growth, with its population expanded by 13.6% between 2016 and 2021, surpassing the rates observed in Halton Region and Ontario. In 2021, Oakville had a population of 220,140, an increase of 26,308 residents since 2016. Projections suggest a further increase to 296,160 by 2031 and a significant jump to 378,050 by 2041.

Oakville's employment landscape experienced notable shifts amidst the challenges of the COVID-19 pandemic. Prior to the pandemic, the Town experienced relatively stable employment growth. However, the economic disruptions brought about by COVID-19 led to a downturn in local job numbers, with a subsequent partial recovery in 2021. Employment reached 120,616 in 2021, reflecting a 5% increase over 2020 figures, yet down by 3% compared to pre-pandemic levels in 2019. Oakville's growth presents opportunities to recapture employment currently leaving the town for other major business centers in the GTA.

This demographic growth lays the groundwork for various development initiatives and plans within the Town.

The Town of Oakville has multiple plans focused on community growth. Midtown Oakville is positioned for significant growth as a key Urban Growth Centre in Ontario, attracting businesses and supporting population growth. North Oakville is expected to absorb more than half of the overall population increase, positioning it as a key area for future growth. Plans include expanding residential areas and enhancing infrastructure to support the increasing population. These initiatives aim to create vibrant, transit supportive urban environments and foster economic prosperity within Oakville's growing community.

Oakville Transit recorded 2,832,847 revenue riders in 2023 (first post-Covid service year). This translates to 12.3 revenue passengers per capita, indicating a recovery from the COVID years, though still below the pre-COVID levels of 15 to 17 revenue passengers per capita. This ridership figure includes all riders, including Children, Youth and Seniors who ride fare-free as of May 1, 2023.

3.2 Community Feedback

Engaging the public, key stakeholders, and transit customers was a fundamental aspect of developing the Oakville Transit Five-Year Business Plan. Two public consultation phases were conducted for the Plan in both online and in-person formats. The in-person consultations took place at over 11 locations throughout the Town of Oakville, including community centers, GO stations, Sheridan College, Trafalgar Memorial Hospital, and Oakville Public Library.

Approximately 1,000 citizens observed the drop-in sessions. A total of 110 attendees provided direct feedback during these in-person sessions, while 241 participants completed online surveys during both rounds of consultation.

3.2.1 Initial Round of Consultations (November 2023 - December 2023)

During the initial round of consultations, the public, key stakeholders, and transit customers provided feedback on the current state of the transit system to Oakville Transit. This consultation included various sources such as an Online Survey and five Drop-In Transit Talk events. Additionally, an analysis of Oakville Transit's Customer Service Feedback data from January 2022 to October 2023, and insights from the Annual Plan survey conducted in July 2023, were incorporated, with a specific focus on feedback related to existing conditions.

3.2.2 Second Round of Consultations (March 2024 – April 2024)

Building on the initial round, the second phase of consultations involved a deeper exploration of residents' needs through the development of detailed survey questions and feedback on the Draft Oakville Transit Five-Year Business Plan. This phase included six advertised drop-in events in the community, an online survey, a drop-in session with Oakville Town Council members, a meeting with the Accessibility Advisory Committee, and a Town Hall meeting with Oakville Transit staff to discuss and gather feedback.

3.2.3 Key Themes from the Consultation Process:

- **Schedule frequency:** Users expressed a desire for increased service frequency, particularly during off-peak periods. The existing 30-minute or one-hour intervals for most routes were deemed insufficient.
- **On-time performance:** Service delays and poor punctuality were prominent concerns, deemed crucial for meeting user expectations.
- **Driver behavior:** Interaction issues with transit drivers were raised, with friendliness below expectations, discussed across various feedback channels.
- **Bus stops and shelters:** Highlighted issues included the condition and functionality of stops and shelters, with concerns about access in new development areas.
- **Integration with GO Trains:** Users emphasized the need for better connections with GO Trains and more direct routes to key destinations like downtown Oakville.
- **Emphasis on reliability and accessibility:** There is a renewed emphasis on improving service reliability and enhancing accessibility for riders with disabilities.
- **Supportive infrastructure:** Residents sought improvements in supportive infrastructure, including more complete schedule and route information at bus stops.

- **Specific route suggestions:** Specific route suggestions were made during the second round of consultations, reflecting residents' preferences for neighbourhood connections and access to key destinations like GO Stations and downtown Oakville.

The findings from both rounds of consultation provide a comprehensive understanding of the community's priorities and serve as a roadmap for the Oakville Transit Five-Year Business Plan over the 2025 to 2029 period and beyond.

For detailed insights, the Consultation Summary Report is provided in **Appendix B – Consultation Summary Report.**

3.3 Alignment with Provincial, Regional and Local Initiatives and Plans

Building on a strong policy foundation, the Oakville Transit Five-Year Business Plan aims to integrate Transit Oriented Development (“TOD”) initiatives with provincially mandated Growth Plans, local municipal plans, and regional/municipal Transportation Master Plans.

Considering the limitations on road capacity highlighted in the 2017 Transportation Master Plan (TMP), the ongoing TMP update emphasizes the need for sustainable transportation solutions beyond reliance on private automobiles.

The following section provides a high-level overview of plans in the Ontario, Greater Toronto and Hamilton Area, Halton Region, adjacent municipalities, and the Town of Oakville that influenced the development of Oakville Transit Five-Year Business Plan.

3.3.1 Provincial and Greater Toronto and Hamilton Area Initiatives

The provincial transportation plans and initiatives, including the Greater Golden Horseshoe Transportation Plan, the proposed 407 Transitway, Fare & Service Integration, grade separations, and the Dundas BRT, collectively underscore a key theme: connectivity and accessibility. The overarching goal is to develop a well-connected and accessible transit system that enhances the overall mobility experience for Greater Golden Horseshoe residents. These plans emphasize the importance of seamless travel, improved connections, and transit-friendly communities, all contributing to a more integrated and efficient transit network.

3.3.2 Halton Initiatives

Halton Region's mobility initiatives, encompassing the "Mobility Management Strategy for Halton (2017)" and "Defining Major Transit Requirements (DMTR) in Halton (2019)," share a key theme: integrated, multi-modal transportation planning. The "Mobility Management Strategy" advocates for "Mobility-as-a-Service," presenting a region-wide network of Transit Priority Corridors and Mobility Links for enhanced connectivity. The subsequent "DMTR" study refines this network, proposing a mix of transit infrastructure for 2031 and 2041.

The “Transit Priority Corridor Operationalization Study” explores the evolution of transit priority corridors within Halton Region with a focus on governance structure. In addition, Halton Region’s Integrated Mobility Plan highlights the importance of prioritizing transit and active transportation across the Region.

Together, these initiatives underscore the overarching vision of a seamless, interconnected transit system within Halton Region that adapts to evolving urban mobility needs for the future.

Figure 1 shows the location of different types of strategic growth areas within Halton Region.

Figure 1: Regional Urban Structure

3.3.3 Adjacent Local Municipalities

The transit plans and initiatives in adjacent municipalities reflect a common emphasis on enhancing efficiency, sustainability, and strategic development, as follows:

- Burlington Transit is transitioning to a grid-based system, prioritizing 15-minute headways on key routes, exploring alternative service delivery, and collaborating with regional plans.
- In Halton Hills, the Transit Service Strategy recommends more fixed-route services in high-demand areas, along with planning for a mobility hub near Steeles Avenue and Trafalgar/Ninth Line.
- Milton Transit is focusing on streamlined routes, increased frequency, support for regional corridors, and the introduction of alternative transportation models.
- The City of Mississauga is leveraging its robust employment base and collaborating with neighbouring municipalities, concentrating efforts on multimodal transit hubs, and developing a Higher Order Transit integrated network. This network includes the Hurontario LRT, Lakeshore, and Dundas BRT, as well as expansions into neighbouring cities.

3.3.4 Town of Oakville

Oakville's official plans include the Livable Oakville Plan and the North Oakville Secondary Plans. These outline the Council's policies for land use and long-term growth management, including projections for population and employment to 2051. Currently, the Official Plan is undergoing review to ensure alignment with provincial and regional policies and to integrate the North Oakville areas into the Livable Oakville Plan.

In addition to the official plan, ongoing planning projects and studies are implemented through official plan policies or zoning by-law regulations. One of these studies, which informs the Oakville Transit Five-Year Business Plan, is the Urban Structure Review. This review determines the best approach for managing development within the town's existing boundaries. As shown in **Figure 2,** it assesses population projections, potential development zones such as Trafalgar Corridor, Palermo Village, Midtown Oakville, and the vicinity of Oakville GO and Bronte GO Stations —relevant to the transit plan— preservation of residential stability and natural heritage, infrastructure delivery, and criteria for identifying new growth areas.

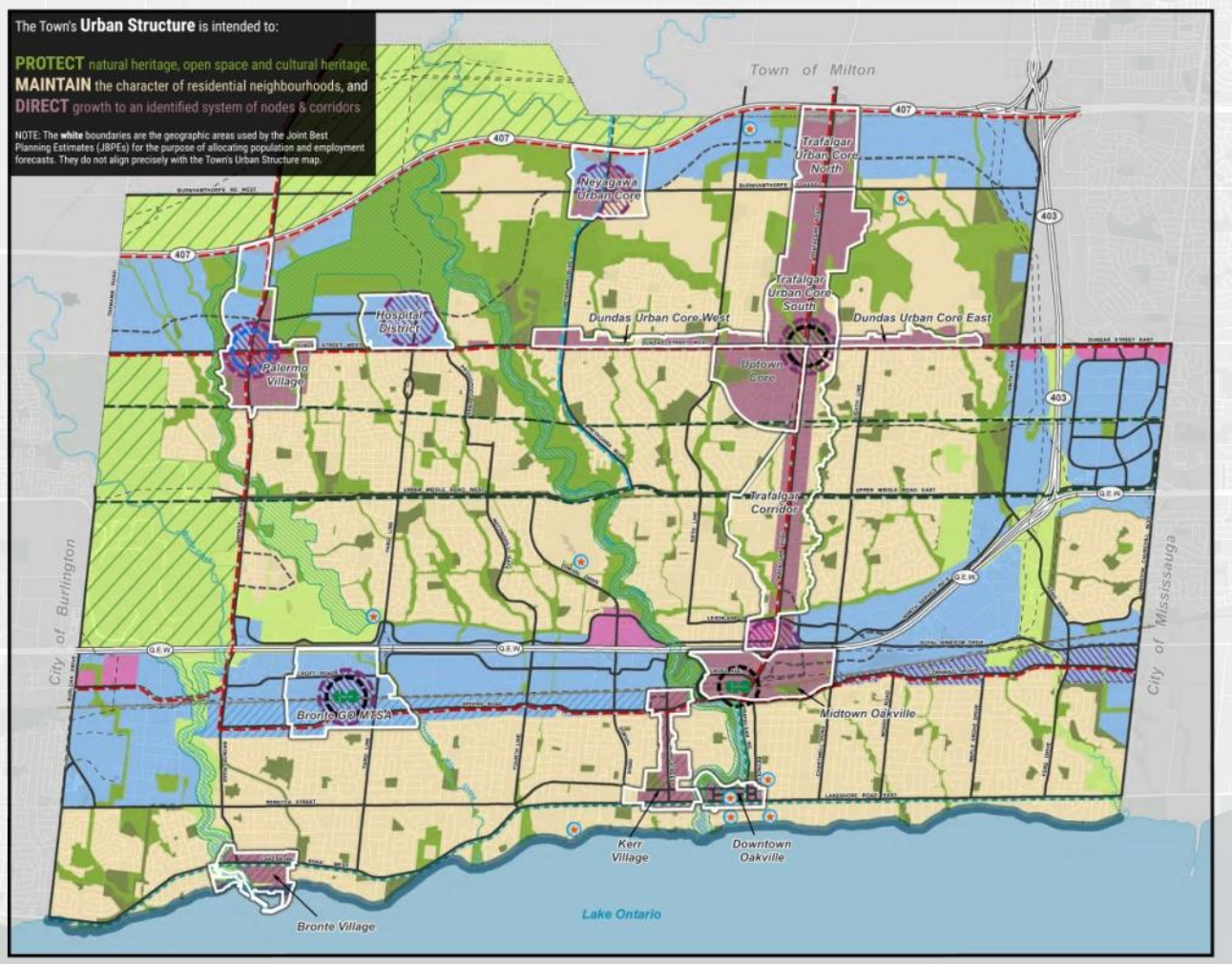

Figure 2: Town of Oakville's Urban Structure

The town also is undertaking a Transportation Master Plan update to the 2018 Transportation Master Plan and 2017 Active Transportation Master Plan. The process will utilize the Urban Mobility and Transportation Study to develop a new plan accommodating growth up to 2051. The TMP is expected to be completed by the end of 2024. The planning teams for both the Oakville Transportation Master Plan and the Oakville Transit Five-Year Business Plan have worked collaboratively to ensure the planning approach and outcomes of the two projects are closely aligned.

The updated TMP is focusing on walkable, cycle/transit-friendly neighbourhoods with integrated and accessible transportation choices for all residents. It will recommend a comprehensive set of guidelines to enhance the town's transportation system, addressing the needs of all stakeholders and supporting Oakville's vision of being a vibrant and livable community for all. These measures will enhance the efficiency and effectiveness of Oakville's transit services.

Furthermore, the Town of Oakville is advancing the development of its transit network with key initiatives aimed at sustainability, efficiency, and strategic development. The following are endorsed as the Town of Oakville's priority transit initiatives:

1. **Trafalgar Bus Rapid Transit (BRT):**
    - Strategic alignment with regional plans and The Big Move.
    - Advocacy for High Occupancy Vehicle (HOV) lanes to expedite BRT adoption.
2. **Dundas Bus Rapid Transit:**
    - Integration into Metrolinx's regional transportation plan.
    - Collaboration with Metrolinx for the phased implementation of Dundas BRT.
3. **Palermo Transit Terminal:**
    - Identification of Palermo as a major transit hub.
    - Strategic importance for connecting with future developments and higher-order transit services.
    - Need for optimal site location to accommodate local and regional transportation plans.
4. **Midtown including Oakville GO modifications:**
    - Positioned as the Urban Growth Center, Midtown's development centres on Trafalgar Road as a priority, emphasizing strategic growth and infrastructure modifications.
5. **Enhanced and Expanded On-Demand Transit Services:**
    - Potential applications include early transit introduction to new communities, replacing conventional fixed route service in off-peak times, serving historically low-demand areas, and acting as feeder service for high frequency conventional service.
6. **Regional Express Rail on the Lakeshore West line:**
    - GO Rail Expansion aims to transform the transportation network in the Greater Toronto and Hamilton Area, with Metrolinx planning a comprehensive upgrade for two-way, all-day service every 15 minutes. However, realizing the full benefits of Regional Express Rail (RER) poses challenges for local transit providers like Oakville Transit, as matching the 15-minute frequency for trips back to Oakville may be difficult. Increased service levels on routes connecting to GO Stations are essential for efficient and reliable connectivity with the rail line.

4 Oakville Transit Today

The Town of Oakville has been providing public transportation through Oakville Transit since 1972. Oakville Transit operates as a department of the Town of Oakville and offers a range of services including transit operations, planning and support services, fleet maintenance, and on-demand scheduling.

In 2019, Oakville Transit experienced 4 million total boardings on the system, and 3,1 million revenue rides. However, the COVID-19 pandemic and subsequent lockdowns significantly impacted ridership, reducing it to 1.6 million in 2020. This decline was further exacerbated by a two-week transit strike in February 2022. To restore customer confidence and encourage ridership, Oakville Transit implemented a strategy of offering free rides throughout March 2022.

With the gradual easing of pandemic-related measures and an increase in public confidence, citizens became more active in utilizing public transportation. In addition, Oakville Transit introduced free fares for Youth and Seniors effective May 2023 (in addition to Children who already rode free). These factors contributed to Oakville Transit's rise in ridership (conventional and specialized), reaching a total of 2,911,493 in 2023.

The residual impacts of the COVID pandemic have also impacted ridership patterns. While initially there was little commuter train travel in the early COVID recovery, connections to GO Rail stations has increased in the last two years, leading up to 2024. Ridership trends are showing more activity during midday, and free service for Youth and Seniors has also increased midday ridership. Oakville Transit will continue to monitor and evaluate changes in travel patterns.

Below is a summary of key statistics for Oakville Transit in 2024. Please note that all ridership figures include all riders (including free Children, Youth and Seniors).

Table 1: Oakville Transit Fact and Figures

Oakville Transit Facts and Figures	
Population Served	240,680
Service Area	104 sq. km
Conventional Revenue Ridership (2023)	2,832,847
Specialized Transit Ridership (2023)	78,646
Conventional Fleet	102
Specialized Transit Fleet	28
Annual Revenue Trips Per Capita	14

4.1 Administration

Oakville Transit’s mission is to provide a safe, reliable, convenient, and efficient public transit service through our Family of Service model (conventional and On-Demand service including specialized and Ride On-Demand). To accomplish this mission, Oakville Transit is organized into four divisions under the overall management of the Director of Transit:

- **Transit Operations** – Delivery of scheduled fixed route conventional transit services, Late Night Zone, School Specials and special event services. As of 2024, the Transit Operations division has 161.9 FTEs and an operating budget of $9,147,000.
- **Transit Planning and Support Services** – Planning and scheduling of all conventional accessible fixed route services including School Specials and Charter Services. The division also oversees marketing and communications, analysis, stop infrastructure, and customer service (including social media). As of 2024, the Transit Planning and Support Services division has 8.4 FTEs and an operating budget of $1,222,400.
- **Transit Fleet and Maintenance** – Maintenance of transit vehicle assets through the provision of scheduled and unscheduled servicing of all transit vehicles. As of 2024, the Transit Fleet and Maintenance division has 34.1 FTEs and an operating budget of $24,178,500.
- **Transit On-Demand** – Scheduling, delivery, and customer service of all Specialized and On-Demand Services. As of 2024, the Transit On-Demand division has 40.6 FTEs and an operating budget of $4,402,600.

4.2 Operating Budget

The Oakville Transit 2024 Operating Budget includes 244.9 FTEs, which is also supported by approximately 20 seasonal staff per year. Details of the annual expenditures, revenue and recoveries, and the net operating budget are noted below.

Table 2: Oakville Transit Operating Budget

Item	Amount
Total Expenditures	$47,661,000
Total Revenue and Recoveries	($8,711,500)
Net Operating Budget	$38,950,500

4.3 Capital Budget

The Capital Budget ensures that the transit fleet and infrastructure are maintained in a state of good repair, with funds allocated to refurbishment, replacement, and growth items. The detailed 2024 allocations are as follows:

Table 3: Oakville Transit Capital Budget

Item	Amount
Replacement Shelters	$221,500
New Shelters	$65,600
Capital Lease for Charging Infrastructure	$4,305,100
Transit Facility Capital Repairs and Replacement	$201,400
Transit Facility Equipment Replacement	$1,063,300
Bus Stop Accessibility Improvements	$70,500

Item	Amount
Electric Replacement Buses (1)	$4,480,000
Electric Replacement Buses (2)	$9,638,400
Specialized Electric Vehicle Expansion	$519,000
Supervisory & Maintenance Vehicle Replacement	$201,400
Major Vehicle Refurbishment	$2,012,000
Total Capital Budget	**$22,778,200**

4.4 Existing Transit Service (Network)

Oakville Transit operates a comprehensive route network throughout Oakville, including local fixed routes, express routes, school specials, and On-Demand services. Several routes extend into Mississauga, facilitating connections between Oakville Transit and MiWay, Mississauga's transit agency, at key locations such as the Clarkson GO Station, Laird and Ridgeway and South Common Centre. Similarly, several Oakville routes extend into Burlington, making connections between Oakville Transit and Burlington Transit at Appleby GO and the Dundas Highway 407 Park and Ride (see the Oakville Transit Weekday Route Map in **Figure 3**).

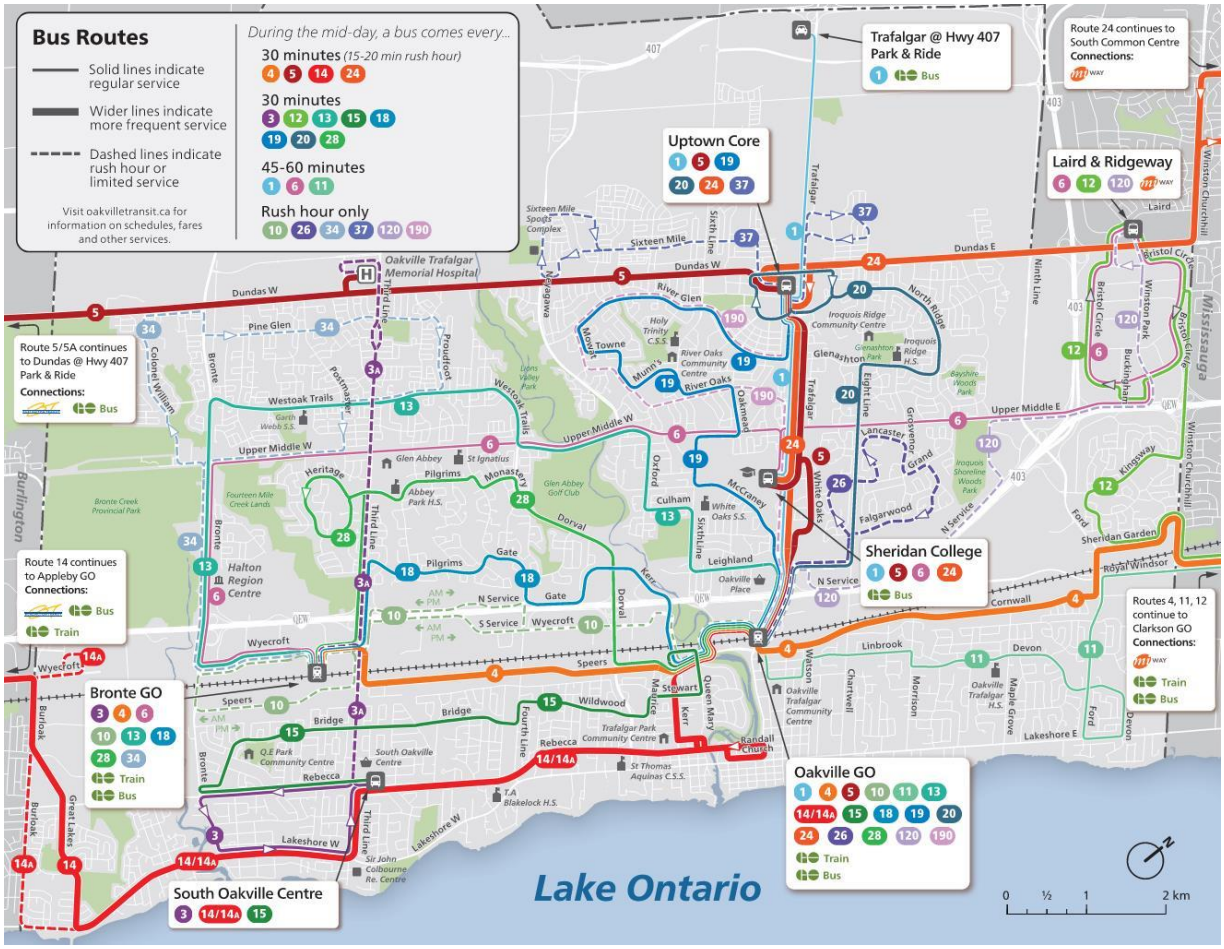

Figure 3: Oakville Transit Weekday Route Map

4.4.1 Local Fixed Routes

Oakville Transit operates twenty regular fixed routes and eight school specials as part of its conventional service.

4.4.2 Express Routes

Oakville Transit currently operates one express route. The 190 River Oaks Express connects Oakville GO with the River Oaks community. It does not make any stops as it travels along Trafalgar Road and makes a large one-way loop through River Oaks.

4.4.3 Late Night Service

The Late-Night Service transitioned to Ride On-Demand starting July 2024, departing Oakville GO station at 11:40 p.m., Monday to Friday (except holidays), allowing customers to book trips home via the Oakville Transit On-Demand mobile app.

4.4.4 School Routes

There are eight specialized school routes that operate based on the school's known start and finish times. These routes do not operate on holidays, during March break, or during the summer.

4.4.5 On-Demand Transit Service

Oakville Transit offers two types of services under the umbrella of On-Demand Service: Specialized Service and Ride On-Demand.

4.4.5.1 Specialized Service

Oakville Transit offers a specialized door-to-door transit service called care-A-van for persons with disabilities which operates seven days a week, has 4,108 active registered clients and provided 146,072 boardings in 2019. This service uses 24 specialized accessible low floor buses. It operates between 6:00 am and 12:00 pm Monday to Friday, from 7:00 am to midnight on Saturday, and from 8:00 am to 8:00 pm on Sunday and statutory holidays. Passengers can use a self-service booking system online, by automated phone, by telephone with a Mobility Coordinator or use the Oakville Transit On-Demand app to book a trip during the service's operating hours. Rides are shared between passengers, with a maximum travel time of one hour for each passenger to get to their destination.

4.4.5.2 Ride On-Demand

Oakville Transit currently operates shared ride, curb to curb bus services through Ride On-Demand. The service may comingle passengers between specialized service and Ride On Demand within the same bus. Trip requests may be booked through an online app, online or automated interactive voice response (IVR) or telephone.

Ride On-Demand services offer a cost-effective alternative to fixed-route services in communities with low transit demand. Building on the success of the Ride On-Demand (ROD)

pilot program in north and southeast Oakville, the new Oakville Transit On-Demand mobile app for ROD was implemented in April 2024. The expansion of ROD for Routes 26 (Falgarwood) and 34 (Palermo West/Bronte Creek) became effective on July 2, 2024. These routes, which previously offered rush hour fixed-route service, now include Ride On-Demand options with service hours from Monday to Friday, 6 a.m. to 9 p.m. Some fixed-route services remain for express connections during rush hours.

Additionally, the Ride On-Demand service in north and southeast Oakville became permanent, running Monday to Friday from 7 a.m. to 7 p.m., Saturday from 10 a.m. to 5:30 p.m., and Sunday from 10 a.m. to 5 p.m., replacing the previous Home to Hub service.

4.5 Service Summary

Table 4 notes the frequency of Oakville Transit bus routes throughout the weekday peak, detailing cycle time* peak fleet, and annual revenue hours. Most routes operate with a 30-minute frequency during peak hours, while Routes 5, 14, and 24 offer higher frequency, running every 15-20 minutes during weekday peak hours. Additionally, the table includes On-Demand service covering 3 zones and school routes service, providing supplementary trips on eight school routes.

**Cycle time is the duration it takes for the bus to complete a full trip, including both outbound and inbound trips.*

Table 4: 2024 Oakville Transit Route Frequency

Route Number	Name	Weekday Peak	Cycle Time (min)	Peak Fleet	Annual Revenue Hours
1	Trafalgar	60	60	1	4,680
3	Third Line	30	60	2	9,256
4	Speers – Cornwall	20	90	5	19,292
5	Dundas	15	90	6	20,124
6	Upper Middle	30	90	3	11,960
10	West Industrial	30	60	2	3,120
11	Linbrook	60	60	1	3,900
12	Winston Park	30	60	2	3,120
13	Westoak Trails	30	90	3	15,860
14	Lakeshore West	15	120	8	27,976
15	Bridge	30	60	2	8,320
18/28	Glen Abbey	30	120	4	16,640
19	River Oaks	30	60	2	9,880
20	Northridge	30	60	2	9,880
24	South Common	15	90	6	22,152
26	Falgarwood	30	30	1	1,560
34	Palermo/Pine Glen	30	60	2	3,120
120	East Industrial	30	60	2	3,120
190	River Oaks Express	30	60	1	3,120

Route Number	Name	Weekday Peak	Cycle Time (min)	Peak Fleet	Annual Revenue Hours
OD	On-Demand	2 zones		3	18,408
SCH	School Specials	1 trip X 8 Routes		8	10,400
	TOTAL			67	230,782

The school specials shown in **Table 4** include the following routes:

- 19/71 White Oaks S. S.
- 80 Holy Trinity S. S.
- 81 Abbey Park H. S. / Loyola S. S. South
- 82 Loyola S. S. North
- 83 T. A. Blakelock H. S.
- 84 Oakville Trafalgar H. S.
- 13/86 Garth Webb S. S.

4.6 Peer Comparison

Comparing Oakville Transit's system metrics with other Ontario transit agencies and the Canada Population Group 3 (150K to 400K population) provides valuable insights into its performance relative to its peers. The system metrics are from the Canadian Urban Transit Association 2023 database.

In 2022, Oakville provided fewer Hours of Operation Per Capita (0.9) than peer agencies (1.0 to 1.8), carried fewer passengers per operating hour (12.8) than most (11.0 to 26.8) peer agencies, and had lower passengers per capita (9.5) than other agencies (12.2 to 46.5). As well, Oakville's revenue to cost ratio (20%) is lower than peer agencies (23% to 43%).

Overall, these metrics highlight that Oakville Transit underperforms in several key areas compared to other agencies, pointing towards significant opportunities for improvement in service provision, system performance, ridership, and financial sustainability.

A peer comparison of 2022 system performance metrics is provided in **Appendix A -Table 1.**

4.7 Regional Transit Connections

Regional transit connections are significant for the future planning of Oakville Transit, as they support movement across Halton Region, as well as across the Greater Golden Horseshoe. It is essential for Oakville Transit to integrate and coordinate with transit agency partners across municipal boundaries to foster service and service integration initiatives, to meet customer needs for seamless travel across the Greater Toronto and Hamilton area. This coordination also ensures connectivity across regional boundaries, supporting further goals identified in Halton Region plans as well as the town's update to the Transportation Master Plan.

The following will provide a synopsis of transit connections as they exist today.

4.7.1 GO Transit

Oakville Transit connects with GO Transit's Lakeshore West regional rail line at four stations: Bronte, Oakville, Clarkson (Mississauga), and Appleby (Burlington). The Lakeshore West line operates daily in both directions, facilitating travel eastbound towards Toronto and westbound towards Hamilton and Niagara Falls.

Figure 4: Oakville GO Station

Passengers can access GO Transit's bus services at GO Transit Carpool lots at Dundas Street and Highway 407, Trafalgar Road and Highway 407, in addition to the four GO Rail stations.

Below are the GO Bus routes accessible in Oakville:

- **Route 12:** Follows a similar route to the Lakeshore West GO Rail line between Burlington and Niagara Falls, with alternative stops at St. Catharine Fairview Mall and Niagara College. The route stops near Oakville at Highway 407/Dundas Park and Ride.
- **Route 18:** Follows the route of the Lakeshore West GO Rail line in both directions with additional stops between the GO Rail stations. The route stops at multiple locations along the southern border of Oakville.
- **Route 22:** Directly links Milton and Oakville with stops at Sheridan College and Highway 407/Trafalgar Park and Ride. The route begins at Oakville GO.
- **Route 40:** Links Hamilton and Richmond Hill with stops in Burlington, Oakville, Mississauga, Pearson Airport, and Vaughan. The route stops in Oakville at Highway 407/Trafalgar Park and Ride.

- **Route 41:** Connects Hamilton and Pickering, with stops in Burlington, Oakville, Mississauga, Brampton, Vaughan, Richmond Hill, and Scarborough. The route stops in Oakville at the Highway 407/Trafalgar Road Park and Ride.
- **Route 47:** Services Hamilton and Vaughan, with stops in Burlington, Oakville, Mississauga, and Brampton. The route stops in Oakville at the Highway 407/Trafalgar Road Park and Ride.
- **Route 56:** Operates on weekdays between Oakville and Oshawa, with stops in Mississauga, Brampton, Vaughan, Richmond Hill, Markham, and Northern Durham. Local stops in Oakville are along Trafalgar Road between Oakville GO and Highway 407.

4.7.2 MiWay

MiWay services within the Town of Oakville are limited, with the small sections of two routes (MiWay Route 71 and MiWay Route 45) operating in the Winston Park business area.

Passengers can connect to MiWay services at Clarkson GO, South Common Centre and at Laird and Ridgeway in Mississauga.

4.7.3 Milton/Halton Hills

Direct connections between Oakville Transit routes and fixed routes in Milton or Halton Hills are not currently available.

4.7.4 Burlington Transit

Burlington Transit does not operate within the Town of Oakville. Passengers can access Burlington Transit services at Appleby GO Station and at the Dundas/Walkers 407 GO Carpool Lot.

4.7.5 Connecting Services and Cross-Boundary Routes

The following provides details of connecting services and cross-boundary routes, facilitating inter-municipal trips:

Mississauga Connections:

- **Oakville Route 4:** Connects Bronte GO to Clarkson GO in Mississauga.
- **Oakville Route 6:** Links Bronte GO to Laird and Ridgeway, connecting with MiWay Route 36.
- **Oakville Route 11:** Connects Oakville GO to Clarkson GO in Mississauga.
- **Oakville Route 12:** Forms a link around Winston Woods, intersects at Laird and Ridgeway with MiWay Route 36, and connects to Clarkson GO in Mississauga.
- **Oakville Route 24:** Connects Oakville GO to South Common Centre in Mississauga.
- **Oakville Route 120:** Links Oakville GO to Laird and Ridgeway, connecting with MiWay Route 36.

Burlington Connections:

- **Oakville Route 5:** Connects Oakville GO to the Dundas/Walkers 407 Park & Ride in Burlington.
- **Oakville Route 14/14A:** Links Oakville GO to Appleby GO in Burlington.

5 Components of a Transit Business Plan

5.1 Policy Foundation

5.1.1 Route Network Design Principles

The development of the Oakville Transit route network follows best practice by applying the following design criteria. Following these criteria as closely as possible will create a route network that is direct, minimizes the need for transfers and will provide clear and effective customer service:

- Routes should form part of a coherent interconnected grid network.
- Develop a fully connected grid network on major north-south and east-west continuous corridors aligning with Regional and Local Initiatives and Plans.
- Focus service on core routes or corridors, rather than on service coverage.
- Routes should be bi-directional, and as straight and direct as possible. Avoid large, one-way open loops.
- Avoid overlapping routes within a corridor.
- Connect routes along the full length of a corridor, eliminating mid-route transfers.
- Anchor both ends of a route at a major land use, destination, or community activity node.
- Operate on collector or arterial streets that permit reasonable travel speeds.
- Place routes with adequate pedestrian catchment on both sides of the route.
- Ninety percent of the urban area should be within 400 metres of walking distance to transit.
- Replace low performing routes/areas and isolated areas with On-Demand service.

5.1.2 Service Guidelines

The Transit Service Guidelines outlined below draw upon the expertise of peer transit agencies and data from the Canadian Urban Transit Association (CUTA). These guidelines, structured into various categories, assist in managing performance, and informing planning and operations decisions by setting minimum data requirements and facilitating efficient performance monitoring.

The Service Guidelines encompass metrics for planning and managing Oakville Transit, addressing system guidelines, route guidelines, planning criteria, operational criteria, and other aspects such as safety and security.

5.1.2.1 Route Guidelines

Bus services may be classified based on the type of corridor that they serve, and the type of service provided. Classifying routes helps to set route-specific standards and guidelines that

are most appropriate for the locations that they serve and their contribution to the route network. The following service types are defined for Oakville Transit Five-Year Plan:

- **Frequent Transit Network (FTN)**: Major corridor routes that operate at a frequency of 15 minutes or better every day from at least 0700 to 2100 and may be less frequent at other times.
- **Primary Transit Network**: Major corridor routes that operate at a frequency of 15 minutes or better during weekday peak periods and less frequent at other times depending on demand. May develop into future FTN routes.
- **Base Transit Network**: Local routes and On Demand Service that connect with and serve the areas between the FTN and Primary Transit Networks. These services may operate at a frequency of 15 minutes or less during weekday peaks and less frequent at other times.
- **Special Purpose Routes**: School Specials, Industrial and Express Routes. Frequency and hours of operation would vary depending on demand.

5.1.2.2 Route Performance

- **Boarding Passengers (unlinked trips) per Operating Hour: This defines as Boarding passengers (unlinked trips) per route divided by route operating hours reported monthly):**
  - Minimum 25 on a Frequent Transit Network and Primary Network route.
  - Minimum 15 on a Local route.
  - Minimum 20 on Express and Industrial routes.
  - Minimum 10 on a School Special route.
  - Minimum 2.5 trips per hour on On-Demand services.

5.1.2.3 On Time Performance

- Target: 90% of trips depart time points within 0 to -3 minutes of schedule reported monthly.

5.1.2.4 System Guidelines

The System Guidelines outline key targets and criteria for improving transit services over the 2025 to 2029 period.

- **Hours of Operation Per Capita** (Revenue vehicle hours divided by service area population, reported annually)
- **Passengers Per Operating Hour** (Regular service passengers (linked trips) divided by revenue vehicle hours reported annually)
- **Passengers Per Capita** (Regular service passengers (linked trips) divided by service area population reported annually)
- **Revenue to Cost Ratio** (Total operating revenues divided by total direct operating expenses reported annually)

For detailed insights, Planning Criteria, Operational Criteria, and other criteria such as safety and security refer to the Service Design Guidelines outlined in

Appendix C – Service Design Guidelines**.**

5.1.3 Bus Stop Design Guidelines

Bus stops are the initial point where transit customers interact with transit. Therefore, it is crucial that the design of bus stops facilitates efficient pedestrian flow to and through the stop area, enabling passengers to board and alight from buses seamlessly. Additionally, ensuring a safe and comfortable waiting environment is essential to enhance the overall experience for transit users.

The Bus Stop Design Guidelines in **Appendix D – Bus Stop Design Guidelines** provide a comprehensive review of best practices and recommend bus stop design guidelines for Oakville Transit. The guidelines aim to enhance accessibility, safety, and comfort at transit stops, with standards reflecting proven strategies from other agencies. Below is the summary of recommendations for critical components:

5.1.3.1 Stop Placement

- Farside bus stop locations are preferred unless there are unique safety, operating or other concerns. For existing bus stops, farside locations should be prioritized in cases where retrofitting becomes possible through road reconstruction or route realignment.
- In-line bus stop bulbs are preferred to bus bays (except at timing points and layby areas).

For detailed insights, refer to the Bus Stop Design Guidelines outlined in **Appendix D – Bus Stop Design Guidelines**

Figure 5 and **Figure 6** provide the recommended farside stop and standard pad layout, respectively. The noted dimensions vary based on the site conditions.

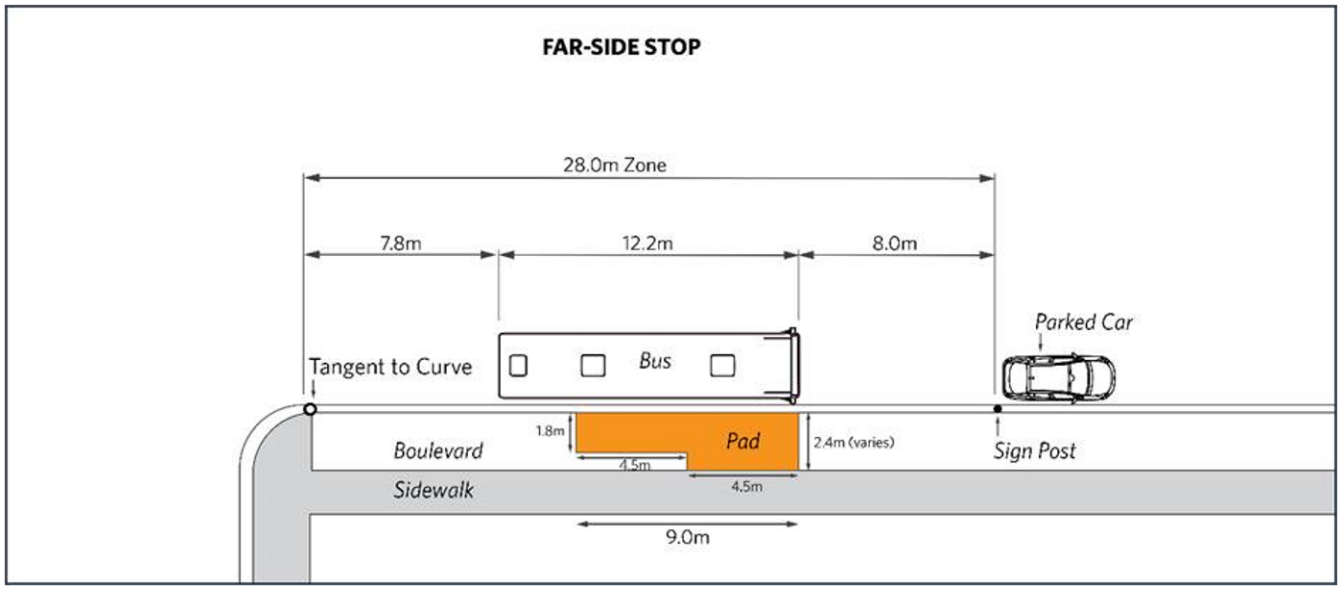

Figure 5: Farside Bus Stop

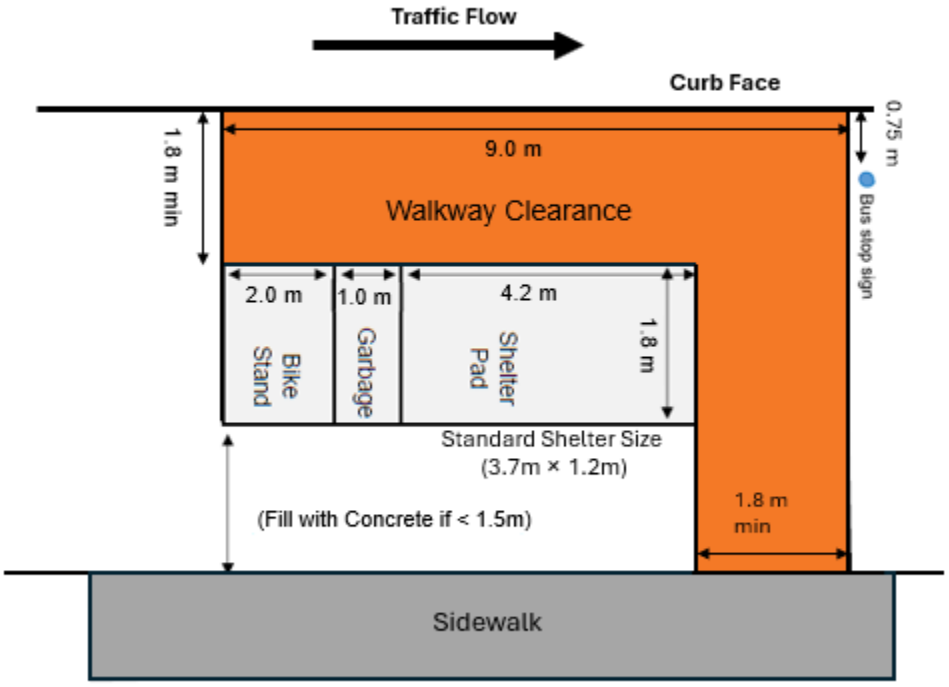

Figure 6: Standard Pad Layout

5.1.3.2 Stop Spacing

- Minimum stop spacing of 400m for major corridor routes and local fixed routes (Frequent Transit Network (FTN), Primary Transit Network, Base Transit Network).
- Minimum stop spacing of 800m for School Specials, Industrial and Express Routes. (Special Purpose Routes).
- When relocation of existing stops is feasible due to road reconstruction or route realignment, the spacing between stops should adhere to the minimum spacing requirements based on the route type.

For detailed insights, refer to the Bus Stop Design Guidelines outlined in **Appendix D – Bus Stop Design Guidelines.**

5.1.4 Accessibility Policies

The Town of Oakville is committed to eliminating barriers and providing accessible services. Directly related to transit services, Oakville Transit provides the care-A-van specialized transit service for individuals with disabilities who are unable to use conventional transit. These individuals must apply to determine their eligibility. In addition to the provision of specialized transit, Oakville Transit meets or exceeds the Accessibility for Ontarians with Disabilities Act (AODA) standards for buses and fixed assets (stations and bus stops). The recommended Bus Stops Design Guidelines (**Appendix D – Bus Stop Design Guidelines**) include references to walkway clearances and access to the active transportation network to accommodate all transit users.

5.1.5 Active Transportation Connections

All transit customers begin and end their transit journey as pedestrians, wheelers, or cyclists. As outlined in the Bus Stop Design Guidelines (**Appendix D – Bus Stop Design Guidelines),** it is recommended that Active Transportation access to and from all bus stops be considered in the bus stop planning process. The principles of 5A (Always Available for All Ages & Abilities) Network Guiding Principles and Universal Design Standards are useful guides for assessing Active Transportation access.

The current Transportation Master Plan update is reviewing community-wide active transportation network requirements which align closely with and support bus stop access needs.

5.2 Service Analysis

Effective management of a transit system requires current and accurate data on customer demographics, travel patterns, system functionality, and financial status.

Demographic data on the community and customers, along with their travel destinations, is essential for understanding community needs and planning services effectively.

Additionally, the implementation and use of General Transit Feed Specification (GTFS), Automatic Vehicle Location (AVL), and Automatic Passenger Counting (APC) system data provide crucial information on bus performance metrics, bus location and schedule adherence, as well as passenger loading and transfer activity. Utilizing these systems effectively is fundamental to the planning and management of today's transit systems.

Service analysis involves more than just gathering data; it requires a systems approach to organize and analyze the data to extract essential business intelligence. This necessitates a business intelligence system and dedicated staff to integrate, analyze, and learn from the basic system data inputs.

5.3 Network Planning

5.3.1 Key Corridors and Trip Attractions

Figure 7 highlights the location of key destinations in Oakville, including GO Train stations, institutions, major schools, shopping centers, prominent employment centres, the Oakville Trafalgar Memorial Hospital, community centres, and recreational centres. It also outlines important transportation corridors, featuring key roads extending from the central transit hubs to collectors and arterial roads spanning the town's boundaries. These corridors and destinations are crucial for supporting Oakville's economic, educational, healthcare, and recreational activities, forming the foundation for the development of the Oakville Transit network.

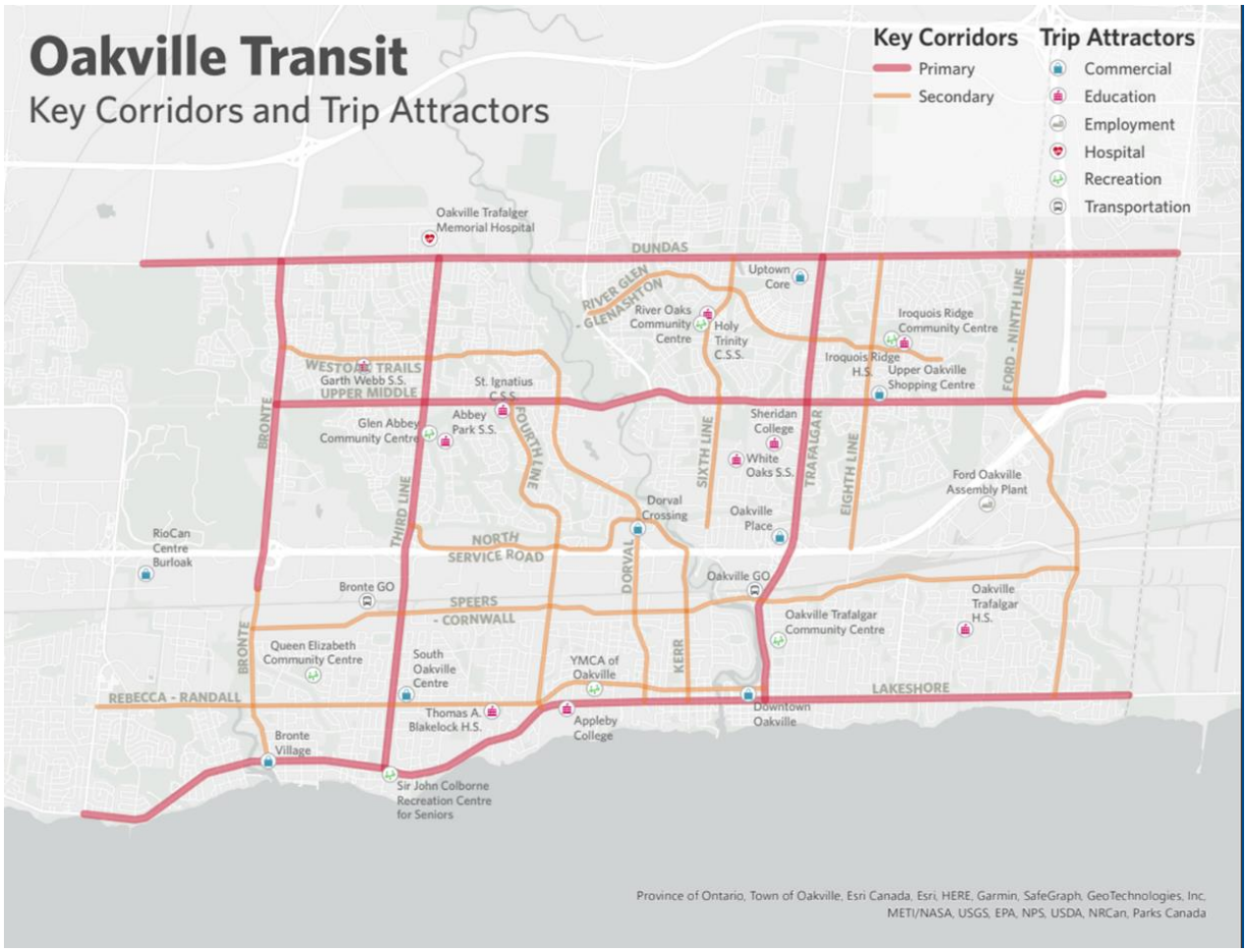

Figure 7: Oakville Key Corridors and Trip Attractors

5.3.2 Existing Population Density and Transit Ridership

Figure 8 provides a visual representation of population density across various neighbourhoods in Oakville. Higher population density areas typically signify increased demand for transit services due to the larger number of people living in proximity. As depicted in this map, the areas on Lakeshore Road West, Bronte Road South, Dundas Street and Trafalgar Road are among the highest-density areas. Most areas that are not on these major corridors are relatively low-density suburban neighbourhoods.

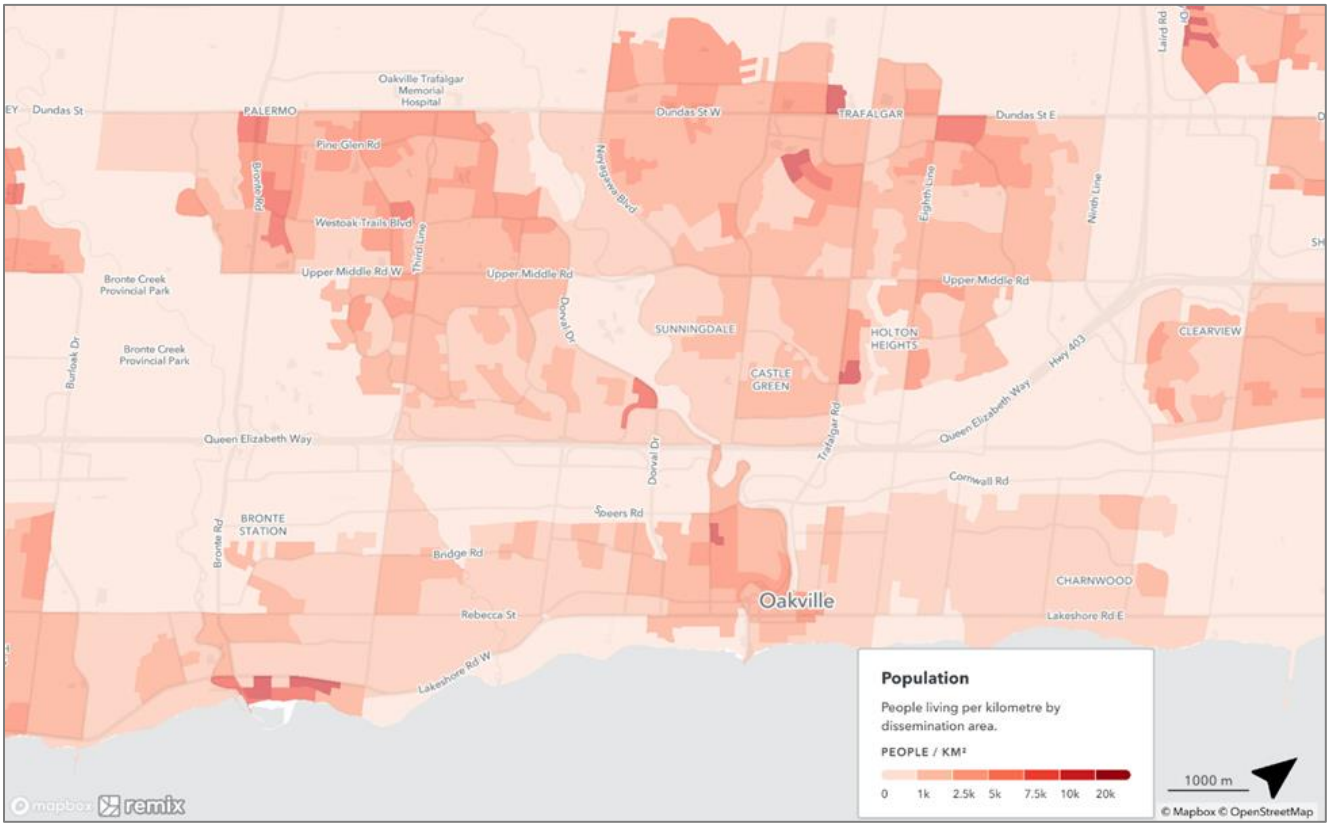

Figure 8: Population Density in the Town of Oakville (Source: remix-Census 2021)

Figure 9 depicts current transit usage patterns throughout the day, highlighting the routes that experience the highest levels of ridership. The map shows that Dundas Street, Trafalgar Road, and Rebecca Street, are the most heavily travelled corridors.

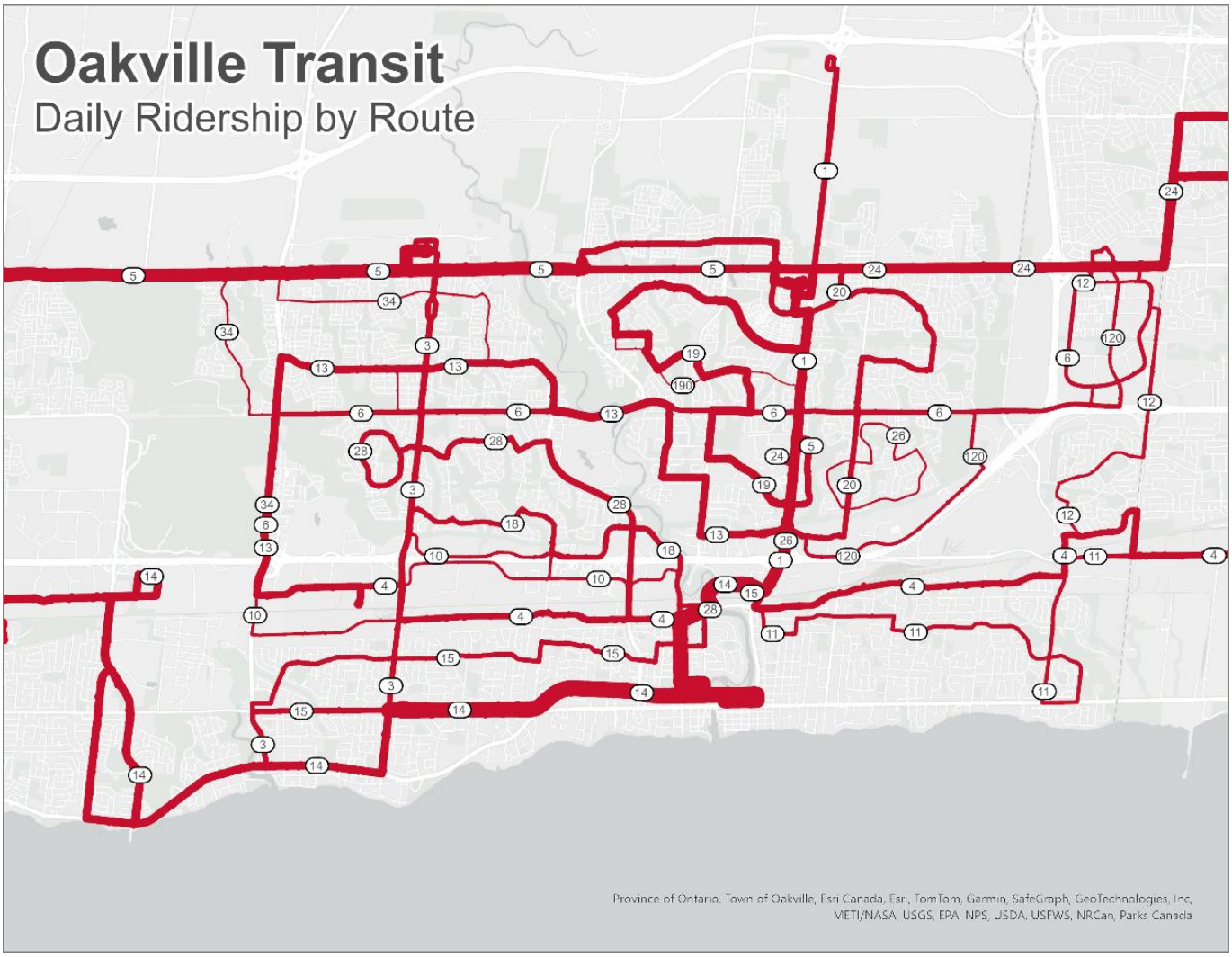

Figure 9: Heat Map of Daily Ridership

5.3.3 How People Travel Today

Utilizing data from the Transportation Tomorrow Survey (TTS) offers valuable insights into the mode choices of Oakville residents. As shown in **Figure 10**, the analysis of TTS 2016 findings reveals that motorized transportation remains the predominant choice among residents, particularly within the Town itself.

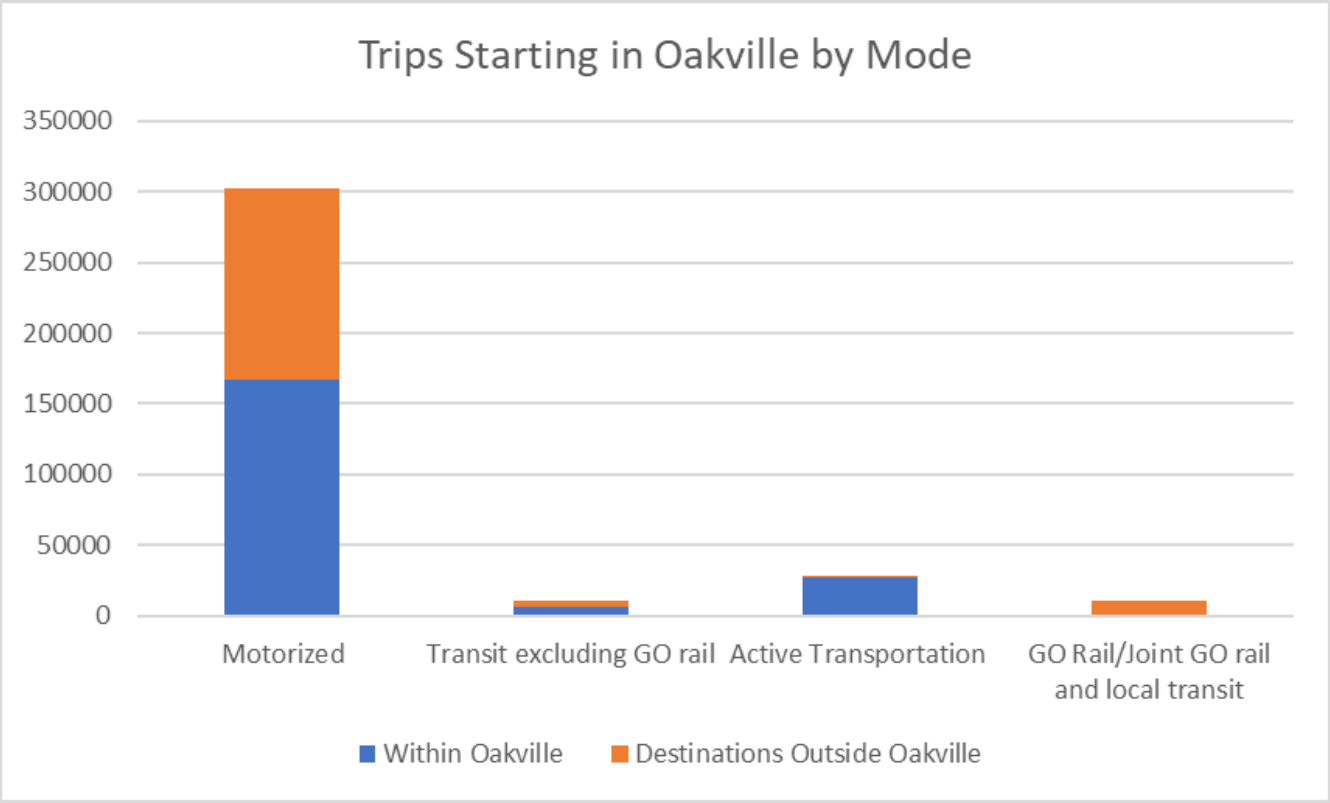

Figure 10: Trips Starting in Oakville by Mode (source: TTS 2016)

As shown in **Figure 11**, for transit trips destined outside of Oakville, Mississauga emerges as a major destination for local transit usage, while the City of Toronto stands out as the primary destination for GO Transit trips. Given the significant number of trips originating from Oakville and destined to Toronto by GO Transit, integration with GO Transit is crucial in developing the Oakville Transit Network. In addition, there is a recognized need for facilitating cross-boundary transit trips between Oakville and Mississauga.

Travel patterns emerging post COVID-19 have shown an increase in travel to make connections with GO Rail systems, as well as a rise in midday travel. The growth in midday travel may result from changes in travel patterns following COVID-19, and it may also be influenced by the increase in youth and senior travel since free fares were implemented for these cohorts.

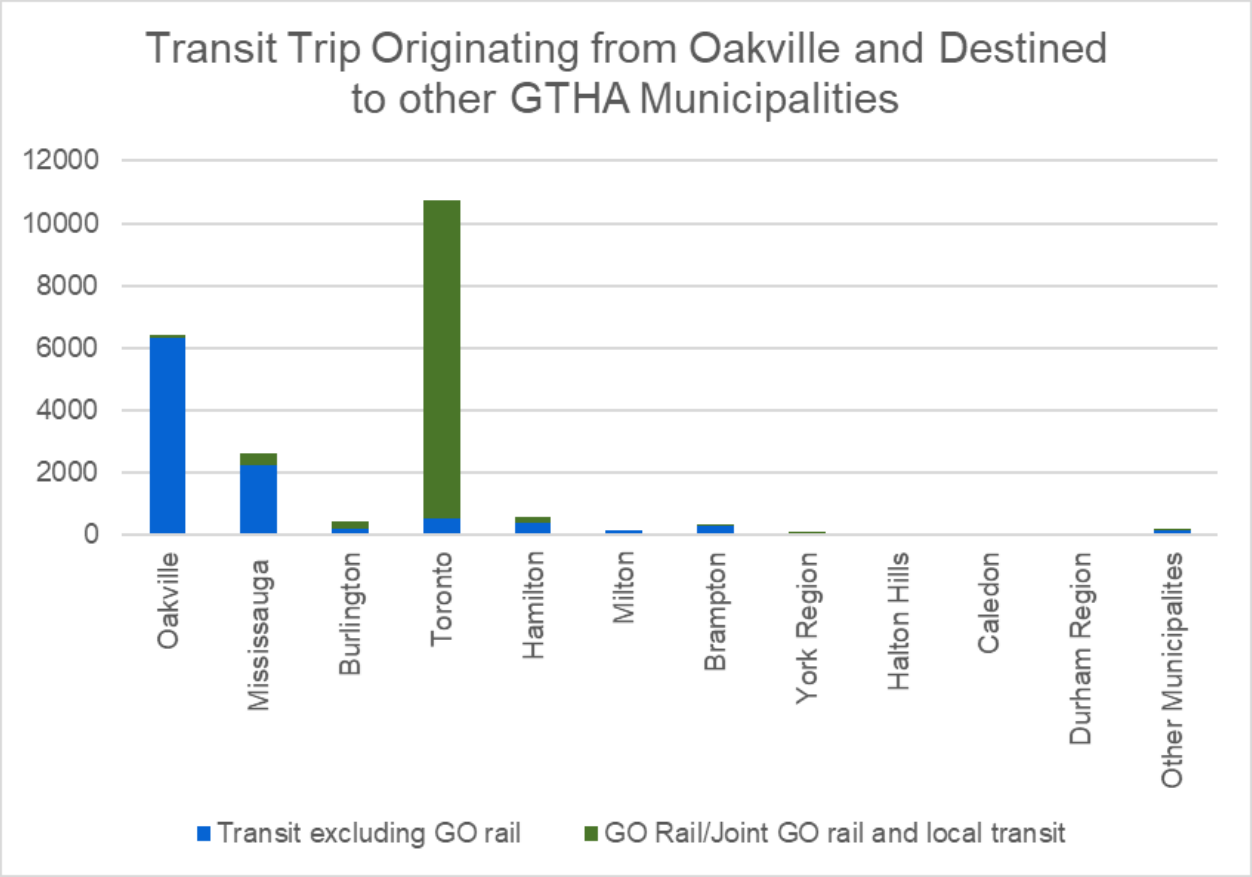

Figure 11: Transit Trips Originating from Oakville and Destined to other GTHA Municipalities

5.3.4 Understanding the Community

The Oakville Transit Five-Year Business Plan is informed by the engagement of the public, key stakeholders, and transit customers.

- **Increased schedule frequency:** Residents advocate for more frequent services, especially during peak periods, citing existing intervals as inadequate.
- **Improved on-time performance:** Concerns arise regarding service delays and reliability, impacting user satisfaction and overall experience.
- **Better bus stop and shelter conditions:** Residents emphasize the importance of enhancing the condition and functionality of bus stops and shelters across Oakville.
- **Seamless connections with GO Trains:** Seamless connectivity with GO Transit is essential for facilitating better connections and accessibility within the transit network.
- **Emphasis on reliability and accessibility:** There is a renewed emphasis on improving service reliability and enhancing accessibility for riders with disabilities.

- **Supportive infrastructure:** Residents sought improvements in supportive infrastructure, including more complete schedule and route information at bus stops.
- **Specific route suggestions**: Residents provide specific recommendations for route adjustments, emphasizing the significance of neighbourhood connections and advocating for services to Southeast and North Oakville.

These key themes steer the strategic development of the Oakville Transit Five-Year Business Plan, ensuring its responsiveness to the evolving needs and priorities of the community from 2025 to 2029 and beyond.

5.4 Ridership Growth

Oakville Transit recorded 2,832,847 revenue riders in 2023 (first post-Covid service year) including riders who travel fare-free. This translates to 12.3 revenue passengers per capita, indicating a recovery from the COVID years, though still below the pre-COVID levels of 15 to 17 revenue passengers per capita.

Building upon the demographic data from the 2021 Census and the 2023 Best Planning Estimate, projections estimate Oakville's population for the intervening years. It is anticipated that by 2025, 2027, and 2029, the population will reach 247,520, 262,730, and 279,440, respectively**.** Leveraging this foundational data, in **Table 6** and **Table 7**, projections are made for both population growth and its subsequent impact on transit service within the framework of the Five-Year Business Plan.

Considering a static revenue passengers per capita criterion of 12.3, and based on the aforementioned population estimates, Oakville Transit's ridership would rise to 2,984,841, 3,129,735, and 3,274,629 in 2025, 2027, and 2029, respectively. These estimates highlight the direct correlation between population growth and transit ridership, serving as a basis for strategic planning and resource allocation within the transit system.

Oakville Transit's ambitions extend beyond mere population-driven ridership growth projections. In alignment with the Town's developmental vision, plans and studies are underway to enhance transit services, as evidenced by the development of the Five-Year Business Plan.

Anticipating the implementation of these service improvements, projections suggest a corresponding increase in revenue passengers per capita to 16.5, 19.5, and 22.5 for the years 2025, 2027, and 2029, respectively. Coupled with the forecasted population growth and implementation of the recommended service scenario, Oakville Transit anticipates a substantial rise in annual revenue passengers, estimated at 4,084,080 in 2025, 5,123,235 in 2027, and 6,287,400 in 2029.

Note: For ridership data post-May 2023, all figures include all riders, including those who are fare-free

Table 5: Past Population and Revenue Passenger Data (2016-2023)

Year	Population	Revenue Passengers	Passengers Per Capita
2016	193,832	2,851,368	14.70
2017	194,000	2,945,877	15.20
2018	202,500	3,502,207	17.30
2019	211,000	3,376,070	16.00
2020	214,200	1,601,253	7.50
2021	220,143	1,245,304	5.65
2022	225,000	2,130,808	9.40
2023	230,890	2,832,847	12.10

Table 6: Projected Population and Revenue Passenger Data (2025-2029)

Year	Population	Revenue Passengers	Passengers Per Capita
2025	247,520	3,044,496	12.3
2027	262,730	3,231,579	12.3
2029	279,440	3,437,112	12.3

Table 7: Forecasted Population and Revenue Passenger Data with Recommended Service Enhancements (2025-2029)

Year	Population	Revenue Passengers	Passengers Per Capita
2025	247,520	4,084,080	16.5
2027	262,730	5,123,235	19.5
2029	279,440	6,287,400	22.5

Strategic programming initiatives to enhance transit ridership in the Town of Oakville are highlighted in **Appendix E – Ridership Growth Initiatives.**

5.5 Long-Term Major Transit Route Network

The base for the development of the future Oakville Transit Family of Services 2025 – 2029 transit network is a network of long-term major transit routes, the “Frequent Transit Network (FTN)” that align with regional and Town of Oakville plans. The FTN serves the corridors outlined in provincial, regional, Metrolinx, and Halton Region’s Transit Priority Corridors, along with major corridors and growth nodes identified in Oakville's Urban Structure Plan and the Transportation Master Plan 2024, currently under development.

Figure 12 shows the corridors and nodes identified in the Urban Structure Plan, along with the Metrolinx Rapid Transit Network and Halton Region’s Transit Priority corridors with an overlay of the future long-term Frequent Transit Network.

The development of this network will extend beyond 2029 and will ensure ongoing integration of the Family of Services 2025-2029 route network with the provincial, regional, and local planning efforts, aiming for consistency and alignment across all levels of transit network and infrastructure.

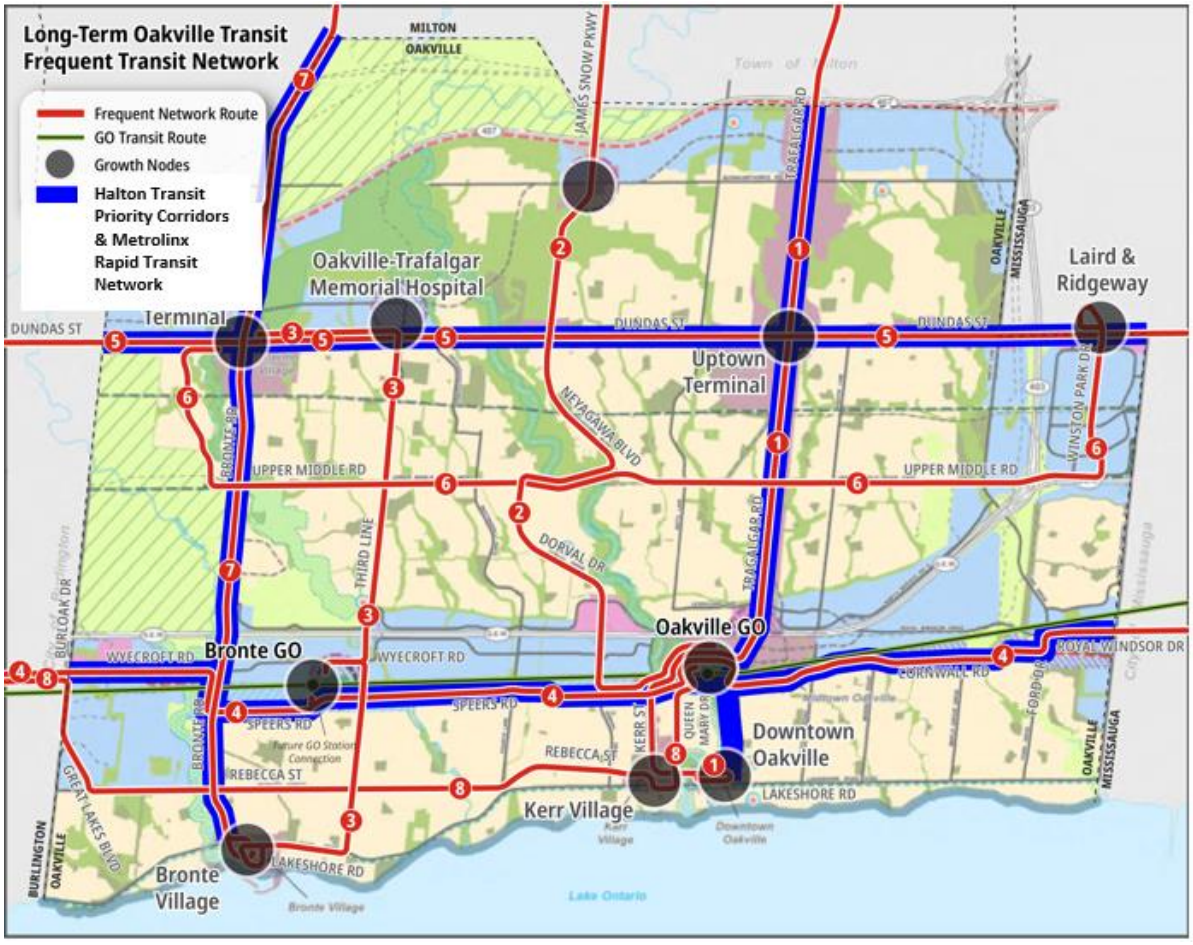

Figure 12: FTN Alignment with Oakville Growth Nodes & Corridors with Halton Transit & Metrolinx Network

Figure 13 illustrates the long-term future Frequent Transit Network that will form the base of Oakville's transit route network and connect with adjacent communities.

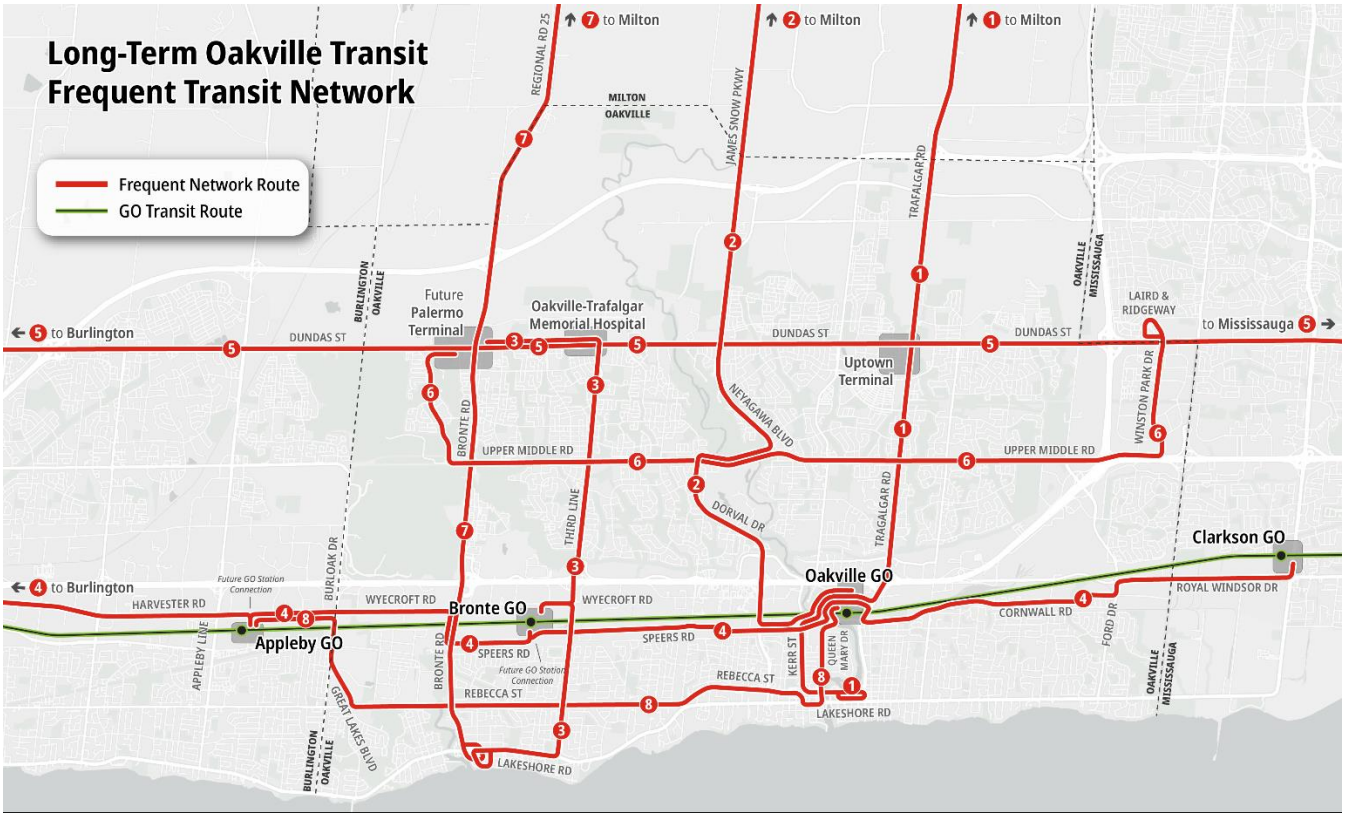

Figure 13: Oakville's Future Frequent Transit Network.

5.6 Family of Services 2025 - 2029

The Family of Services 2025 – 2029 network for Oakville Transit will form a coherent, interconnected system aligning with the long-term future Frequent Transit Network. This 2025 – 2029 Network (seen in**Figure 14**) focuses on developing fully connected major north-south and east-west corridors, emphasizing Primary and Base routes over extensive service coverage.

Route 1 (Dundas) and Route 5 (Trafalgar) are the inaugural routes within the Long-Term Future Frequent Transit Network, designed to offer enhanced service frequency (15 minutes or better) along Dundas Street and Trafalgar Road. These corridors are among the high-performance routes which are also recognized as higher-order transit corridors in the Greater Golden Horseshoe (GGH) Transportation Plan, Metrolinx 2041 Frequent Rapid Transit Network, Halton Region's 2031 and 2041 plans, as well as Oakville's official plan.

All conventional routes will be bi-directional, straight, and direct, avoiding large one-way loops and route overlaps within corridors where possible. By connecting routes along entire corridors, the network will eliminate mid-route transfers and anchor routes at major destinations, enhancing efficiency and reliability.

The On-Demand services in the town will be expanded, both as newer subdivisions come online, as well as through the conversion of low-performing conventional service (trips and/or routes), ensuring connections from the neighbourhood communities to the gridded routes.

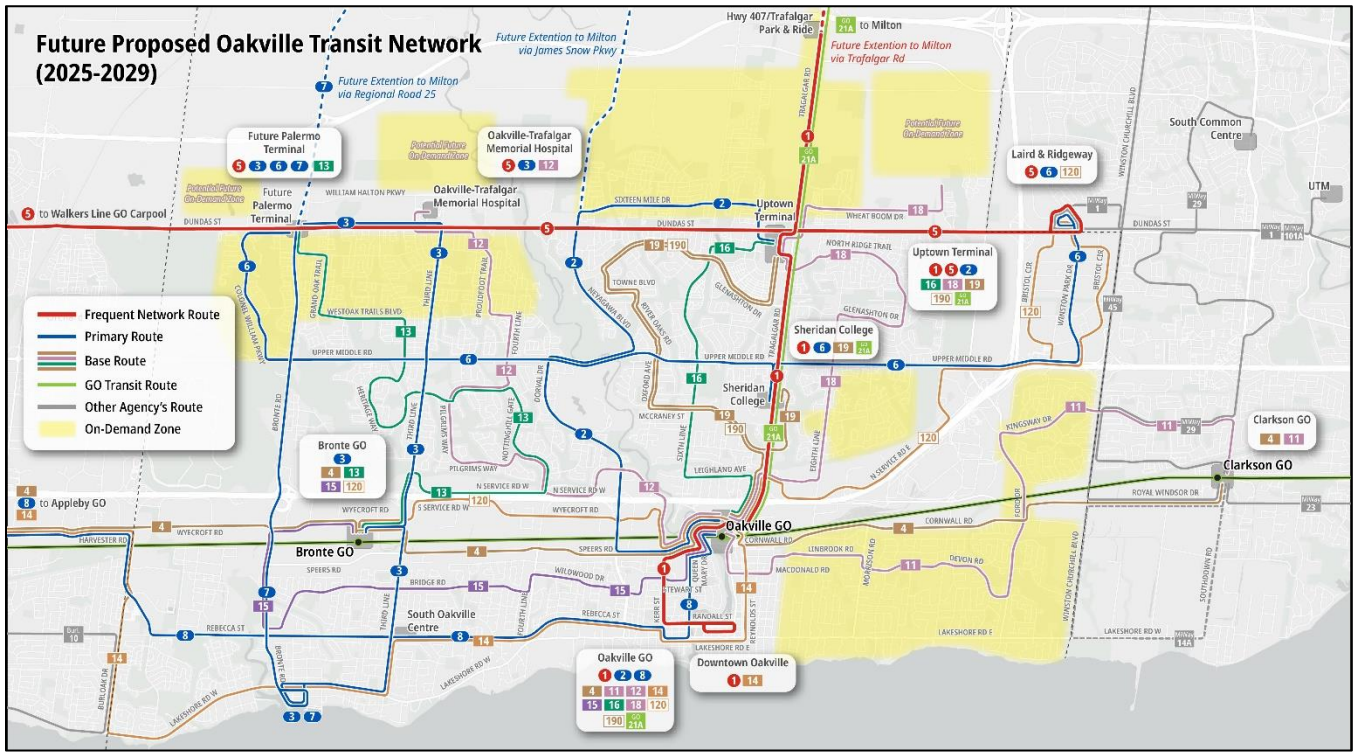

Figure 14: 2025 – 2029 Proposed Transit Network

5.7 Service Plan

The proposed Service Plan consists of a revised route network and phased service increases from 2025 to 2029.

The objective is to improve the bus network and service levels in response to increases in the Town's population and targeted increases in service hours per capita. Three service scenarios are presented to highlight the relationship between service frequency, annual hours of operation, peak bus fleet, and annual operating costs:

- **Scenario 1 — Base Case**: Maintains the current service levels without significant enhancements. Most routes operate at a frequency of 30 minutes, with key routes such as Trafalgar and Dundas having more frequent service at 15 minutes.
- **Scenario 2 — Mid-Range:** Generally, offers modest improvements over Base Case. Service frequencies improve to 20 minutes for several routes, while key routes maintain a 15-minute frequency, providing more frequent service compared to the Base Case scenario.
- **Scenario 3 — Recommended:** Shows the most significant frequency improvements across most routes, with many routes operating at 10 to 20-minute frequencies. Key routes have the most frequent service, with frequency improved to 10 minutes on routes such as Trafalgar, Third Line, and Dundas.

Table 8 presents the proposed routes and service summary for Oakville Transit's Family of Services 2025-2029 service plan. It compares the level of service for each scenario with the existing service, including details such as route number, name, type, and the cycle time of proposed routes.

Table 8: Family of Services 2025-2029 Service Summary

Route #	Name	Type	Cycle Time (min)*	Service Frequency (min)			
				Existing	Base Case	Mid-Range	Recommended
1	Trafalgar	Frequent	75	60	15	15	10
2	Dorval	Primary	90	-	30	20	15
3	Third Line	Primary	90	30	30	20	10
4	Speers - Cornwall	Primary	120	20	30	30	15
5	Dundas	Frequent	105	30	15	15	10
6	Upper Middle	Primary	120	30	30	20	15
7	Bronte	Primary	60	-	30	30	15
8	Rebecca	Primary	90	-	30	20	10
11	Linbrook	Base	90	60	30	30	20
12	Fourth Line (Winston Park in existing)	Base	90	60	30	20	20
13	Westoak Trails	Base	90	30	30	20	20
14	Lakeshore West	Base	90	15	30	20	20
15	Bridge	Base	80	30	30	20	20
16	Sixth Line	Base	60	-	30	30	20
18	Eighth Line (Glen Abbey North and South in Existing)	Base	80	30	30	20	20
19	River Oaks	Base	60	30	30	30	20
120	North Service (East Industrial in Existing)	Base	90	30	30	30	20
190	River Oaks Express	Base	60	1 Bus	30	30	20
OD1	On-Demand 1	On-Demand	-	1 Bus	1 Bus	2 Buses	2 Buses
OD2	On-Demand 2	On-Demand	-	1 Bus	1 Bus	2 Buses	2 Buses
OD3	On-Demand 3	On-Demand	-	1 Bus	1 Bus	1 Bus	1 Bus
OD4	On-Demand 4	On-Demand	-	-	1 Bus	1 Bus	1 Bus

Note: The cycle times presented in this table are specific to the proposed 2025-2029 network and do not apply to the existing routes. These times account for changes in route extensions and lengths in the updated network. Cycle times are the total amount of time to complete the trip, outbound and inbound.

5.7.1 2029 Recommended Service Plan

The proposed Service Plan for Oakville Transit outlines a gradual increase in service levels from 2025 to 2029. **Table 9** provides a summary of Oakville Transit's current peak fleet size and annual revenue hours for 2023, along with the target annual revenue hours for 2029 for the Recommended Service Plan. These targets are based on population projections and service hours per capita as detailed in **Table 7**.

Table 9: Summary of Recommended Service Plan for 2029

Year	Peak Fleet	Annual Revenue Hours	Target Annual Revenue Hours
2023	67	220,969	-
2029	111*		447,104*

* 2029 peak fleet does not include fleet required for school specials

Table 10 shows the proposed service frequencies for the Recommended Service Plan covering weekday midday, weekday evening, late evening, and Saturday and Sunday services.

Table 10: Recommended Route Frequencies in 2029

Route Number	Type	Weekday Peak	Weekday Midday	Weekday Evening	Late Evening	Saturday	Sunday
1	Frequent	15	10	15	10	15	30
2	Primary	30	15	30	15	30	30
3	Primary	30	10	15	10	20	15
4	Primary	30	15	30	15	20	30
5	Frequent	15	10	15	10	15	30
6	Primary	30	15	20	15	20	30
7	Primary	30	15	20	15	20	30
8	Primary	15	10	15	10	30	30
11	Base	45	20	45	20	45	0
12	Base	30	20	30	20	30	30
13	Base	30	20	30	20	30	30
14	Base	30	20	30	20	30	30
15	Base	40	20	40	20	40	40
16	Base	60	20	30	20	30	30

Route Number	Type	Weekday Peak	Weekday Midday	Weekday Evening	Late Evening	Saturday	Sunday
18	Base	40	20	40	20	40	40
19	Base	60	20	30	20	30	30
120	Base	60	20	60	20	60	60
190	Base	60	20	0	20	0	0

Implementation of new routes and headways will not start until September 2025 and will be phased in with progressive changes in implementing routes and increased frequencies. This phased implementation could occur in multiple steps. Two possible implementation phasing scenarios are outlined in **Section 7.1.**

5.7.2 Programming:

In addition to the route network and service frequency adjustments service scenarios, it is imperative that ancillary programming enhancements are developed in tandem. This includes improvements in the following areas:

Customer service: Ensuring comprehensive information is available to customers to help plan their trips, along with education on available services, and on-street customer service which is provided through On-Road Supervisors.

Marketing and communications: Tied to customer service, it is important for Oakville Transit to provide robust communications to customers, and have dedicated staff for targeted marketing and communications programs.

Travel training: Introducing a dedicated Travel Trainer and a travel training program to enhance understanding of how to use public transit; sharing information on how to obtain information, how to ride the bus safely, and how to tender a fare. Each of these elements can be confusing and/or intimidating for new customers, new residents, and persons with disabilities. A prescribed dedicated Travel Trainer can assist residents in effectively navigating the transit system without apprehension, thereby assisting to increase ridership.

Driver training: Ensuring that driving staff continue to undergo comprehensive training and re-training to enhance their operational skills, meet regulatory requirements, and develop soft skills.

5.8 Fleet

Oakville Transit currently operates a fleet of 130 buses, consisting of 102 conventional buses and 28 specialized buses. By 2029, the current fleet forecast is expected to grow to 156 buses, with 124 conventional buses and 32 specialized buses.

Table 11: Oakville Transit's current fleet forecast to 2029

Year	Total Buses	Conventional	Specialized
2024	130	102	28
2025	136	107	29
2026	141	111	30
2027	146	115	31
2028	152	120	32
2029	156	124	32

The Business Plan evaluates three scenarios for different intensities of weekday service to the Oakville community. Please note that fleet and service availability, as well as operational requirements, are subject to annual review through the annual budget process.

The following details the total number of additional conventional buses needed to implement each scenario:

- Base case: 19 additional buses
- Mid-Range: 33 additional buses
- Recommended: 52 additional buses

5.9 Staffing

Oakville Transit is evolving with the implementation of a new route network, increased hours of operation, higher customer expectations for service performance and infrastructure maintenance, increased requirements for technical systems support, and a need to develop a greater presence in the community. These needs require additional staff support. It is recommended that Oakville Transit add sixteen additional staff members over the next five years.

In addition to the recommended staff increases, the operator complement would increase in direct proportion to the increase in operating hours. Implementing the recommended service scenario requires nearly doubling the number of operators to approximately 300 by 2029. The current staff complement relative to total operating hours is approximately 1,100 total operating hours per employee, which is consistent with CUTA data for transit systems in the Canadian Population Group 3 (Population of 150,000 to 400,000). With the proposed staff increase and the additional bus operators for the increased hours of operation, the total operating hours per employee increases to 1,200. This represents a modest improvement in staff productivity.

Year of 2025

- **1 FTE – Operational Planner (Planning):** To improve service analysis and design. The Operational Planner will work in tandem with the Operations team to review day to day on-street schedule adherence and customer issues to action scheduling solutions through the Planning team. The Operational planner will oversee all detours, special event planning, preparation and implementation. ($150,000).
- **0.5 FTE – Revenue Clerk/Analyst (Planning):** Convert part-time Revenue Clerk to full time to improve data management, revenue and financial analysis and reporting ($39,000).

Year of 2026

- **1 FTE – Transit Supervisor (Ride On-Demand)**: To increase Ride On-Demand on road service supervision and improve service quality. Supervisors are required to provide constant on-street supervision throughout the entire daily service span. Supervisors also provide direct customer service on street, including education and assistance. ($150,000).
- **1 FTE – Transit Supervisor (Operations):** To increase conventional bus on-road supervision and improve service quality, supervisors are required to provide constant on-street supervision throughout the entire daily service span. Supervisors also provide direct customer service on street, including education and assistance. ($150,000).
- **1 FTE – Marketing and Communications Staff Person (Planning):** To improve community awareness of the benefits of transit, and to coordinate all customer service activities, in addition to marketing and promotional programs to encourage further growth of ridership. This will allow Oakville Transit staff to move beyond simply providing “information” to true marketing of services. ($119,000).
- **1 FTE – Electronics Technician (Maintenance)**: To address maintenance requirements for both vehicle and systems. The increases in electronic components on buses has created a need for more specialized electronics expertise. The current fleet size is outpacing the abilities of the one electronics technician on staff today. (119,000).
- **1 FTE – Infrastructure Coordinator (Maintenance):** To improve bus stop and shelter maintenance and snow and ice control, as well as capital planning for future transit amenities features, including shelters, stops, garbage cans, digital signage as well as assisting with terminal planning and maintenance. ($150,000).
- **1 FTE – Travel Trainer (Planning):** To initiate the Travel Training Program to educate and introduce new users to transit, as well as to assist in supporting

specialized transit customers in their use of conventional transit (where possible). The Travel Trainer will work to educate and support all groups (newcomers, persons with disabilities, seniors, youth, children) to learn how to use transit effectively. ($119,000).

- **Transit Travel Training Program**
    - Travel Trainer (Annual $80k plus benefits and 10% Overtime)
    - Cell phone, computer ($1000 + $1500)
    - Accessible van ($75K)
    - Conventional bus and operator (3 x per week, 24 weeks = 216 hours)
    - Print and promotional material ($5K)

Year of 2027

- **1 FTE – Dispatch / Administration Clerk (Operations):** To support all administrative functions of driver dispatch and payroll, including the collection and analysis of operator dispatch data ($94,000).
- **1 FTE - Transit Supervisor (Operations):** To increase on-road supervision of conventional buses and improve service quality. Supervisors are required to provide constant supervision on street throughout the entire daily service span. Supervisors also provide direct customer service on-street, including education and assistance ($150,000).
- **1 FTE – Control Room Supervisor (Operations):** To ensure sufficient capacity for the dispatch, control and support for conventional bus operators, and in alignment with the number of On-road Supervisors ($150,000).
- **1 FTE – Transit Driver Trainer (Operations):** To increase bus operator training capacity to ensure sufficient operators are available for service. As the system grows and the number of bus operators increases, the need for ongoing training and re-training in safety, systems, customer service, and all regulatory requirements also increases. ($150,000).
- **1 FTE – Utility Service Person (Maintenance**): To support increased vehicle maintenance requirements ($93,000).

Year of 2028

- **1 FTE – Call Centre Supervisor (Ride On-Demand):** To increase capacity to manage customer requests, to keep pace with increases in Ride On-Demand expansion. ($137,000).
- **1 FTE - Transit Supervisor (Operations):** To increase conventional bus on-road supervision and improve service quality, supervisors are required to provide constant supervision on street throughout the entire daily service span. Supervisors also provide direct customer service on street, including education and assistance ($150,000).

Year of 2029

- **1 FTE – On-road Supervisor (Ride On-Demand):** To improve service quality and management of customer issues. Supervisors are required to provide constant supervision on street through the entire daily service span. Supervisors also provide direct customer service on street, including education and assistance ($137,000).
- **1 FTE – Control Room Supervisor (Operations):** To ensure sufficient capacity for the dispatch, control and support for conventional bus operators, and in alignment with the number of On-road Supervisors ($150,000).

Note: staffing requirements for additional bus operators, mechanics and utility service personnel are increased on a per bus ratio.

6 Financial Plan

6.1 Revenue

A full discussion of the Revenue and Fare Strategy is included in **Appendix F – Revenue and Fare Strategy**. The highlights are noted below.

The amount of transit service provided to residents (hours of service per capita) is directly determined by the size of the agency's operating budget (fuel, parts, operating and maintenance labour, etc.), cost per operating hour, and population. Over time the cost and amount of service provided is impacted by inflation and population growth.

In 2023, Oakville Transit's operating budget received funding from passenger revenue (21%), miscellaneous revenue (3%), municipal contributions (71%), and provincial contributions (5%). Oakville Transit's current passenger revenue is solely from adult fares.

Oakville Transit fare categories are noted below:

- **Child (12 and under):** Ride free with a PRESTO card or when travelling with a parent/guardian.
- **Youth (13 to 19 years):** PRESTO single: Free with a valid PRESTO card, $4 per ride with exact cash fare.
- **Adults: Exact cash fare:** $4 per ride, PRESTO single: $3.40 per ride, PRESTO monthly pass: $143 per month. University, college, and adult education students 20 years and over must pay adult fare.
- **Seniors: PRESTO single:** Free with a valid PRESTO card, $4 per ride with exact cash fare.
- **Low Income:** Subsidized Passes for Low Income Transit (SPLIT) pass system, a Halton Region initiative, provides eligible low-income Halton residents with a 50% subsidy. Oakville Transit participants are responsible for the remaining 50%.

Based on the review of best practices and case studies a summary of key findings regarding fares and passenger revenue are noted:

- Transit should be priced appropriately at the "value of the service," relative to the cost of competitive and alternative transportation options.
- Based on empirical studies of fare increase and service expansion elasticities, transit customers value the provision and quality of service higher than the cost of service.
- Fare discounts should be equitable; however, they should not erode the ability to provide service.
- Fare subsidy programs should focus on user-side subsidies to target individuals, rather than system-wide supply-side subsidies. For example, pass programs for low-income individuals should be considered, rather than deep discounts for all seniors.

Currently, Oakville Transit relies on fare revenue from adult passengers, while seniors, youth and children travel for free. Oakville Transit also generates 3% of total revenues from charters and advertising.

Before the COVID-19 pandemic, Canadian transit agencies covered a more significant portion of their operating costs with passenger fare revenue. Post-pandemic, these numbers have declined significantly, with Oakville Transit experiencing a decrease in its revenue-to-cost ratio from 31% to 24% between 2016 and 2023, a 22.1% decline in the proportion of expenses covered by revenue. This decrease is attributed to structural changes in funding, including declines in passenger revenue due to COVID-19 and free fare initiatives.

Moreover, Oakville Transit faces additional challenges in maintaining its service levels due to inflation, population growth, and inconsistent operating contributions from the province. There has been a $2 million (56%) decrease in Provincial Operating Contribution from 2022 to 2023, further exacerbating the financial strain on municipal finances.

The status quo of relying on adult fares as the major revenue source may not be sustainable. To address this challenge Oakville Transit should move towards a multifaceted strategy of optimizing existing revenue streams while exploring new sources of non-passenger revenue. By enhancing its revenue generation efforts, Oakville Transit may improve its revenue-to-cost ratio and ensure long-term financial sustainability, thereby effectively meeting the community's transit needs.

Despite Oakville's affluent status, it faces significant income disparity, boasting the widest gap between the very rich and the very poor in the Halton Region. In response, Halton Region implemented the Subsidized Passes for Low Income Transit (SPLIT) pass system, in partnership with the local municipal transit systems, offering eligible low-income residents a 50% subsidy for their local transit expenses. However, Oakville Transit currently does not cover the remaining fare for SPLIT pass users. This implies that individuals categorized as low-income adults are obliged to cover 50% of the fare, whereas individuals in the youth or senior categories with higher income thresholds benefit from free transit services in Oakville.

The usage data for SPLIT passes and tickets in 2023 reveals relatively low monthly uptake, possibly due to the remaining 50% of the fare not being covered or insufficient awareness of the program. In alignment with the Town’s Equity and Accessibility policy, it is recommended to explore covering the remaining 50% of SPLIT fares for eligible low-income individuals. Such an initiative has the potential to stimulate ridership growth and ensure equitable access to transit services for all community members, regardless of financial constraints.

The current free fare program for Child, Youth and Senior is a post-COVID strategy to provide a community benefit and increase ridership during a time when the community was under significant stress.

In addition to subsidizing transit fares for low-income individuals through the SPLIT program, Oakville Transit should reevaluate the provision of free transit for Youth and Seniors to ensure that investments in transit deliver maximum community benefit.

Based on available data most seniors and youth do not require a fare subsidy. This is consistent with a focus on user-side subsidies to target low-income individuals rather than system-wide supply-side subsidies. Although offering free transit regardless of income has been a strategy to increase ridership, especially in the context of Oakville's recovery from COVID-19, it may not align with generating sufficient revenue to maximize transit service to the community.

Another strategy for Oakville Transit could be a Monthly Fare Cap program. This initiative would involve programming PRESTO to cap monthly fares at 40 times the regular fare, totaling $136 per month, which is designed to provide savings compared to the current Monthly Pass, priced at $143 as of July 2024. Once an individual reaches 40 trips in a month, any additional rides would be free. Fare capping is effective in removing the high up-front cost of monthly transit passes.

Notwithstanding the free fare program for Youth 19 and under, Oakville Transit should continue to explore future opportunities to implement a U-Pass program for post-secondary students at Sheridan College, as well as considering similar transit pass programs for employees through discounted monthly pass programs with major employers within the Town of Oakville. These initiatives have proven to be effective in increasing ridership in other jurisdictions.

6.2 Non-Fare Revenue Strategies for Oakville Transit

In addition to fare programs, Oakville Transit should explore non-fare revenue strategies to enhance its financial sustainability and support the expansion of transit services. These strategies focus on leveraging alternative sources of funding to supplement traditional fare revenue and government subsidies. The traditional initiatives of advertising on transit vehicles and property, vehicle charters, and sponsorships of transit property or events should continue to be developed.

The following initiatives are more challenging and would require further review to implement. Despite these challenges, they have the potential to significantly increase Town and Transit revenues. By implementing the following approaches, the Town of Oakville and Oakville Transit may diversify their revenue streams and ensure long-term viability while meeting the evolving needs of the community:

- Explore opportunities to increase digital shelter advertising beyond the current six advertising panels being developed with a current supplier. Additional capital investment would be required; however, the program has the potential to generate more revenue than static advertising displays.
- Explore opportunities for on-bus digital advertising (either geo-fenced or general) by using the new digital information screens being installed in the new Electric Bus fleet.
- Explore opportunities for space rental income by adding retail outlets (e.g., coffee kiosks) at terminal locations.

- Explore opportunities for sponsorship of special event services, such as the shuttle bus service on Canada Day to assist in offsetting the operating costs of the shuttle service.
- Explore monetization of the transit service electrification by the sale of Clean Fuel Regulation Credits as a result of using electricity and decreasing diesel fuel emissions.

6.2.1 Strategic Adaptations for Sustainable Revenue and Enhanced Service at Oakville Transit

The analysis of revenue and fare strategies for Oakville Transit presents an understanding of the challenges and opportunities facing Oakville Transit. Through the exploration of potential scenarios, including maintaining the status quo, implementing free transit for all, and introducing loyalty or incentive opportunities, it becomes evident that Oakville Transit must adapt to changing circumstances to ensure its long-term revenue sustainability and meet the evolving needs of the community.

Although each revenue strategy brings its own set of advantages and obstacles, adopting a gradual approach to reevaluating the current fare system and enhancing investments in increasing service and ridership, alongside identifying sustainable revenue sources, appears to offer the most promising way forward. The revenue and fare strategy entails optimizing current revenue channels, investigating novel non-passenger revenue streams, and carefully reviewing and adjusting fare policies to ensure a balance between increasing service, bolstering ridership, maintaining financial stability, and equity.

6.3 Operating Budget

6.3.1 Hours of Operation

The analysis of the benefits and costs of the recommended Service Plan can be understood by examining several key assumptions and relationships. The Service Plan covers the years 2025 to 2029; however, the last complete year of available service, ridership, and financial data is 2023. This requires several assumptions and projections to develop a service and financial plan for the planning period. The plan is developed using Oakville Transit pre-COVID and 2023 data, peer system comparison data, and assumptions based on Oakville Transit providing more and better transit service to the community. The growth forecasts are reasonable and achievable.

Appendix A -Table 3 summarizes key data and projections for Oakville Transit's service and financial data from 2016 to 2029. The table includes service and financial data from 2016 to 2023, a projection for 2024 based on Q1 data, and a projection for the 2025 to 2029 service planning period based on the noted performance criteria.

For additional details on operating and financial scenarios, and the capital budget forecast please see **Appendix A -Table 3.**

7 Implementation Plan

7.1 Service Implementation / Phasing

It is anticipated that the Oakville Transit Five-Year Business Plan will be approved by Council in November 2024 with initiatives to commence implementation in 2025.

The Business Plan initiatives will be refined and implemented over the 2025 to 2029 period as part of the Annual Service Plan process, and subject to budget approval. In this way, the plan is adaptive and flexible, allowing Oakville Transit to refine and tailor based on emerging conditions.

The implementation of a new transit route network will require significant community engagement and communication, route scheduling and new operator work assignments. Given the significant effort required it is anticipated that the network implementation would be staged over multiple board periods or phases. **Table 12** outlines two implementation scenarios. Scenario 1 anticipates five phases and Scenario 2 has three phases. These phases could be implemented in sequential board periods commencing September 2025. Although it would be very difficult to implement all new services at one time it is considered important to complete the implementation as quickly as feasible.

Table 12: Proposed Route Implementation Phasing

Line		Scenario 1 (5 Phases)					Scenario 2 (3 Phases)		
		1	2	3	4	5	1 & 2	3	4 & 5
1	Trafalgar								
2	Dorval								
3	Third Line								
4	Speers-Cornwall								
5	Dundas								
6	Upper Middle								
7	Bronte								
8	Rebecca								
11	Linbrook								
12	Fourth Line								
13	Westoak								
14	Lakeshore								
15	Bridge								
16	Sixth Line								
18	Eighth Line								
19	River Oaks								
120	North Service								
190	River Oaks Express								
OD	On-Demand	SE / North			WO	East	SE / North		WO/ East

7.2 Capital Budget

Appendix A -Table 5 outlines the budget projections and forecasted expenses for Oakville Transit from 2024 to 2033, covering various transit administration projects, facility rehabilitation initiatives, fleet upgrades, and equipment investments. Fleet enhancements, including electric replacement buses and specialized vehicle replacements, represent a substantial portion of the budget, totaling $203,743,400. Significant allocations include $9,414,500 for transit facilities, focusing on shelters and terminals, with notable investments in Palermo Terminal and shelter replacements. Additionally, $1,428,500 is designated for equipment, primarily for Presto equipment. Overall, the total capital expenses for Oakville Transit amount to $267,411,400, reflecting a comprehensive strategy to improve infrastructure and meet future operational needs.

Figure 15: Oakville Transit Facility

In **Section 5.8 Fleet**, it is noted that the Recommended Scenario requires a forecast of 144 conventional buses for the fleet. The current 2029 fleet forecast anticipates a total of 124 conventional buses, indicating a shortfall of 20 buses.

The specialized fleet is forecast to increase by four buses from 28 buses to a total of 32 specialized buses in 2029.

The purchase of 20 additional conventional buses should be programmed into the capital budget.

7.3 Infrastructure

The bulk of the 10-year capital plan is dedicated to fleet, facilities and electric charging infrastructure with a relatively modest amount dedicated to passenger shelters and bus stop accessibility improvements. Notably absent are provisions for digital information displays or transit signal priority measures.

The 2026 to 2029 capital budget should include funds to improve customer information displays, conduct a transit signal priority test program at a few key intersections, and purchase of a Business Intelligence Program.

8 Benefits of the Plan

The Five-Year Transit Business Plan (2025 – 2029) has been developed to guide Oakville Transit through a transformative period of growth and development. The plan outlines several key benefits aimed at enhancing the transit experience for the community, ensuring better accessibility, connectivity, and improved service quality. The Plan aligns with Council's Strategic Priorities 2023-2026 and will further support council's goals.

The following highlights the benefits of adapting the recommendations from the Five-Year Business Plan:

Alignment with Local, Regional and Provincial Plans and Initiatives

This plan aligns Oakville Transit with other plans and initiatives which are occurring at the Local, Regional and Provincial levels, including alignment with Council's Strategic Priorities.

Development of a Frequent Transit Network Along Higher-Order Transit Corridors

The development of a Frequent Transit Network (FTN) provides significant benefits by forming the core of the Oakville Transit Family of Services for 2025–2029. This network enhances connectivity by aligning with regional and Town of Oakville plans, serving key corridors identified in provincial, regional, and local transit initiatives, including Metrolinx and Halton Region's Transit Priority Corridors. It supports growth nodes in Oakville's Urban Structure Plan and the Transportation Master Plan 2024. The FTN's design ensures long-term integration with broader transit planning efforts, promoting consistency and alignment across all levels of transit network and infrastructure development, and extending its impact beyond 2029.

New, More Direct Route Network with Enhanced Connections to Major Destinations

The plan introduces an efficient route network for quicker travel and better connections to key destinations in Oakville. It forms a coherent grid, concentrates on core routes, eliminates mid-route transfers and anchors routes at major destinations. This aligns with the development of the long-term "Frequent Transit Network" that supports regional plans and the Oakville Transportation Master Plan.

New Service Standards with Increased Hours of Operation and Standards for Better On-Time Performance

To meet the evolving needs of transit users, the plan establishes new service standards with increased frequency and greater flexibility. Enhanced on-time performance standards will improve reliability, ensuring that buses adhere to their schedules more consistently. These improvements are crucial for developing a resilient, efficient, and adaptable transit system.

Enhancement of Bus Stop Standards with Larger Waiting Pads and Improved Pedestrian Connections

A key component of the plan is the enhancement of bus stop infrastructure. This involves installing larger waiting pads to meet accessibility needs and integrating bus stops with active

transportation. Improved pedestrian connections ensure safer and more convenient access to transit services, particularly for individuals with mobility needs.

Additional On-Demand and Base Transit Routes Throughout the Community

The introduction of additional On-Demand and Base transit routes is a key feature of the plan. On-Demand transit services offer flexible, responsive options that cater to passengers' specific travel needs, particularly in areas where traditional fixed-route services may not be as practical. Base transit routes will ensure consistent and reliable service across the community, filling in gaps and enhancing overall service coverage.

In summary, the Five-Year Transit Business Plan will deliver a comprehensive array of benefits that will transform the transit system. By focusing on direct routes, increasing service frequency, enhancing infrastructure, providing additional flexible transit options, and developing a high-frequency transit network, as well as enhancing education, travel training and marketing and promotions and customer service, the plan ensures a resilient, efficient, and adaptable system that meets the community's evolving needs and prepares Oakville Transit for a new era of growth.

9 Conclusion and Next Steps

The Oakville Transit Five-Year Business Plan and the Ridership Growth Plan provide a blueprint (initiatives) for the ongoing development of Oakville Transit. The following initiatives are recommended for adoption and implementation over the 2025 to 2029 period:

1. **Route Network Design Principles:** Adopt these principles to form the base for developing the Frequent Transit and Family of Services network.
2. **Long-Term Major Transit Route Network (Frequent Transit Network (FTN)):** Adopt Frequent Transit Network and incorporate the FTN strategy into the Transportation Master Plan update.
3. **Family of Services 2025 – 2029 Route Network:** Adopt the implementation of this network in three phases:
    - **Phase 1:** Route 1 Trafalgar, Route 5 Dundas, Route 8 Rebecca, Route 11 Linbrook, Route 14 Lakeshore, Route 15 Bridge, Route 120 North Service
    - **Phase 2:** Route 2 Dorval, Route 3 Third Line, Route 4 Speers-Cornwall, Route 6 Upper Middle, Route 7 Bronte, northeast Oakville On-Demand
    - **Phase 3:** Route 12 Fourth Line, Route 13 Westoak, Route 16 Sixth Line, Route 18 Eighth Line, Route 19 River Oaks, Route 190 River Oaks Express, northwest Oakville On-Demand
4. **Alignment with Provincial, Regional, and Local Plans:** Ensure that the Oakville Transit route network planning continues to be aligned with Provincial, Regional, and Local Plans including the Halton Region Integrated Master Plan and the Town of Oakville Transportation Master Plan.
5. **Service Design Guidelines:** Adopt these guidelines to guide the planning, scheduling, and management of Oakville Transit.
6. **Recommended Annual Revenue Hours of Operation for 2025 to 2029:**
    a. 2025 - 297,024 Hours
    b. 2026 - 330,681 Hours
    c. 2027 - 367,822 Hours
    d. 2028 - 406,635 Hours
    e. 2029 - 447,104 Hours

Note: Actual 2023 hours were 220,969 and 2024 hours are estimated at 230,782, and total hours would be 15% greater.

7. **Increase Schedule Frequencies:** Selectively increase schedule frequencies on the Family of Services 2025 – 2029 route network subject to budget availability and route guidelines.
8. **On-Time Performance and Transfer Assessment:** Develop a program of assessing on-time schedule and transfer performance and implement a program of root cause analysis and remedial action.
9. **Bus Stop Design Guidelines:** Adopt these guidelines to guide the planning and construction of new and upgraded bus stops.
10. **Transit Priority Measure Planning:** Continue coordinated Transit Priority Measure (TPM) planning on the Regional Roads (Dundas, Trafalgar, Upper Middle Road) with Halton Region, and develop a comprehensive TPM program for all Oakville Transit routes.
11. **Active Transportation Access:** Ensure that Active Transportation access to all bus stops is considered in the bus stop planning process.
12. **Operator Training:** Reinforce the importance of professional and courteous interaction between operators and customers. Prioritize operator training to ensure operators understand their responsibilities to deliver safe service, provide friendly customer service, and uphold commitments to schedule adherence and service excellence (Be Safe, Be Nice, Meet Your Commitments).
13. **Transit Charter:** Create a Transit Charter defining Oakville Transit's commitment to service excellence and transit customer rights and responsibilities.
14. **Transit Travel Training Program:** Initiate a program aimed at assisting Youth, Adults, and Seniors in becoming transit users (**Appendix G – Travel Training White Paper**).
15. **Staffing Increase:** It is recommended that Oakville Transit add sixteen staff members over the next five years.

2025

- Operational Planner (Planning)
- Revenue Clerk/Analyst -Full Time (Planning)

2026

- Transit Supervisor (Ride On-Demand)
- Transit Supervisor (Operations)
- Marketing and Communications Staff Person (Planning)
- Electronics Technician (Maintenance)
- Infrastructure Coordinator (Maintenance)
- Travel Trainer (Planning)

2027

- Dispatch / Administration Clerk (Operations)
- Transit Supervisor (Operation)

- Control Room Supervisor (Operations)
- Transit Driver Trainer (Operations)
- Utility Service Person (Maintenance)

2028

- Call Centre Supervisor (Ride On-Demand)
- Transit Supervisor (Operations)

2029

- On-road Supervisor (Ride On-Demand)
- Control Room Supervisor (Operations)

Note: In addition to the recommended staff increases, the transit operator complement would increase in direct proportion to the increase in operating hours. Implementing the recommended service scenario requires nearly doubling the number of operators to approximately 300 by 2029.

16. **Capital Budget:** It is recommended the 2026 to 2029 Capital Budget include funds to improve customer information displays, develop transit priority measures, purchase a Business Intelligence Program, and up to 20 conventional buses.
17. **Fare Strategy Recommendations:** The following fare strategy recommendations are proposed to enhance transit accessibility, stimulate ridership growth, and ensure financial sustainability for Oakville Transit. Each scenario is designed to address different customer segments, funding opportunities, and fare structures, aimed at making transit more equitable and sustainable. For projections and potential revenue impacts, refer to **Appendix H – Relationship Between Fare Increases and Passenger Revenue.**

    - **Subsidized Passes for Low Income Transit (SPLIT) Passes:** It is recommended that Oakville Transit implement a full subsidy for Subsidized Passes for Low-Income Transit (SPLIT) Passes (50% funding from Halton Region and 50% from Oakville) to further stimulate ridership growth and enhance equity. Additionally, marketing campaigns should be launched in collaboration with Halton Region to promote the promote the SPLIT Pass program.
    - **Monthly Fare Cap Program:** It is recommended that Oakville Transit implement a Monthly Fare Cap Program, wherein monthly fares are capped at 40 PRESTO regular fare taps per calendar month. All PRESTO taps beyond 40 per month are free. Monthly passes would be eliminated. This will eliminate the higher up-front costs, to increase equitable access to transit services.
    - **Universal Pass Program (U-Pass):** It is recommended that Oakville Transit continue to explore future opportunities to implement a Universal Pass Program (U-Pass) for post-secondary students at Sheridan College, as well as consider similar transit pass programs for employees through universal monthly pass programs with major employers, as both programs can be ridership generators.
    - **Phase Out PRESTO Discount:** It is recommended that the current $0.60 PRESTO discount be phased out over three years, with a $0.40 discount in

2025, $0.20 discount in 2026 and no discount in 2027 to generate additional revenues.

- **Free Transit for Youth and Seniors:** It is recommended that Oakville Transit evaluate the provision of free transit for Youth and Seniors to ensure that transit revenue generation is sufficient to deliver the required community benefits.
- **Flat Fare System:** It is recommended that Oakville Transit evolves into a Flat Fare System wherein all fares, apart from Child fares, are the same and there are no discounts.
- **Non-Fare Revenue Strategies:** It is recommended that the Town of Oakville explore non-fare revenue strategies to enhance its financial sustainability and support the expansion of transit services

The Oakville Transit Five-Year Business Plan 2025-2029 and its strategies and policies will guide the development of Oakville Transit's Family of Services over the next five years with the goal of overcoming any residual impacts of the COVID-19 pandemic, and any associated ongoing changing travel patterns, to accommodate and promote transit ridership growth, to continue to address changing customer needs, and to align with key plans and studies through the plan and set the foundation for beyond the plan years.

The plan is flexible and adaptable, allowing Oakville Transit to assess and react to changing conditions, and can be implemented in a manner outside of the prescribed phasing plan. Note that any of the proposals and recommendations within the plan are subject to budget approval.

The recommendations noted, and the path set for the department over the next five years will provide residents of Oakville with enhanced transit services, encourage ridership growth, and set a foundation for a more robust transit system for the future – one that will support council's strategic goals, which will align with Local, Regional and Provincial priorities, and which will support the Town's goals for enhanced mobility options through the updated Transportation Master Plan.

This Five-Year Business Plan is aimed to be a catalyst for ongoing growth of the transit system, the transit network, and all associated planning and programming.

Appendices

Appendix A – Detailed Tables

Appendix A -Table 1: Peer comparison of 2022 system performance metrics, source CUTA

	Oakville	CUTA Population Group 3	Brampton	Burlington	Hamilton	London	Mississauga	York Region
Service Area Population	225,000	150,001 - 400,000	673,960	181,950	549,689	424,300	771,891	1,165,891
Service Area Size (km^2)	139.6	N/A	266.8	97.3	243.0	169.6	178.6	1,776.0
Hours of Operation	209,474	N/A	1,327,620	202,543	957,759	671,889	1,411,891	1,236,748
Ridership (Linked Trips)	2,130,808	N/A	31,314,940	2,223,173	15,216,361	13,366,417	35,672,982	16,027,350
Operating Expenses	$26.52 M	N/A	$190.3 M	$21.08 M	$126.8 M	$80.8 M	$215.5 M	$203.7 M
Revenue	$5.43 M	N/A	$81.39 M	$4.79 M	$36.78 M	$33.95 M	$78.00 M	$63.71 M
Net Operating Cost	$21.1 M	N/A	$108.9 M	$16.3 M	$90.0 M	$46.9 M	$137.5	$140.1 M
Hours of Operation per Capita	0.9	1.35	1.8	1.1	1.7	1.5	1.7	1.0
Passengers per Operating Hour	12.8	22.3	26.5	11.0	16.7	21.6	26.8	14.1
Passengers per Capita	9.5	29.8	46.5	12.2	27.7	31.5	46.2	13.7
Revenue to Cost Ratio	20%	25%	43%	23%	29%	39%	36%	29%

Appendix A -Table 2: Forecast Operating and Financial Scenarios

Year	Population	Revenue Hours of Operation	Revenue Passengers	Municipal Operating Contribution	Revenue Hours Per Capita	Revenue Passengers Per Capita
2016	193,832	208,831	2,851,368	$16,332,189	1.08	14.7
2017	194,000	212,008	2,945,877	$16,410,597	1.09	15.2
2018	202,500	210,878	3,502,207	$16,332,717	1.04	17.3
2019	211,000	208,569	3,376,070	$16,045,631	0.99	16.0
2020	214,200	140,079	1,601,253	$15,257,207	0.65	7.5
2021	220,140	177,764	1,245,304	$15,665,643	0.81	5.7
2022	226,990	209,474	2,130,808	$17,508,759	0.92	9.4
2023	233,830	220,969	2,876,109	$21,049,640	0.95	12.3
2024	**240,680**	**230,782**	**3,369,520**	**$21,967,080**	**0.98**	**14.0**

Base Case Scenario

Year	Population	Revenue Hours of Operation	Revenue Passengers	Municipal Operating Contribution	Revenue Hours Per Capita	Revenue Passengers Per Capita
2025	247,520	247,520	3,589,040	$ 24,194,508	1.00	14.5
2026	254,370	259,457	3,815,550	$ 25,778,020	1.02	15.0
2027	262,730	273,239	4,072,315	$ 27,599,772	1.04	15.5
2028	271,090	287,355	4,337,440	$ 29,498,541	1.06	16.0
2029	**279,440**	**301,795**	**4,610,760**	**$31,474,600**	**1.08**	**16.5**

Mid-Range Scenario

Year	Population	Revenue Hours of Operation	Revenue Passengers	Municipal Operating Contribution	Revenue Hours Per Capita	Revenue Passengers Per Capita
2025	247,520	272,272	3,712,800	$ 27,411,775	1.10	15.0
2026	254,370	292,526	4,069,920	$ 29,944,193	1.15	16.0
2027	262,730	315,276	4,466,410	$ 32,818,909	1.20	17.0
2028	271,090	338,863	4,879,620	$ 35,858,310	1.25	18.0
2029	**279,440**	**363,272**	**5,309,360**	**$39,065,675**	**1.30**	**19.0**

Recommended Scenario

Year	Population	Revenue Hours of Operation	Revenue Passengers	Municipal Operating Contribution	Revenue Hours Per Capita	Revenue Passengers Per Capita
2025	247,520	297,024	4,084,080	$ 30,051,336	1.20	16.5
2026	254,370	330,681	4,578,660	$ 34,233,889	1.30	18.0
2027	262,730	367,822	5,123,235	$ 38,936,236	1.40	19.5
2028	271,090	406,635	5,692,890	$ 43,971,706	1.50	21.0
2029	**279,440**	**447,104**	**6,287,400**	**$49,350,406**	**1.60**	**22.5**

Appendix A -Table 3: Summary of Oakville Transit's Historical Service and Financial Data and Future Projections (2016-2029)

Year	Population	Revenue Hours of Operation	Operating Cost	Municipal Operating Contribution	Provincial Operating Contribution	Total Revenue	Passenger Revenue	Revenue Passengers	Revenue Per Passenger	Cost Per Passenger	Operating Cost Per Hour	RevenueCost Ratio	Revenue Hours Per Capita	Revenue Passengers Per	Passengers Per Hour
2016	193,832	208,831	$24,616,745	$16,332,189	$759,500	$7,525,056	$6,981,732	2,851,368	$2.45	$8.63	$101.96	31%	1.08	14.7	13.7
2017	194,000	212,008	$25,514,135	$16,410,597	$916,600	$8,186,938	$7,511,419	2,945,877	$2.55	$8.66	$97.47	32%	1.09	15.2	13.9
2018	202,500	210,878	$26,724,250	16,332,717	$1,572,900	$8,818,633	$7,781,013	3,502,207	$2.22	$7.63	$103.19	33%	1.04	17.3	16.6
2019	211,000	208,569	$26,415,361	$16,045,631	$1,572,900	$8,796,831	$7,797,112	3,376,070	$2.31	$7.82	$106.76	33%	0.99	16.0	16.2
2020	214,200	140,079	$23,580,017	$15,257,207	$4,679,098	$3,643,713	$2,975,213	1,601,253	$1.86	$14.73	$143.44	15%	0.65	7.5	11.4
2021	220,140	177,764	$23,880,514	$15,665,643	$4,607,650	$3,617,221	$2,874,873	1,245,304	$2.31	$19.18	$134.34	15%	0.81	5.7	7.0
2022	226,990	209,474	$26,518,430	$17,508,759	$3,581,895	$5,427,776	$4,598,646	2,130,808	$2.16	$12.45	$126.60	20%	0.92	9.4	10.2
2023	233,830	220,969	$30,084,977	$21,049,640	$1,572,900	$7,070,387	$6,238,593	2,876,109	$2.20	$10.48	$136.15	24%	0.95	12.3	13.0
2024	240,680	230,782	$32,048,696	$21,967,080	$1,572,900	$8,508,716	$7,635,332	3,369,520	$2.27	$9.51	$138.87	27%	0.98	14.0	14.6

Year	Population	Revenue Hours of Operation	Operating Cost	Municipal Operating Contribution	Provincial Operating Contribution	Total Revenue	Passenger Revenue	Revenue Passengers	Revenue Per Passenger	Cost Per Passenger	Operating Cost Per Hour	Revenue Cost Ratio	Revenue Hours Per Capita	Revenue Passengers Per Capita	Passengers Per Hour
Base Case Scenario															
2025	247,520	247,520	$35,061,208	$24,194,508	$1,572,900	$9,293,800	$8,376,748	3,589,040	$2.33	$9.77	$141.65	24%	1.00	14.5	14.5
2026	254,370	259,457	$ 37,486,405	$ 25,778,020	$ 1,572,900	$10,135,485	$9,172,580	3,815,550	$2.40	$9.82	$144.48	24%	1.02	15.0	14.7
2027	262,730	273,239	$40,267,261	$27,599,772	$1,572,900	$11,094,589	$10,083,538	4,072,315	$2.48	$ 9.89	$147.37	25%	1.04	15.5	14.9
2028	271,090	287,355	$ 43,195,264	$29,498,541	$1,572,900	$12,123,823	$11,062,220	4,337,440	$2.55	$9.96	$150.32	26%	1.06	16.0	15.1
2029	279,440	301,795	$ 46,274,258	$ 31,474,600	$ 1,572,900	$ 13,226,758	$12,112,075	4,610,760	$ 2.63	$10.04	$153.33	26%	1.08	16.5	15.3
Mid-Range Scenario															
2025	247,520	272,272	$ 38,567,329	$27,411,775	$1,572,900	$ 9,582,654	$8,665,601	3,712,800	$2.33	$10.39	$141.65	22%	1.10	15.0	13.6
2026	254,370	292,526	$42,264,084	$29,944,193	$1,572,900	$10,746,991	$ 9,784,085	4,069,920	$2.40	$10.38	$144.48	23%	1.15	16.0	13.9
2027	262,730	315,276	$46,462,224	$32,818,909	$1,572,900	$12,070,415	$11,059,364	4,466,410	$2.48	$10.40	$147.37	24%	1.20	17.0	14.2
2028	271,090	338,863	$50,937,811	$35,858,310	$1,572,900	$13,506,601	$12,444,997	4,879,620	$2.55	$10.44	$150.32	24%	1.25	18.0	14.4
2029	279,440	363,272	$55,700,496	$39,065,675	$1,572,900	$15,061,921	$13,947,238	5,309,360	$ 2.63	$10.49	$153.33	25%	1.30	19.0	14.6
Recommended Scenario															
2025	247,520	297,024	$42,073,450	$30,051,336	$1,572,900	$10,449,214	$9,532,161	4,084,080	$ 2.33	$ 10.30	$ 141.65	23%	1.20	16.5	13.8
2026	254,370	330,681	$47,776,791	$34,233,889	$1,572,900	$11,970,002	$11,007,096	4,578,660	$2.40	$10.43	$144.48	23%	1.30	18.0	13.8

Year	Population	Revenue Hours of Operation	Operating Cost	Municipal Operating Contribution	Provincial Operating Contribution	Total Revenue	Passenger Revenue	Revenue Passengers	Revenue Per Passenger	Cost Per Passenger	Operating Cost Per Hour	Revenue Cost Ratio	Revenue Hours Per Capita	Revenue Passengers Per Capita	Passengers Per Hour
2027	262,730	367,822	$54,205,928	$38,936,236	$1,572,900	$13,696,792	$12,685,741	5,123,235	$ 2.48	$ 10.58	$147.37	23%	1.40	19.5	13.9
2028	271,090	406,635	$61,125,373	$43,971,706	$1,572,900	$15,580,767	$14,519,164	5,692,890	$2.55	$10.74	$150.32	24%	1.50	21.0	14.0
2029	279,440	447,104	$68,554,456	$49,350,406	$1,572,900	$17,631,150	$16,516,466	6,287,400	$2.63	$10.90	$153.33	24%	1.60	22.5	14.1

Notes

- **Population is from the Growth Tracking Model based on the Best Planning Estimates**
- **Operating Cost per Hour inflates 2% per year**
- **Revenue per Passenger inflates 3% per year**
- **Total Revenue = Passenger Revenue plus Miscellaneous Revenue (Misc Revenue inflates 5% per year)**
- **Provincial Contribution held constant**

Appendix A -Table 4: Forecast Operating and Financial Scenarios

Year	Population	Revenue Hours of Operation	Revenue Passengers	Municipal Operating Contribution	Revenue Hours Per Capita	Revenue Passengers Per Capita
2016	193,832	208,831	2,851,368	$16,332,189	1.08	14.7
2017	194,000	212,008	2,945,877	$16,410,597	1.09	15.2
2018	202,500	210,878	3,502,207	$16,332,717	1.04	17.3
2019	211,000	208,569	3,376,070	$16,045,631	0.99	16.0
2020	214,200	140,079	1,601,253	$15,257,207	0.65	7.5
2021	220,140	177,764	1,245,304	$15,665,643	0.81	5.7
2022	226,990	209,474	2,130,808	$17,508,759	0.92	9.4
2023	233,830	220,969	2,876,109	$21,049,640	0.95	12.3
2024	**240,680**	**230,782**	**3,369,520**	**$21,967,080**	**0.98**	**14.0**

Base Case Scenario

Year	Population	Revenue Hours of Operation	Revenue Passengers	Municipal Operating Contribution	Revenue Hours Per Capita	Revenue Passengers Per Capita
2025	247,520	247,520	3,589,040	$ 24,194,508	1.00	14.5
2026	254,370	259,457	3,815,550	$ 25,778,020	1.02	15.0
2027	262,730	273,239	4,072,315	$ 27,599,772	1.04	15.5
2028	271,090	287,355	4,337,440	$ 29,498,541	1.06	16.0
2029	**279,440**	**301,795**	**4,610,760**	**$31,474,600**	**1.08**	**16.5**

Mid-Range Scenario

Year	Population	Revenue Hours of Operation	Revenue Passengers	Municipal Operating Contribution	Revenue Hours Per Capita	Revenue Passengers Per Capita
2025	247,520	272,272	3,712,800	$ 27,411,775	1.10	15.0
2026	254,370	292,526	4,069,920	$ 29,944,193	1.15	16.0
2027	262,730	315,276	4,466,410	$ 32,818,909	1.20	17.0
2028	271,090	338,863	4,879,620	$ 35,858,310	1.25	18.0
2029	**279,440**	**363,272**	**5,309,360**	**$39,065,675**	**1.30**	**19.0**

Recommended Scenario

Year	Population	Revenue Hours of Operation	Revenue Passengers	Municipal Operating Contribution	Revenue Hours Per Capita	Revenue Passengers Per Capita
2025	247,520	297,024	4,084,080	$ 30,051,336	1.20	16.5
2026	254,370	330,681	4,578,660	$ 34,233,889	1.30	18.0
2027	262,730	367,822	5,123,235	$ 38,936,236	1.40	19.5
2028	271,090	406,635	5,692,890	$ 43,971,706	1.50	21.0
2029	**279,440**	**447,104**	**6,287,400**	**$49,350,406**	**1.60**	**22.5**

Appendix A -Table 5: Capital Budget Forecast for Oakville Transit Projects (2024-2033)

Transit Administration	2024 Budget	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	2032 Forecast	2033 Forecast	Total Forecast
Oakville GO Station Modifications			804,800	553,300							1,358,100
Oakville Transit Lighting System	70,000										70,000
Capital Lease for Charging Infrastructure	4,305,100	4,349,300	4,436,300	4,525,000	4,615,500	4,707,800	4,802,000	4,898,000	4,996,000	4,097,800	45,732,800
Transit - 10-year forecast & 5 Year Plan					302,100						302,100
Transit Facility Capital Repairs and Replacement	201,400	38,700	59,200				1,028,000	776,500	22,400	95,400	2,221,600
Transit Facility Equipment Replacement	1,063,300	102,700	30,200	160,800	6,700	463,100	91,300	283,400	233,900		2,435,400
Bus Stop Accessibility Improvements	70,500	70,500	70,500	70,500	70,500	70,500	70,500	70,500	70,500	70,500	705,000
Total Studies & Facility Rehab (5421)	5,710,300	4,561,200	5,401,000	5,309,600	4,994,800	5,241,400	5,991,800	6,028,400	5,322,800	4,263,700	52,825,000
Total Transit Administration	**5,710,300**	**4,561,200**	**5,401,000**	**5,309,600**	**4,994,800**	**5,241,400**	**5,991,800**	**6,028,400**	**5,322,800**	**4,263,700**	**52,825,000**

Transit Facilities	2024 Budget	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	2032 Forecast	2033 Forecast	Total Forecast
Palermo Terminal							424,600	2,815,200	2,815,200		6,055,000
Replacement Shelters	221,500	91,600	352,500	559,000	504,600	40,300	40,300	70,500	75,500	747,700	2,703,500
New Shelters	65,600	65,600	65,600	65,600	65,600	65,600	65,600	65,600	65,600	65,600	656,000
Total Shelters & Terminals (5420)	287,100	157,200	418,100	624,600	570,200	105,900	530,500	2,951,300	2,956,300	813,300	9,414,500
Total Transit Facilities	**287,100**	**157,200**	**418,100**	**624,600**	**570,200**	**105,900**	**530,500**	**2,951,300**	**2,956,300**	**813,300**	**9,414,500**

Fleet	2024 Budget	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	2032 Forecast	2033 Forecast	Total Forecast
Electric Replacement Buses	4,480,000										4,480,000
Supervisor Vehicle Expansion		80,600									80,600
Electric Replacement Buses	9,638,400	14,457,600	14,457,600	3,084,000	9,291,200	6,968,400	5,402,000	7,724,800	6,968,400	12,368,000	90,360,400
Electric Expansion Buses				6,967,400	7,723,700	6,967,400	6,967,400	6,967,400	6,967,400	6,967,400	49,528,100
Specialized Electric Vehicle Replacement		1,038,200	3,111,500		872,200		1,557,300		1,038,200	3,111,500	10,728,900
Specialized Electric Vehicle Expansion	519,000	519,000	519,000	353,000	1,744,400	872,200		872,200		872,200	6,271,000
Supervisory & Maintenace Vehicle Replacement	201,400	221,500	151,000	101,000			248,900	201,400	221,500	151,000	1,497,700
Major Vehicle Refurbishment	2,012,000	2,012,000	2,012,000	2,012,000	2,012,000	2,012,000	2,012,000	10,542,000	9,839,200	6,331,500	40,796,700
Total Fleet (5441)	**16,850,800**	**18,328,900**	**20,251,100**	**12,517,400**	**21,643,500**	**16,820,000**	**16,187,600**	**26,307,800**	**25,034,700**	**29,801,600**	**203,743,400**

Equipment	2024 Budget	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	2032 Forecast	2033 Forecast	Total Forecast
Presto Equipment							1,428,500				1,428,500
Total Equipment (5442)							**1,428,500**				**1,428,500**

Oakville Transit Expenses	2024 Budget	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	2032 Forecast	2033 Forecast	Total Forecast
Total Oakville Transit	22,848,200	23,047,300	26,070,200	18,451,600	27,208,500	22,167,300	24,138,400	35,287,500	33,313,800	34,878,600	267,411,400

Appendix B – Consultation Summary Report

Oakville Transit 5-Year Business Plan

Consultation Summary Report (First Round)

Oakville Transit

February 7, 2024

Contents

Figures

Tables

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1 Consultation Overview

1.1 Goals & Objectives

Oakville Transit is preparing a new 5-year Business Plan which will incorporate the key principles of:

- Preparing Oakville Transit for growth.
- Maximizing the potential of new service strategies, with a view to making significant gains in cost recovery and ridership levels.
- Planning for easy, convenient, and direct connections to future rapid transit services.

Engagement of the public, key stakeholders and transit customers is essential for the successful development of the Oakville Transit 5-Year Business Plan. Two public consultation sessions have been scheduled for the Business Plan. This summary report outlines the engagement activities conducted to inform stakeholders and the public about the study, ways to participate, and the feedback received during the initial phase of public consultation.

The primary objectives of the first round of public consultation were to:

- Introduce the 5-Year Business Plan and study process.
- Collect input on the transit customer's current transit travel, challenges, and recommendations.
- Discuss next steps in crafting the Oakville Transit 5-Year Business Plan.

1.2 Organization of Consultation

The first round of consultation took place from November 20, 2023, to December 7, 2023, offering both in-person and virtual opportunities for community involvement. Throughout this period, a four-question survey aimed at understanding current transit travel patterns, challenges and recommendations was hosted on Oakville Transit's project webpage at: www.oakvilletransit.ca/about-us/oakville-transit-five-year-business-plan. This provided opportunity for attendees to review project information and provide online feedback at their convenience.

Additionally, from November 22 to December 7, 2023, the public had the opportunity to participate in in-person consultations within the community. Project staff organized four advertised pop-up events in the community and one public meeting as part of a Public Open House for the Transportation

Master Plan study. During these in-person events, project staff answered questions about the study, gathered information on attendees' transit travel patterns, and collected feedback regarding taking Oakville Transit.

Furthermore, an additional layer of analysis was incorporated into the consultation process, involving an examination of Oakville Transit's recent Customer Service Feedback data from January 2022 to October 2023 and insights gathered from the Annual Plan survey conducted in July 2023, with a specific focus on feedback related to existing conditions.

Looking ahead, the second round of consultation is scheduled for Spring 2024.

Table 1: Key Consultation Activities – Round 1

Consultation Activity	Date/Time
Online Survey (hosted at www.oakvilletransit.ca/about-us/oakville-transit-five-year-business-plan)	November 20, 2023, to December 7, 2023, on-demand
Pop-up Event (hosted at Oakville Trafalgar Memorial Hospital)	November 22, 2023, from 10:30 am to 1:00 pm
Pop-up Event (hosted at Sheridan College Trafalgar Campus)	November 22, 2023, from 2:30 pm to 4:30 pm
Pop-up Event (hosted at Oakville GO Station)	November 23, 2023, from 8:00 am to 10:30 am
Pop-up Event (hosted at Bronte GO Station)	November 23, 2023, from 11:00 am to 1:30 pm
Pop-up Event (hosted at Town Hall as part of a Public Open House for the Transportation Master Plan study)	December 7, 2023, from 6:00 pm to 8:00 pm

1.3 Notification & Communications

The project website (Oakville Transit Five-Year Business Plan) went live on Monday, November 20, 2023, coinciding with the week of the first four Pop-up Transit Talk events.

The Town of Oakville also shared a news release (Help shape the future of transit service in Oakville for the next five years) on Monday, November 20, 2023, promoting the Pop-up Transit Talk events as well as the accompanying online survey.

Furthermore, both the Town of Oakville Facebook page and the Oakville Transit Facebook page provided additional insights regarding the engagement. This occurred on November 20 for the Town of Oakville Facebook page, and on November 20 and 21 for the Oakville Transit Facebook page (see Figure 1 and Figure 2 for details).

Figure 1: Snapshot of Town of Oakville Facebook Page Post detailing the Pop-up Engagement (November 20, 2023)

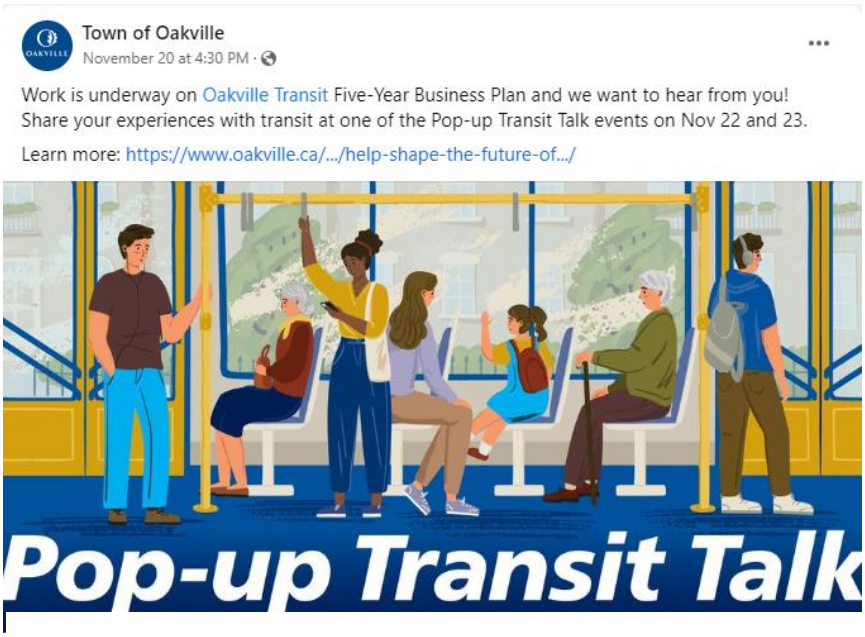
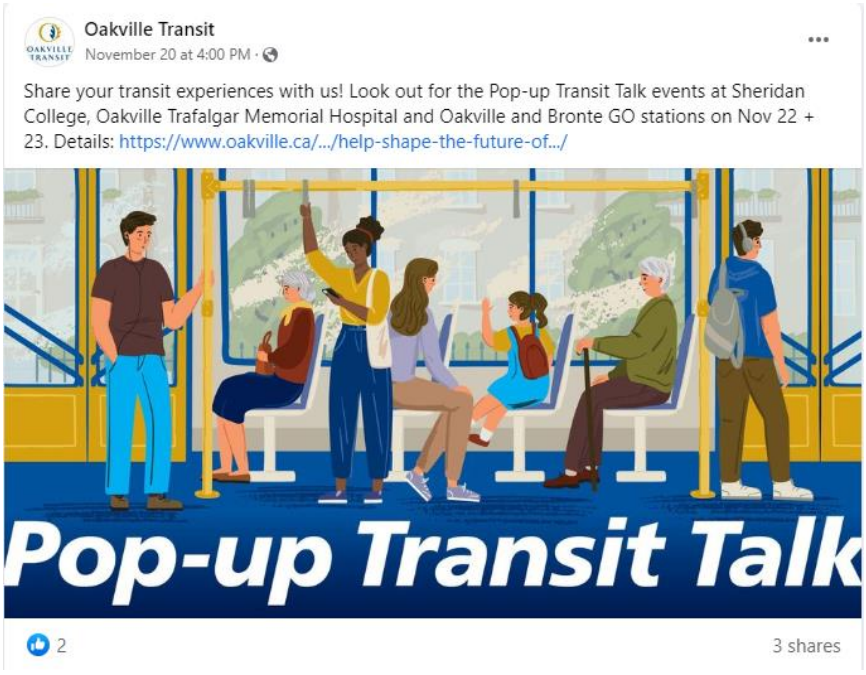


Figure 2: Snapshot of Oakville Transit Facebook Page Post detailing the Pop-up Engagement (November 20 and 21, 2023)



2 Feedback Summary

2.1 Pop-up Transit Talk Events

At the 5 Pop-up Transit Talk events, at least 400 individuals observed the pop-up set-up, and 30 attendees provided their feedback (details in Appendix A). From their responses, the following key themes emerged:

1. Service Frequency
2. On-Time Performance
3. Route Directness / Transfers
4. Driver Behavior

Riders indicated that there are too many transfers required to get to common locations and that more direct routes with fewer transfers would be welcomed. It was also noted that schedule frequency and poor on-time performance often resulted in delays and missed transfer connections. Some participants indicated that weekend and night schedules are too infrequent, making it difficult for those who work during these shifts to commute to and from work.

The final key theme raised was driver behaviour. Concerns were raised regarding interactions with transit drivers. Participants indicated that driver friendliness fell below-expected standards.

Figure 3: Pop-up Events Snapshot: Oakville GO (left) and Oakville Bronte (right) (November 23, 2023)

For a full list of comments received at Pop-up Transit Talk events, see **Appendix A – Pop-up** Transit Talk Comments.

2.2 5-Year Business Plan Online Survey

The online survey was live from November 20, 2023, to December 7, 2023, and had a total of 85 responses. Like the Pop-up Transit Talk events, the key themes highlighted by the online survey were:

1. Service Frequency / On-time performance
2. Transfers / Route Connection Issues
3. Bus Stop Accessibility and Maintenance

Respondents have expressed a need for increased service frequency, particularly during peak periods, and have highlighted that the existing 30-minute frequency for most buses is insufficient.

Currently, many users face challenges making connections to other routes and/or trains due to the existing schedules. There is a desire for Oakville Transit to establish better connections with GO trains and provide more direct routes to stations as well as downtown Oakville.

Concerns have been raised regarding the condition and functionality of bus stops and bus shelters across Oakville, indicating a need for better maintenance, particularly after snowstorms and other inclement weather. Some feedback suggests that residents near new developments are experiencing difficulties accessing public transit due to a lack of nearby bus stops, hindering their access to public transit.

For a full list of comments received through the online survey, see **Appendix B – Five-year Business Plan Online Survey Results.**

2.3 Customer Service Feedback

Oakville Transit operates a Customer Service Feedback portal on its website, enabling residents to submit commendations, complaints, questions, and suggestions related to Oakville Transit. The Customer Service Feedback is tabulated into categories and categorized and summarized on a monthly basis.

The following table outlines the Customer Service Feedback categories, along with the corresponding number and percentage of feedback within each category, covering the twenty-two months from January 2022 to October 2023. Throughout this data period, a total of 1,118 Customer Service inputs were registered.

Table 2: Customer Service Feedback in Oakville Transit Portal

Customer Service Feedback Category	Number and Percentage of Feedback Received
1. Bus Late / Early / No Show	212 (19%)
2. Bypass	39 (3%)
3. Driver Behavior	201 (18%)
4. Route Schedule	112 (10%)
5. Stop / Shelter / Garbage	72 (6%)
6. Care-A-van / Home to Hub	87 (8%)
7. Display Board or Bus Finder	34 (3%)
8. Unsafe Driver / Vehicle / Accident	124 (11%)
9. Snow Removal	26 (2%)
10. COVID Related	13 (1%)
11. Fares / Transfers / PRESTO	70 (6%)
12. Maintenance	3 (0%)
13. Commendations	17 (2%)
14. Other[1]	108 (10%)

2.3.1 Key Themes

The data may be further summarized into the two main areas of Customer Concern:

- Schedule Frequency / On-time performance (Category #1, #4) 29%
- Driver Behavior (Category #2, #3, #8) 32%

2.4 Annual Plan Survey (July 2023)

In July 2023 Oakville Transit conducted an online public survey which received 527 responses. Leveraging the recent survey completion, this study utilizes the results to comprehend the primary concerns of Oakville transit users and identify underlying themes. A summary of the survey findings is outlined below:

[1]. A considerable portion of responses categorized under the 'other' pertained to the labour disruption that occurred in February 2022.

- Good distribution of income brackets with the largest (30%) under $25,000.
- Good distribution of trip purposes with work/school (41%) the largest.
- Most responders (74%) use transit to go to a GO Train.
- The most frequently used routes are #5 Dundas, #24 South Common, and #14 Lakeshore West.
- 58% of passengers make a transfer during their trip.
- The most important factors for customers are reliability and service frequency.
- The major customer challenges include service delays, inadequate information, and overcrowding.
- The most requested improvements are integration with other transit services, increased service frequency, and better shelters.
- The most common reason for not using transit is inconvenience.
- There was an even split between users finding transit challenging or not.

3 Findings:

The feedback collected from various sources, including the Online Survey and five Pop-up Transit Talk events conducted between November 20, 2023, and December 7, 2023, Customer Service Feedback from January 2022 to October 2023, and the Annual Plan Survey from July 2023, has identified key areas that require Oakville Transit's attention. These areas are highlighted below:

1. Schedule Frequency
    - Users expressed a strong desire for increased service frequency, particularly during peak periods.
    - The existing 30-minute intervals for most buses were deemed insufficient.
    - Many users face challenges making connections to other routes and trains due to existing schedules.
2. On-Time performance
    - Service delays and poor on-time performance were highlighted as major challenges during both the Online Survey and Pop-up Transit Talk events.

- Timely and reliable services are essential for meeting the expectations of Oakville Transit users.

3. Driver Behavior:
   - Concerns were raised about interactions with transit drivers, with perceived friendliness falling below expected standards.
   - Driver behaviour was a significant point of discussion during both Pop-up Transit Talk events and Customer Service Feedback.
4. Bus Stops and Bus Shelters:
   - Issues related to the condition and functionality of bus stops and bus shelters across Oakville were highlighted.
   - Feedback from residents near new developments suggests concerns regarding access to bus stops, impacting their perceived ability to use public transit effectively.
5. Integration with GO Trains and Direct Routes:
   - Users expressed a desire for better connections with GO trains and more direct routes to stations and downtown Oakville.

This consolidated summary captures the major concerns and themes that emerged across the diverse engagement activities, providing a comprehensive overview of the community's feedback and priorities for improvement.

4 Next Steps

A second round of public consultations will take place during Spring 2024. The combined findings from both series will inform the development of the 5-Year Business Plan.

A focus on understanding and resolving the root cause of the consultation findings will be crucial for the success of the 5-Year Business Plan.

5 Appendix A: Pop-up Transit Talk Comments

5.1 Transit Talk Pop-up Event # 1 (*Oakville Trafalgar Memorial Hospital)*

Q1: Where are you headed today? If you need to transfer routes, please tell us about it.	Q2: Is there a location that you would travel to/from more often if service allowed?	Q3: Has overcrowding or bus schedule alignment ever discouraged you from taking your planned trip? If so, please let us know the route, stop, and time of travel.	Q4: Are there other challenges you've experienced with transit service or routes? Tell us about what changes you would make to the transit service/system?
24 from Winston Churchill comes too late. Too far to walk from Winston Churchill to Vega Blvd. Extend 5 to Winston Churchill.	Do not use bus. Lived in Oakville 18 years. Do not use as service is terrible in my area.	More buses on route 3.	Too many transfers.
	No convenient way to get from Postmaster Drive to the hospital.		Streamlining services so it's a more direct route.
			Blakelock School snow clearing - no path from bus stop to sidewalk for wheelchairs.
			Need schedules in physical formats at main terminals. Difficult for seniors to access digital.
			If I take the bus to come to hospital from West Oak Trail, there are too many transfers.

5.2 Transit Talk Pop-up Event # 2 (*Sheridan College, Trafalgar Campus)*

Q1: Where are you headed today? If you need to transfer routes, please tell us about it.	Q2: Is there a location that you would travel to/from more often if service allowed?	Q3: Has overcrowding or bus schedule alignment ever discouraged you from taking your planned trip? If so, please let us know the route, stop, and time of travel.	Q4: Are there other challenges you've experienced with transit service or routes? Tell us about what changes you would make to the transit service/system?
One bus from Dundas and Winston Churchill to the campus.	Schedule problems on weekends and closes everyday too early.	Route 5 - sometimes they kick you off at Uptown Core, about 20% of the time.	Timing of the bus - from the GO station to the bus is an 8 minute wait.
Take Route 6 along Upper Middle Road straight to the campus.	Can add more services at late night hours.	Overcrowding on the #14 bus at 3-5 p.m.	Confusing! Google maps have different names for busses, can't tell which direction is which.
The buses take really long to show up. They are never accurate with the times shown on Google/Apple maps (barely accurate).	More direct trips to downtown Oakville from Sheridan campus.	On weekends, certain busses stop running at 8 p.m. It would be better for people working late night shifts if this time was extended. I usually use the #19, but am moving so will be switching over to the #15.	Needs clearer info/easier way to tell locations.
Long commutes with many steps. Oakville GO to catch the GO train to Union Station. Yonge line northbound to Finch off of York Mills. #5 bus to home.	Anywhere after 8 p.m.	Timing with the bus and train connections could be better.	No live GPS tracking on buses. Google maps will say departed when it hasn't even arrived.
		#24 bus route is SUPER crowded when I board at Leighland Avenue and Trafalgar Road, especially on weekdays. Sometimes people can't board or are forced to stand when they would need to sit down due to physical needs.	Sunday the buses stop running at 7-8 p.m. This is too early. Ideally, they would stay running until 2 a.m. 11 p.m. they stop running on weekdays, which is also too early.
		Multiple options from the GO station is helpful.	No service after 11 p.m., more weekend service on Route 19. Higher frequency.
			Free fare for students.
			Number 19 bus is always late.
			Sketchy passengers at Oakville GO.

5.3 Transit Talk Pop-up Event # 3 (*Oakville GO Station)*

Q1: Where are you headed today? If you need to transfer routes, please tell us about it.	Q2: Is there a location that you would travel to/from more often if service allowed?	Q3: Has overcrowding or bus schedule alignment ever discouraged you from taking your planned trip? If so, please let us know the route, stop, and time of travel.	Q4: Are there other challenges you've experienced with transit service or routes? Tell us about what changes you would make to the transit service/system?
Route 5 between Dundas Street and Highway 407 carpool to Laird Road and Ridgeway Drive. Route 6 to Winston Churchill Blvd transitway. Route 10 midday service.	More transit services to community centers.	Yes. Express 190 needs to align with Lakeshore West times in the evening.	Need more physical copies readily available of schedules because no data plan for on the go checking.
Route 1 is the only Trafalgar route (10 min). Route 3 7 days (30 min). Route 4 (30 min on weekends).	More transit to and between community centers. Parents can drive less!	The busses are not on time (Route 15).	Insulated bus shelters, more frequent service, currently two busses an hour in Northern Oakville.
Union Station to Oakville GO to 190 River Oaks Express.		Too many transfers. Inconsistent fares for seniors from bus to GO, etc.	Driver friendliness - treat people with special needs and service animals differently. Drivers don't do anything about verbally abusive passengers either.
Use it to get to the GO station. No issues with transfers or scheduling.		Better alignment with timing of 21, coming from 14, causes missing of next bus. I arrive at 9:10, bus leaves Oakville GO at 9:05.	We need more on-demand transit.
		I always take 5A to Uptown Core terminal. Usually at afternoon, the bus would not come around 2-3 p.m. But, Google maps shows it arrives at 3:13 p.m. / 2:13 p.m. Don't know what happened, but hopefully the schedule will be better soon.	Bus maintenance. Cord snapped one time when I was on the bus.
		56 bus does not come on weekends, every other bus does.	Downtown Route 13 (schedule alignments, fare integration, senior fare, and drivers' behaviour).
		Better frequency of 14 (30 mins now) every 15 mins would be ideal.	
		Bus from Square One (#56), arrived at 9:28 a.m. but didn't leave the station until 9:36 a.m., causing me to miss my next transfer.	

5.4 Transit Talk Pop-up Event # 4 (*Bronte GO Station)*

Q1: Where are you headed today? If you need to transfer routes, please tell us about it.	Q2: Is there a location that you would travel to/from more often if service allowed?	Q3: Has overcrowding or bus schedule alignment ever discouraged you from taking your planned trip? If so, please let us know the route, stop, and time of travel.	Q4: Are there other challenges you've experienced with transit service or routes? Tell us about what changes you would make to the transit service/system?
	Haven't used the bus service for the better part of my time in Canada. I believe being able to having a longer period to link bussing from Bronte GO station to the bus would improve service.	The busses are often so misaligned that I cannot rely on them to get to work on time, even if I take the early bus.	The bus during the week is not always on time, so I hope that at least there will be something that can track it. My work on the weekends starts at 7 a.m., there is not a bus early at 6 a.m. I hope there will be some busses that are early.
		Frequency (timing) - busses often arrive late and just miss connecting trips. Make there a way for drivers to communicate with each other so they can wait when running 2-3 minutes late.	Oakville Transit customer service rep was rude and did not answer 2 questions. Happy with overall transit service.
			Improve bus shelters at Bronte. Needed for inclement weather.

5.5 Transit Talk Pop-up Event # 5 (*Oakville Town Hall)*

Q1: Where are you headed today? If you need to transfer routes, please tell us about it.	Q2: Is there a location that you would travel to/from more often if service allowed?	Q3: Has overcrowding or bus schedule alignment ever discouraged you from taking your planned trip? If so, please let us know the route, stop, and time of travel.	Q4: Are there other challenges you've experienced with transit service or routes? Tell us about what changes you would make to the transit service/system?
			Not reliable or attractive option. Not enough advertising/promotion to make people want to take transit. Better infrastructure and promotion will go a long way.
			There will be a lot of congestion in Midland in the coming years. Transit, roads, and parking need to focus on this area in order to match the expected growth.
			Please increase frequency.
			Please train bus drivers to improve their customer service skills.
			Please increase connectivity, it takes forever to go to key places.

6 Appendix B: 5-Year Business Plan Online Survey Results

Q1: Where are you headed today? If you need to transfer routes, please tell us about it.	Q2: Is there a location that you would travel to/from more often if service allowed?	Q3: Has overcrowding or bus schedule alignment ever discouraged you from taking your planned trip? If so, please let us know the route, stop, and time of travel.	Q4: Are there other challenges you've experienced with transit service or routes? Tell us about what changes you would make to the transit service/system?
To University Avenue, Toronto. I live on 2375 Bronte Road. To catch the Go train or go to Dundas/ 407 Carpool or shopping, I need to walk 10-15 minutes either way to catch the transit bus. With small kids, it is difficult to walk especially while coming back after shopping. As we don't have a car, we depend on public transportation. Request to ply more buses on the Bronte Road, there are no buses running between Dundas and West Oak Trial stretch.	Bronte Road and Khalsa Gate junction. There are quite a good population residing in that area but no buses.	Not overcrowding but the bus schedules for the Bronte Road and Dundas residents. Sunday services on Dundas, 5/ 5A and 13 after 7PM.	Sunday services on Dundas, 5/ 5A and 13 after 7PM
Oakville place. Was at the bus stop on Wot, near to the high school. Every day parents park around to pick up their kids. One parent brazenly parked in front of the stop, and as a result bus 13 did not stop. Surprisingly a second bus followed close behind...did not stop either.	Senior centers, my docs office on Bronte and Dundas, Glen Abbey rec center	At school timing, bus is overcrowded with rowdy, noisy kids. Time to start blaming parents on how kids are brought up. It is not the job of teachers. The parent parked at the bus stop rudely told to get lost...he actually said goodbye, stayed put and spoke loudly on his phone	Better cleaner bus shelters at Oakville GO...looks like they need a much-needed reno and fix. More shelters at Bronte go, more hubs. Bus 13 route is too long resulting in regular delays.
Oakville bus route # 11.	Clarkson Go towards Oakville Go	Yes, bus route # 11, has very less frequency. Many would not prefer local transit as it is not frequent. If I miss bus then need to wait 1 hour for next bus. I use Go train and then take bus# 11 from Clarkson. There is 1 train that comes around 4:24pm to Clarkson station. I can never catch 4:23pm bus from Clarkson station.	If there is many bus within 15 mins, then many would start using public transit especially during peak hours.
I use Oakville Transit mainly to commute between my home and Oakville GO. I am lucky enough that the 1, 5, 24, and 19 buses all bring me within walking distance of my building. I do not need to take any transfers.	I live at Trafalgar and the 403. I used to live near Third Line and Upper Middle Road and many of the essential services I need are there. By car, I can get there in 10-15 minutes, but it is a 45-60 bus ride. It would be nice if there was more direct service between these two areas.	Recently the 7:38am line 5 bus has been running behind schedule leaving from White Oaks Blvd + 1231 White Oaks Blvd. I have been missing my train connection because of this. It is very frustrating.	I have experienced no other challenges. Staff is always friendly and the buses are clean.

Q1: Where are you headed today? If you need to transfer routes, please tell us about it.	Q2: Is there a location that you would travel to/from more often if service allowed?	Q3: Has overcrowding or bus schedule alignment ever discouraged you from taking your planned trip? If so, please let us know the route, stop, and time of travel.	Q4: Are there other challenges you've experienced with transit service or routes? Tell us about what changes you would make to the transit service/system?
I am not headed anywhere today but decided to just open the website of Oakville Transit.	The 4 Speers/Cornwall bus route should go up Ford Drive, through Kingsway Drive in Clearview, through Truscott Drive, down Southdown Road, and end at Clarkson GO and visa-versa for if you were going from Clarkson GO to Oakville GO. There should be service along Kingsway Drive from Ford Drive to Winston Churchill up to Winston Churchill Station of the Mississauga Transitway and the Eglinton-Ridgeway Plaza. There should be more Crosstown Oakville Routes from East to West and North to South, with some routes that are straight and stay on the same road for its main route for a long distance. Such as how Speers/Cornwall mostly stays on Speers Road and Cornwall, but past Ford Road it stops doing so. I think there should not be big loops, such as how bus route 12 has a giant loop using Bristol Circle mostly, as these are hard to get around and take a lot of time, unlike straight routes. I think that crosstown routes are great so you can get across the city without transferring many times, and that most bus routes should connect to bus hubs every few kilometers. There should be a bus service straight up and down Ford Drive. Finally, this is quite important for more people to use Oakville Transit (which would make it worth it to spend all these high costs to make a town with transit that'll be reliable and useful that all the residents use and love) and to make it a more reliable and more frequent service to. I think it should be a 15-minute service from 5:00 AM to 12:00 AM (30-minute service on weekends, with service starting at 9:00 AM and ending at 9:00 PM). For the time between 12:00 AM and 5:00 AM on weekdays, it'll be a 30-minute service, with the time between 9:00 AM and 9:00 PM on weekends being hourly service and with an on-demand service available for times between each hour.	No, it has not, as there is usually no overcrowding on Oakville Transit bus routes from my experience.	I find it how the 30-minute service means either being early or being late. because if I finish what I need to do 4 minutes before the bus comes, I need to come immediately or I have to wait 30 more minutes and be late. This was on route 4 Speers/Cornwall.
Oakville Hospital. Route 3.	Oakville Place. Bus should pull right into the mall parking lot	I never go anywhere via transit on Weekends. Especially Sunday's. Sunday service is awful.	Buses linking up at Hubs. Why are they so fixated on buses linking up with GO trains! What about those of us that work/live within Oakville! Buses should not pull out of hubs while other buses are pulling in. People miss their connections over a matter of seconds. Leaving a hub 1-2 minutes late will not affect the entire trip. That time can always be made up. More accessible services on Sunday's. Especially for Oakville Hospital. Staff is unable to work past 7:00 or pay for taxi/Uber. Staff beginning their shift prior to 9:00am have the same issue. The state of the bus shelters after a snowstorm are shameful!! Days after a storm the inside of shelters are inaccessible! Totally disgusting! Especially for those that require mobility aids! Bring back the 15-minute rush hour buses they had prior to covid lock downs. Ridership is up with seniors and teens riding for free. Buses are late and packed to the brim. 15-minute services would help alleviate that. Please move the stops on Burloak at the new Food Basics store. Stops are very far away from the store and its quite a walk. Will be treacherous in winter. Especially if using grocery buggies.
DO NOT SPEND OUR MONEY ON TINY ELECTRIC BUSES THAT CAN'T GO ON THE HIGHWAY, NEED TO BE RECHARGED AT LUNCH, HAVE NO SEATBELTS AND CAN ONLY SEAT A FEW PEOPLE... WASTE OF MONEY	DO NOT SPEND OUR MONEY ON TINY ELECTRIC BUSES THAT CAN'T GO ON THE HIGHWAY, NEED TO BE RECHARGED AT LUNCH, HAVE NO SEATBELTS AND CAN ONLY SEAT A FEW PEOPLE... WASTE OF MONEY	DO NOT SPEND OUR MONEY ON TINY ELECTRIC BUSES THAT CAN'T GO ON THE HIGHWAY, NEED TO BE RECHARGED AT LUNCH, HAVE NO SEATBELTS AND CAN ONLY SEAT A FEW PEOPLE... WASTE OF MONEY	DO NOT SPEND OUR MONEY ON TINY ELECTRIC BUSES THAT CAN'T GO ON THE HIGHWAY, NEED TO BE RECHARGED AT LUNCH, HAVE NO SEATBELTS AND CAN ONLY SEAT A FEW PEOPLE... WASTE OF MONEY

Q1: Where are you headed today? If you need to transfer routes, please tell us about it.	Q2: Is there a location that you would travel to/from more often if service allowed?	Q3: Has overcrowding or bus schedule alignment ever discouraged you from taking your planned trip? If so, please let us know the route, stop, and time of travel.	Q4: Are there other challenges you've experienced with transit service or routes? Tell us about what changes you would make to the transit service/system?
Sixth line bus 19 changing to 14 west to Bronte. Bus is often late arriving at the GO station which means passengers miss the connection. This is due to bus having to pick up and drop off students and deal with traffic lights and students crossing against the light which holds up the bus. Drivers never apologize or communicate with other buses asking them to wait and often have to stop even if the stop cord is activated and often do not activate rear doors, requiring passengers to shout out instructions.	No	Yes, 19 south to GO station is often late during school hours — 9 am to 3 pm and connection missed	No
South Oakville Centre, Oakville downtown, Oakville Go, Oakville Place My Physio Physiotherapist on Bristol Circle	No	No	The EV buses for Care-A-Van have many many issues which I am sure you know about. I have previously sent an email to Oakville Transit and copied the mayor. If you search your systems, I expect you will find it
I don't normally take transit because of connections and wait times. But would like to use transit more if it were more convenient.	Kerr Street area.	No	Wondering why there is no service along Lakeshore through downtown Oakville?
Oakville Care-A-Van, Bronte GO to Burlington GO and then Hamilton darts (McMaster University)	Kerr Street area.	#15 from GO station - to south end of Kerr. Used to take it fairly regularly but stopped due to long waits for pick up and occasionally no shows/cancellations, especially in winter - there's no place warm to wait - sometimes quicker/warmer to walk.	Full disclosure of operating costs and amount of money made from riders. Put it on this site so we can see if there is a loss of our tax dollars.
Mississauga	Oakville Place	route 28 should be more frequent	bus schedules do not represent running times. the buses are driven as if drivers are in a race and are verging on being unsafe. bus tires are over inflated, seating lacks padding. a bush league system when are there going to be bus lanes in Oakville on Trafalgar and on Dundas St to connect with Mississauga and with Burlington the transit system in Halton should be merged.
I use Oakville Transit to travel to and from the Oakville GO station (Church & Dunn to Oakville GO). Getting to the station in the morning is great but coming home often I have to wait 20 min for a bus.	Downtown/Olde Oakville	Never experienced overcrowding but sometimes the schedule connection with trains has discouraged me from taking the bus.	I find it very difficult to figure out the routes and stops. Why do Seniors get free transit and disabled people on ODSP do not?
From Trafalgar GO to Iroquois Ridge. Route 20. No transfers	I would love to be able to travel along the Lakeshore from downtown Oakville to Winston Churchill area without having to go to the Oakville GO to transfer buses.	Oakville buses are almost always empty (2-3 people max) outside of rush hour times on the morning and evening. It's discouraging to see your tax dollars ride around in empty buses. Bus schedule alignment discourages me from takin the bus to Dorval/Speers	Please consider running smaller buses during the day or nighttime when you don't need to run a 50-seater. Please consider more connections with Mississauga/Burlington/Milton.
Route 14 from Bond & Chisholm to Shoppers Drug Mart on Kerr at Speers and return.	Yes. Dorval/Speers twice a week. Now it takes almost an hour by bus and only 15 minutes by car.	NO	Later evening 30-minute service on 14, 24 and 5-5a.
Toronto Downtown	Falgarwood area in the late morning and afternoons.	Yes, the bus is not exactly aligned with the Go Train arrival / departure timings, so better alignment with Go Transit will be helpful.	More Frequent Buses to/from Bronte GO station.

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One of the main issues with our transit system is bus times not lining up. I work at OTMH. It takes me two buses and about 45-50 minutes to get there. Changing the 3N to every 15 minutes in the morning would be beneficial, at least during rush hour. Having the 14 Oakville GO wait at Hopedale for people who get off the 3S at Third Line and Rebecca would also help. We literally miss it by about 1 minute and have to wait 30 minutes for the next one.	Yes, there is currently no bus service for Route 34 in the afternoon and after the rush hour, however it will be helpful to have this since a lot of people use the Go Transit to commute to/from Oakville at different times outside of the rush hours.	The routes to the hospital are not very well planned for shift workers. November 30th - 14 Oakville GO was over 20 minutes late; why not send the floater bus sitting at Bronte GO to pick up this route?	I would like to see transit show more respect to the people who live and work in Oakville. It seems the buses can always wait for the trains but can't wait at any of the intown hubs for other buses. The 13 at Bronte GO for instance - certain drivers will wait for the other buses to arrive, while others will not. This seems dependent on whether the supervisor is there. One day I asked the 3S driver to wait one minute at the hospital for my colleague to come out. He said he couldn't but we waited a full 3 minutes at Bronte GO for the train to come in. Annoyances: Drivers who park too far away from the curb, especially for the elderly Drivers who don't respond when you say hello or good morning; common courtesy Bus stops not cleared in a timely manner after snowfall; can be dangerous Drivers who drive too fast and pump the breaks or accelerator Shelters are Bronte GO are still not finished since August Certain buses/drivers are consistently late; socialize on their own time, not ours When someone is getting off at the front, usually elderly, the driver should stop the people trying to get on instead of squeezing through Information board at Church and Dunn only shows times for Oakville GO, not Appleby GO "Find 3113" at SOC does not show times for 14 Oakville GO New EVs are ridiculous for use as Care-A-Van as they have steps inside Driver should be more clear when people ask them questions. I have heard drivers say, "what does the sign say?" when asked where does the bus go. I would like to say thank you for allowing us to have our say in this manner. Including people who actually ride the bus when developing transit plans is long overdue.
26 Falgarwood down to Oakville GO	Downtown	Bus schedule alignment - the busses used to align better to GO express trains and now they don't, especially in the evenings coming back.	I appreciate that 26 is not used as heavily as other routes but it's a key service for this part of Oakville. Regular, predictable service aligned to the GO, even with smaller vehicles, is still essential to deter road congestion
Not traveling today.	The GO station so I wouldn't have to walk instead of waiting 30 minutes for my next bus	The timing of the 14 right now is good, as it connects amazingly with my GO bus. Mid-day when all the buses are 30 minutes apart and I end up missing one, I just choose to walk instead of waiting for the next. Having all buses come and go at the same time means a late bus would make me miss everything. More frequency would negate this issue	1. If I'm correct, riders need to check for routes and schedules online. Some potential riders don't have access to Internet - I do, but at home only. If I decide or need to use Oakville Transit while I'm out, I cannot check. Some potential riders have no access at all. 2. At a meeting in March 2023, a councillor spoke of riders reserving? checking? service (on demand??) The assumption was that everyone has the technology at the touch of a finger. Not true. If I misunderstood, please accept my apologies.

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I usually take route 4/14/15 to transfer to GO Transit	No location specifically.	Buses have generally been vacant when I use the service (evenings or weekends).	I would make mid-day service at least every 15-20 minutes of the busiest routes (5/14/24) and extend the operation hours to at least 12-1AM to connect with later trains. I would like these aforementioned routes to at least have 30 minutes service from 8PM to 1AM to connect with said trains. For the less popular routes, maybe the return of 15-minute rush hour service would be nice, and also extend their operation hours to 12/1AM. For weekends, minimum 30-minute service on all routes would be useful, and of course make them run until 12/1AM. This would make Oakville a somewhat appealing system at least, which is what Burlington is currently doing and succeeding with. I would even consider moving to Burlington since their system is much better in most spots - more frequent, runs past 10/11PM on most routes.
I travel to visit family in the Glen Abbey area (Route 28) or the Oakville Trafalgar Memorial Hospital (Route 3).	Yes, we would travel to the Colborne Seniors Centre, Trafalgar Park Community Centre, and to the library at Glen Abbey Community centre. We would also go to Bronte Go to use the trains. My doctor is at the hospital…no way to get there by transit during the day. I'd like to note that we have no community amenities where we live. So nowhere nearby to gather. And no way to get to the other centres.	We have no busses except 1 or 2 at rush hour which only go to Bronte Go. Getting to the hospital, or nearby doctor's office means a very long walk or a taxi. The busses travelling around Oakville are invariably never full. It is also difficult to figure out direct routes. I have been driven to the hospital for doctor appointments, then travelled by bus to the Colborne seniors centre via Bronte Go. Then I had to figure out how to get home by a long circuitous route…back to the hospital, a long walk along Dundas, and Colonel William parkway, or a ride by car. It's just too much.	As someone who does not drive, I depend on transit service to get me to places reliably. I understand how challenging it can be to operate public transit with the current land use/high rate of car ownership in Oakville but I really appreciate the service offered here, it has improved significantly over the years. I suggest expanding the hours of operation to later hours or bring back the late-night custom buses. Ending Sunday service by 7pm is too early, sometimes I would like to stay later with family, but I can't because I have to catch the last bus of the night. I know ridership isn't always there and there are likely budget constraints too, but building transit will help to attract ridership if people know that the option is there. Also better connections with the GO Train, especially with the last train of the night (last Southbound Route 3 meeting the last eastbound GO train at Bronte GO is very tight unless the bus hits all green lights) Thanks to all the staff working hard to listen to us and making the system better!
I travel to visit family in the Glen Abbey area (Route 28) or the Oakville Trafalgar Memorial Hospital (Route 3).	I would travel to Oakville Go or Uptown Core more often if there was more service on the 5 routes. Currently its every half hour to an hour. I would travel more to and from my home to Oakville GO Station if my bus stop had a shelter.	14A from Hopedale to Bronte between 3pm and 4pm after work. Bus is standing room only filled with kids and after working all day on my feet I don't feel like being jostled around by disrespectful teenagers. So instead of getting home 20 minutes after work I wait for a later bus to avoid the overcrowding.	It would be lovely to have a bus service where we live. Oakville transit did try to help, but the walking distances at our age are just too far, and during inclement weather, just too difficult. And they suggested a bus that doesn't even run during the day. I would suggest using smaller busses. It would be good to be able to occasionally call for a bus to pick me up at the end of my street. Or close to my home. As we age, we feel quite isolated on days when our car is in use.
I was headed to the Colborne Seniors Centre. However, our one car was in use, and since we have no transit options where we live, and we simply can't afford Uber, I was forced to stay home. I live at 2196 Emily Circle. My husband and I are 80 and 79 years old respectively. We have lived here 16 yrs. We walked everywhere in 2007. It's much more difficult now.	No. Its slow and inconvenient.	No	Sundays...the 14 or 3 need to start earlier.... I work Sundays starting at 8am as do many that work at the hospital
South Common Centre. I transfer from the 5/5A to the 24 every day.	south Oakville	N/A	Sometimes the busses are late but that doesn't happen often. More service on all/most of the routes with little service currently.

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Today, I went to my work and was working till late 9. I have my house in fourth line + bridge road. I had trouble to reach home, because 15 number route bus was not working till 9. I had to walk for 1 hour in snow to reach my house.	I would go to places like the Oakville Walmart and the Oakville Town Centers more if the 15 ran later at night.	No. From what I can see they are predominantly empty / underutilized.	Yes, I always go to college and my work by route 15 bus, and I have trouble returning home late till 9, the 15 number bus works only till 8:23 pm on weekdays as well as weekends. I find it difficult to reach my home as this bus is only my source to reach my home location. I think it should at least work till 10:30...it would be difficult for us students to travel if this happens every day.
Towards Oakville GO.	Not that I know of.	route 19 when the high school gets out. the bus gets filled to a dangerous capacity (kids over the yellow line, standing right beside driver and front door) when mothers with strollers and/or young children, elderly, disabled etc. gets on this route, many times the high school students will not want to vacate the priority seats that they are sitting in. students have given bus drivers attitude for telling them to vacate seat for the person in need getting on the bus, or I have seen elderly people and mothers and young children struggle as they have to ride the bus standing.	Yes. Route 5 - via Dundas Street Eastbound to Oakville GO, specifically the Dundas & Sixth Line bus stop does not have a bus shelter. So very often, I am left exposed to the elements (snow, rain, sun, wind, etc.). The westbound route has a shelter, could you kindly construct one for eastbound riders too?
Not applicable.	Kerr Village, Downtown Oakville. The 14 is a great route, but 15-minute service from Oakville GO to South Oakville Centre in the midday would be even better.	Yes. 4 east to 28 at 3:11 pm	I think we should look to right size the transit system. It costs taxpayers a lot of money and from what I can see it is greatly underutilized. May be more efficient to give taxi chit / Uber credits.
Today I will be taking route 14	Libraries and community centres The closest to my home is glen Abbey and it takes too long to arrive there due to bus transfer, I rather to go to Burlington library because it's just there a few steps away from the bus stop (Alton location). It seems there is a disconnection between public transportation and key community places to be accessible.	Since most Oakville Transit service is every 30 mins, it is difficult to plan trips.	I have noticed since the bus has become free for students that many young people sit in the priority seats and will not want to move when someone in need gets on the bus (I mentioned this above but I have seen this on many different routes/times/days etc.) I think it's absolutely disgusting! I have seen an elderly lady with a neck brace and walker get on the bus and the kids see her but do not move! I think something needs to be done about this (no students allowed to sit in the priority seats at any time) I have seen so many people in need struggle trying to get into a regular seat, have to stand, or have to confront a student to leave their priority seat. I see this at least once a week for the last few months.
I often take the 15 to the South Oakville Center and then transfer to the 14 to get to work. I also take the 14 at night to get home	I would like a bus that can go From Oakville GO to Bronte Go By going on Grand Oak Trail	Yes, it has. The buses are never overcrowded, but the 30-40 minutes schedule/waiting period is extremely discouraging. I check google map to check the time the buses come and sometimes is not accurate or confusing; the Oakville transit app is useless, sometimes work other not , so not reliable at all to plan accordingly; the number in the bus stop doesn't offer estimate arriving time which give us new users a sense of frustration. Please implement a similar system to TransLink in Vancouver, people can call and hear the estimate time and number of buses stopping in the specific stop.	The 15 and 14 are horrible at meeting up with each other like they are supposed to. I can't tell you the number of times I've been on the 15 and the 14 has pulled out of the bus loop early before I can transfer making me have to wait for the next 14 which forces me to always leave extra early to make absolutely sure I can get to work on time which is extremally annoying and time consuming.... Also the 15 does not run late enough at night so I have no bus to transfer to on my way home when the 14 reaches the South Oakville Center at 11:37, That forces me to walk several blocks late at night after I've been on my feet at work for 6 or more hours which is less than ideal. Having a late night 15 to transfer to would make things so much easier, especially when dealing with incremental weather.

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Normally after school I take the 4 east to Bronte go and I try to catch the 28 but I'm always 1MIN short. The 4 east pulls up at 3:11 and the 28 leaves around then. I always miss it. I wish it would stay 1 or 2 mins later.	To Walmart Burlington from Speers Road To Speers Road from Walmart Burlington departing at 11 pm on weekdays	I take the Line 5, Line 13, Line 6, Most of the time Buses get very busy	No
Kerr Village, Downtown Oakville.	Yes, I usually go to Oakville downtown or Bronte by the lake with bus #28 & transfer bus #14 during the week, no problem bus #28 every half an hour but Saturday & Sunday no good as bus #28 every hour, I did that but is very inconvenient if you miss the #14 wait another half hour, # 28 should run every half an hour at least on Saturdays, would make it easier & able to travel more on week-ends & enjoy Oakville or Bronte by the Lake. As well Why can it be. A direct bus?	Route 28, Saturday and Sunday, as per above.	1) Schedule the buses more often or offer an easy reliable system to check bus time + bus # arriving to the specific stop. Improve the app. 2) Build effective bus shelters, the glass design doesn't work neither for summer or winter, in summer the bus shelter are saunas and in winter are refrigerators. Again check the shelters in Vancouver-TransLink. 3) Why the cost of buses in Burlington is $2.75 and in Oakville $3.30? I would like to know. 4) Train the bus drivers to offer a better customer service, many of them seem they don't like their job, they are angry or not friendly at all. Also maybe make a system where users can recognize the great service offered by some bus drivers, they are few that really offer a great service. 5) Youth and seniors have free service, would it be possible to make at least one day/ week promotion to working people to go to work by bus? More engagement is needed to encourage people to use public transportation.
I mainly use bus #5, I honestly avoid directions where I have to transfer, it is a waste of time and under certain weather conditions hard to handle.	The 6 runs so little but the only bus that goes through Upper Middle and when a bus for some reason doesn't run I have to wait at least an hour for the next bus.	Thats nice	Delays Bus Being Slow Bus Arriving Too Late Maybe Adding more Lines Would help in some areas
I am going to Oakville Go Through Bus 13	Neighbouring municipalities	Weekend Bus Schedules suck, if I decide to go out late, well I probably have to take an uber home and that is such a bad idea. Most of the time I just decide to never go out for dinner on the weekends because I probably can't get home, especially if I go to the cineplex, I know I can't get home so I just can't go see movies later than like 4.	Yes, they have changed the 5 timing and removed the last bus to Oakville GO departing at 11pm from go 407 carpool Dundas
To Walmart Burlington From Speers Road first I took 4 to Oakville GO and then 5 to Walmart Dundas Burlington	Plenty but as mentioned above the connections are horrible. With plans for a Midtown this is a horrible situation. Obviously, ridership is low. Transit makes or breaks a town. If you want less cars on the road, improve the service and increase frequency.	Yes. Thursday 1.20pm - Bus arrives 15 minutes before train to Toronto. Return trip has bus leaving 1 minute before return train arrives back between 7-8.	Direct route #28 to OAKVILLE & Bronte (if possible) As well before #14 used to stop opposite Wholefood, was so convenient for me but now the route was changed so I stop going to Wholefood, if I take other bus route schedule alignment doesn't agree.
From Glen Abbey #28 to OAKVILLE go transfer to #14 to OAKVILLE downtown	The Village at Bronte to the Bronte go station	Besides frequency, improve the look of the bus bays at Oakville GO. The shelters are in very poor shape and in great need of repairs. With the increase in users ...mainly students, new immigrants...there are not enough covered spots to protect from elements	It is very frustrating when a bus gets cancelled and nothing gets updated, the only way to tell is the online bus tracker. There needs to be more accurate time estimates on the boards at hubs like the GO and Sheridan.

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Today I'm going to be heading to both Dundas/Winston Churchill and also Wyecroft/Bronte later in the day. If it wasn't the weekend this would be easier to do.	I would travel from Meadowridge and Dundas much more often if there was increased service and bus shelters, to destinations around Oakville such as Uptown Core and the area around Dundas and Winston Churchill	Besides frequency, improve the look of the bus bays at Oakville GO. The shelters are in very poor shape and in great need of repairs. With the increase in users ...mainly students, new immigrants...there are not enough covered spots to protect from elements	Outside of Go Transit hookup, it's way too expensive. Don't know why we are buying too small to be economic, expensive electric buses when we don't even have a proper service. I'd like Oakville Transit to be merged and integrated with other municipal bus services in Metrolinx perhaps
Bronte Go	Lakeshore East to Downtown. The line 2 should be reinstated again. Downtown is poorly served by public transit.	Colonel Williams to Glen abbey recreation Center. Takes an extraordinary amount of time.	More covered bus shelters along the routes. Bus drivers that are more empathetic...yes there are a few really rude ones. Better trained drivers to deal with a changing population. Have used transit over 20 years and seen a big deterioration.
The Oakville transit bus timings coordinate with GO trains. Why is the frequency not coordinating with public requirements. Had to wait more than 20mins to get each connection. Sheridan to Oakville GO to my final destination. A 40 mins total journey was more than 1 hour	School. Holy Trinity High School Currently I have to take 2 buses for a 3km distance. Bus 24 and Bus 19 plus 25 minutes walking	Bus 20 is always overcrowded after it reaches the IRHS stop at around 2:50 pm on weekdays when school ends. Additionally, I will often use other means of transportation instead of the bus if the wait times make it not worth it to take the bus.	I would implement more frequent service, as well as stronger transit priority measures. Major routes such as routes along Trafalgar and Dundas should have all day 15-minute service or better. It would make transit much more appealing as missing the bus doesn't mean waiting half an hour. In addition, implementing stronger transit priority measures would make taking transit even more appealing. This could be done with HOV lanes along Dundas and Trafalgar. While I know that there are plans to implement this, it is taking much too long to do so. The traffic along Dundas and Trafalgar during rush hour is already really high, so making transit more appealing than driving will likely reduce the traffic and increase transit ridership.
Today I travelled between Prince Michael + Northridge and Iroquois Ridge Community Centre	Oakville GO, uptown core	Waiting in the winter without a shelter for bus 24	Reinstate route # 2
Holy Trinity High School I need to take 2 buses for a 3km distance. Bus 24 and Bus 19 plus 25 minutes walking	Sixteen Mile Sports Complex.	Yes. 5a does not run after 7:15. Most of us who commute from Toronto have to Uber home from Oakville go because there is no bus service to where we live.	No transit to and from the new developed area north of Dundas. There’s no pedestrian walkway north of Trafalgar
More service to new development beyond 5a. 5a is rarely reliable.	Many areas are not easily accessible and hubs to get connections are almost impossible.	No	Yes. 5a changes schedules bit doesn’t post them or update the text system with new schedule. We are stuck waiting in the cold every 35 minutes. Changes routes mid-way often and then wait for another transfer.
Nowhere. Didn't leave the house today.	No	The condition of bus bay shelters especially in Oakville are real pathetic shape...leaking, dilapidated....worse than in many 3rd world countries. Heating or being properly sealed would be an added asset	No
Is there plans for Oakville Transit to improve its services, connections and increase hubs to meet the Midtown envisioned development?	More directly, Neyagawa & Dundas from 1180 Dorval. Winston Churchill Station. Either having the extended 5 going up Winston Churchill from Dundas. UTM (University of Toronto, Mississauga Campus), perhaps the 5 or the 6 can go in there. I've known that Oakville Transit has been wanting to get out of South Common, so I suppose to take a route close by, the 5 or the 6 (maybe even the 12, {or renumbered 21 from 120} and send those passengers to areas where acceptable MiWay transfers are needed for South Common.	No	In the new Midtown plan, the Oakville GO shows that it is bring moved. Are talks with Metrolinx already on and how can a POC be approved without surrounding transit infrastructure be in place?

Going to Toronto by go train from Oakville station	Mainly down the main strip of downtown. I work at Gairloch Gardens and getting there via transit is a pain sometimes because the only bus routes close to the location are either a 16-minute walk or a 35-minute walk. Other places would be to somewhere like Oakville Place. As mentioned previously most places I would like to go to would require me to transfer at Oakville Go even if there is a bus close by but would require me to walk a bunch. As an example, I can either walk 24 minutes in total to take the 6 east to my boyfriends house where the bus ride is half that, or I can walk 23 minutes to ride the bus for 5 min. I just wish there was a way to connect transit through neighboring neighborhoods without having to transfer at the main station or walk 20+minutes for a bus ride that doesn't even last that long.	Very rarely. OT in for as long as I can remember never really has been crowded. So I'll instead list out improvements that will greatly benefit a lot of people in Oakville and surrounding communities of Burlington & Mississauga. On post it notes, I put the 1 - Trafalgar, which essentially isn't really needed now based on what the Trafalgar corridor is as of now, can become the only route operating in the corridor. The span of the route would be 407/Trafalgar Carpool and Downtown via Oakville GO. Don't know exactly where within downtown these buses would come from, whether it be from Kerr or Reynolds, but I suppose that area of the routing can be at a lesser frequency compared to Oakville GO and the 407 Carpool at Trafalgar. White Oaks Boulevard can't be forgotten for the Route 1, so a branch can serve it. Frequency: 10 minutes, every day, maybe 20 minutes on Sundays/Holidays. Route 2: Bronte: I think Bronte Road can have its own routing. Unsure of its frequency, but I suppose that it can go as far north as Dundas and Colonial William Parkway to as far south to perhaps South Oakville Centre. Don't see it interlining. Frequency: 30 minutes, 7 days a week. Route 3 - Third Line: Least restore weekend and holiday frequencies to every 30 minutes. It's embarrassing to see it operate hourly on weekends for a long time. Ridership is back! I suppose that the peak hours can see an increase to every 20 minutes. Don't know about its southern routing along Rebecca, Bronte, Lakeshore & Third Line. Route 4 - Speers/Cornwall: Perhaps its time to look at midday frequencies to every 20 minutes on weekdays with 30 minutes on weekends. Route 5: Dundas: This is the route that I'm pretty sure will become the primary Dundas route, between Burlington 407 Carpool and either Liard & Ridgeway, South Common or Winston Churchill Transitway Station or even UTM. Frequency: Every 15 minutes, 7 days a week. No need to service Sixteen Mile Drive. Route 6: Upper Middle: Time to establish a consistent and easy-to-remember frequency of every 30 minutes and even go deep into the evening. It ends way too early and even during peaks, it shifts to hourly at 5:30pm? Is it because that historically that ridership fades out or something else. Reliability and predictability. The eastern portion of its routing can either terminate at Winston Churchill Transitway Station and/or South Common Centre. Route 10 - Wyecroft:	I think we have too many buses/routes but too little passengers or users.

		I see this route can finally go to a midday level of service, perhaps hourly or every 30 minutes. The difference is that it should remain on Wyecroft all the time. The portion of North Service between Fourth Line and Third Line perhaps can see a branch of that route or a new route altogether, during peaks. Route 11: Linbrook 30 minutes during the day and hourly on weekends/holidays. Route 12: Winston Park: Like the 11, I can think that a consistent and reliable service on this route should be every 30 minutes during weekdays with hourly weekend/holiday service. Maybe the possibility of being extended to Winston Churchill Station. Route 13: Westoak Trails Return to 15 minutes peak and not just 30 minutes on Saturdays, but also on Sundays/Holidays. Route 14: Rebecca/Lakeshore: Calling it Lakeshore West doesn't make sense anymore given there's no Lakeshore East route in the system. But I think the frequency on weekdays and Saturdays can be at every 20 minutes with 15 minutes peak. The only thing I'd be wondering about is whether the Route 1 operates south of Oakville GO and how it gets to downtown. Otherwise, operating on Kerr Street, downtown then along Rebecca is doing very well. Route 15: Bridge I don't know what to do with this route, except its 'hook' shape at the western end of its routing. Depending if there's a new route on Rebecca west of Third Line towards Burloak, I suppose that the portion of Bridge, between Third Line and Bronte I'll get to. Frequency: 30 minutes, 7 days a week. Route 18: Glen Abbey South-Bridge Same routing to Bronte GO, but from there, to go onto Third Line, south to Bridge, Bronte and Rebecca and terminate at South Oakville Centre. Multiple ridership generators, transfer points and better connectivity. Route 19: River Oaks-Glenashton Not sure what to do with this route but primarily 15-minute peak frequency along with 20 minute weekday off-peak and 30 minute weekend/holiday frequencies. I think this will no longer have the need the 190 to operate. Route 20: Northridge On its return routing to Oakville GO from Uptown Core, I don't understand why it needs to operate along Oak Park Boulevard all the way to Dundas. I think another route can cover that (maybe my new 28?) and rather have it cross Trafalgar to Postridge and continue regular present routing. Frequencies; 30 minutes 7 days a week with 15 minutes during peaks.	

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		Route 21: South Service-Joshua Creek Renamed from the 120, I think this route can benefit of operating during weekdays at 30 minutes all day. Perhaps operating until 8:30pm in the evenings. Routing I think could serve Winston Churchill Transitway Station. Route 22: Nottinghill Gate-Hospital This route can either alternate with the 18 with maintaining 30-minute frequencies along North Service Road West at hourly, or operate at every 30 minutes. I see this route, around the northern portion to operate along Glen Abbey Gate, Heritage Way, Postmaster Drive and Dundas, terminating at the Hospital. Weekends can also be at every 30 minutes, perhaps dependent on the frequency of the 18. If not, hourly can suffice. Route 24, as it's known now, would be discontinued because of the new Route 1., Route 26, as it's known, would be discontinued. I've felt that perhaps it could be blended with the 20, with the portions of the routing, on both sides of Eight Line. Route 34: Pine Glen Ok, this is a mistake to discontinue completely and replace it with Home-To-Hub or OnDemand. This route can be better served to be as part of the new Sixteen Mile route, left behind the 5, Route 16 - Sixteen Mile-Pine Glen would perform so much better knowing that it should operate 7 days a week, with a consistent 30-minute frequency. Bronte GO as the western terminus and Uptown Core to the northeast. Lastly, extend Sunday service to 9:30pm. Embarrassing to have it end at 7:40pm. Late Night Service should be available at both Oakville and Bronte GO, with more specific areas for the drop-off requests that can be done at more closer to those stations rather than a central location. Overall, extend evening service on all conventional routes (minus the 21) to 11:30pm and lead right into LNS.	
Uptown Core, but from 1180 Dorval, you need one transfer at Oakville GO. I'd rather have one route, the 28 to head to Uptown Core via Dorval and Neyagawa/portions of River Oaks & Glenashton. Makes for a bit of a crosstown service, but without the need of going through Oakville GO. If I needed to head to somewhere within Mississauga, I can get the 5 (assuming it's the full Dundas /Route), or the 1 (assuming it's the full Trafalgar route) to 407 Carpool @ Trafalgar.	Downtown of Toronto to Oakville	On the 18th there was the Santa parade and busses (mostly the 14 and 14A for my case) were interrupted from running to downtown. The transit app also seemed to have bugged out and said that some busses were inactive when they weren't (such as the 28 and the 14/14A busses after the event was over). So, when I tried to go home and everywhere said that the busses were not running despite the fact that I saw them passing by it discouraged me from taking transit	None to date. Even though I am a visually impaired rider, I am comfortable enough in riding the system as it's currently constructed.

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I usually have to take the 28 Oakville GO and then I transfer at Oakville station to take the 14 to downtown. I more than often have to take a bus down to Oakville go and from there I can transfer to different locations.	Yes - I would like to see a lakeshore bus run from southeast Oakville (Devon) along the Lakeshore to Bronte please. I used to take the bus along Lakeshore from Devon to Downtown Oakville and it was great. This route would allow for more direct access to both downtown Oakville and Bronte and Parks and many other amenities without changing busses. I would certainly be a regular transit rider if that route were added. Thank you and I look forward to this route being added (possibly) 😊	Routes 14, near 271 Kerr St, six to eight o'clock	I would make the transit service more frequent and reliable to get from place to place. With what I mentioned before from the boyfriend thing, it discourages me from taking transit because at times it just seems really inconvenient when it's my main source of transportation. I also wish the busses ran later. If I want to go to Toronto for a concert I have to be sure that I have a ride as transit never runs as late as the last bus which I feel is such a missed opportunity, if there is a train there should be a bus to accompany it so that people can get home. I also think that we should start to implement more bus lanes, if people are stuck in traffic and suddenly see a bus zooming past them, they're going to be more inclined to take transit. This is also a way for busses to travel more efficiently as they will no longer get stuck in traffic if they have their own dedicated lane. I also feel that there should be a better kept environment around bus stops, ala fixing the pavement and making it an area that can be more accessible for people with mobile disabilities or the elderly. I overheard an older woman on the bus say once "They should really fix the sidewalk. Though they probably won't because we walk, and they only care about people in cars". Now with this new plan coming up I'm sure there is a way to turn this opinion around, but I feel like transit has to take risks rather than hoping to get things perfect first try or to try and appease those who don't even take transit very often in the first place.
From Union to Oakville station. And still need routes 14 to Kerr St.	I would love to visit the 16-mile branch library.	Buses are overcrowded at certain times of the day on routes 14 15 28	On time, if delay report online can check
I was headed to the Glen Abbey Branch library. I only used one bus the 28.	All of them. I sometimes just stay at home for weeks because it's not a pedestrian friendly city.	Overcrowding is a notable problem on the 5/5A by 5pm rush-hour. Added bus service would help prevent overcrowding.	Why are there so many side tours on the routes? The old Grey Coach route used to get me direct from Bronte to downtown and then up to the Go Station. Oakville Transit however have a more rounded service with loops here and there, I ultimately get downtown or the GO but I must allow more time for the trip. It is the same thing going to the Hospital. If the choice is walk or take the bus, I will obviously take the bus. I think we would be better serviced with straight routes that are supported by feeder lines.
Better transfer routes between downtown Oakville/midtown would help making transferring between buses much easier. Wait times at the station are often 30m or longer in the mornings.	I try to avoid going anywhere south. Bus 5 takes 47 minutes to get to the Go station. It takes too long with too many transfers to go anywhere else. Seats are not comfortable. I have mobility issues. I can't sit too long or sit sideways either. I try to stay along route 5. I travel for grocery/shopping and appointments only.	It can be overcrowded when students are getting out of classes but otherwise it usually is not.	None
I typically go from the Northend or central to downtown and Kerr. I always need to transfer and most days it takes 40 mins to get somewhere (approx. the same amount of time walking or biking).	West Oak Trails to Lakeshore Rd via Bronte or Third line	Many students are now taking #13 bus to Garth Webb. It would be great if you can add one more bus at about 8:15am so that students who missed 8:02 bus can still make it on time to school.	Added or modified service in the morning for more routes would be great.

Q1: Where are you headed today? If you need to transfer routes, please tell us about it.	Q2: Is there a location that you would travel to/from more often if service allowed?	Q3: Has overcrowding or bus schedule alignment ever discouraged you from taking your planned trip? If so, please let us know the route, stop, and time of travel.	Q4: Are there other challenges you've experienced with transit service or routes? Tell us about what changes you would make to the transit service/system?
Going for a 1:30pm doctor's appointment at 1060 Speers Road. I live at Dundas and Bronte. I start out on bus 5A for 11:57am. I transfer for 12:21pm to 3 at the hospital to go to Bronte station. I then transfer onto 4 for 1:06pm to arrive with enough time to get to the office. There have been numerous times with traffic on third line I have missed bus 4 so I now always take the earlier bus. My travel time is 1 1/2 hrs.	I would really appreciate a direct bus from North Oakville (Uptown Core, realistically) to Lakeshore Road. The Lake is one of Oakville's best amenities, but there is no way to get there conveniently from North Oakville without a significant walk/a car.	Yes. I think the buses 19 and 5 come way too close to each other, especially since I believe they only come once every hour or so (in certain hours). Just this Monday I needed to get to Oakville GO before 14:00 to catch the Lakeshore West train at 14:01. I either took the 19/5 at around 13:00 and arrived 30 minutes earlier and waited in the cold, or I took an Uber. The 19 and 5 were coming only a few minutes apart from each other, which is not useful considering they take more or less similar routes.	I have to use little bits of paper to pay. I don't understand why they can't make an electronic system or link it to presto in this day and age for disabled people. It's so easy to lose a tiny ticket.
Garth Webb high school via #13 bus	None	Route 20/26 from Oakville GO evening rush hour. These are not all aligned with current GO train arrivals. There are times when bus is leaving as we arrive and then have to wait 30 min.	I wish there was a faster way to get to the Bronte station from Dundas and Bronte. I used to make appointments to take bus 33, with a 10 minute ride down Bronte to the station. I have used bus 34 which only goes 1 way and takes 28 minutes. Both are/were rush hour buses only and will no longer be running in the new year.
I take the 5A to work, a 7min walk away from my house (up in North Oakville, Dundas and Preserve), and about a 2min walk away from work. No need to transfer routes.	Neighbouring municipalities. We need amalgamation of municipal busses across the GTA. Perhaps under the umbrella of Metrolinx. I should be able to seamless traverse the GTA east to west and connect to north-south routes.	No, the buses are usually nearly empty	A couple of times I tried to take the transit to and from work but there's never a good connection and it took me 1.5 hours each way including the wait times. This is a route that will only take me 15min by car. I'm almost positive that more people will take the bus if you improve connections and frequency.
Taking Route 26 to Oakville GO, alternatively can take Route 20	From home to workplace	Bus schedule. No buses go from east side of Trafalgar to west side of Trafalgar. Long waiting times for commuting.	There have been considerable times where the bus 5 and 5A has simply not come. These have been significant since, in most of these times, I had to attend an important work event and instead had to Uber. Since I admittedly have not taken public transit too often since I moved here (I mostly walked during the time when the weather was nice), it is thus quite significant that the bus has not come this many times. A better way of tracking the buses would be nice, as I have now started to check where the bus is (on the Transit app) before leaving my house just to make sure it is coming. Also, the Oakville Transit app does not work.
To GoodLife gym in Burlington along Dundas but I'll drive the 5km rather than pay for the bus because it's 50% cheaper.	I wish to have a direct service to the hospital	No	I would make more busses available during the evening rush hour. Go trains are coming more frequently and if you don't catch the timing right you can get your bus right away or wait 30 min sitting at station. Change it so arrival time for GO train to give us at least 5 min or so for bus departures.
From home to go station From home to school	We do most of our shopping on Sundays but always a hassle because of limited service	No	The cost per ride is far too high for casual riders. Even the monthly passes aren't worth it.
Oakville Hospital I have to take two buses 14 and 3 I live in Lakeshore Woods. By car takes only 15 minutes, by bus 1 hour and 1 minute!!! I work there on my way back I have to wait almost an hour when I finish work to catch the first bus and another hour into buses. Is a lot of time	Mississauga-Oakville. At certain periods buses to/from Mississauga and Oakville only show every 1h and need a few transfers.	Sometimes I avoid the 24 east because either too crowded/too much waiting or bad connections.	What discourages me is the lack of routes to go from one side of Trafalgar to the other. I have first to take a bus all the way to Go station or Sheridan or Walmart. Wait for the connection. This makes a ride to take way too much longer.
14, 18, 28 routes Sunday service is terrible as only once an hour for most routes.	If transit services allowed, I would travel more frequently to and from St. Ignatius of Loyola on 1550 1550 Nottinghill gate. It would be great to have more accessible routes to that location.	Yes, there have been instances where schedule misalignment has deterred me from taking planned trips. Specifically, on Bus Number 19, at stop 2233, around 11:00AM. I need to wait 30+ minutes for the bus to arrive at 11:51AM. Improved scheduling and capacity management would make the service more reliable.	Small buses, more often services and more routes

Q1: Where are you headed today? If you need to transfer routes, please tell us about it.	Q2: Is there a location that you would travel to/from more often if service allowed?	Q3: Has overcrowding or bus schedule alignment ever discouraged you from taking your planned trip? If so, please let us know the route, stop, and time of travel.	Q4: Are there other challenges you've experienced with transit service or routes? Tell us about what changes you would make to the transit service/system?
West Mississauga. Sometimes I end up catching 3 buses because the transfers don't align well/are not often frequent.	No	The timetable for 5 and 5A does not service the community well. Later evening buses should travel the 5A route. Buses should also align with Go Train services. Quite often people swap buses at Uptown Core in order to be able to make earlier trains.	Yes, please add ability to text a number with the number of the bus stop to find out when next bus is arriving, just like Toronto. As new homeowners in Oakville, we were absolutely horrified to get rejected by a bus driver on our way back (way there was fine) who blocked us from entering a bus and left us stranded for an hour, because we didn't have a muzzle on our dog. I found this rule on the website but this needs to be posted in site on the bus! I should have either been blocked by the first bus driver or at least warned, or better yet, put a sign up! Just like no shirt, no shoes etc. you can't expect me as a new resident to know to muzzle dog when no other transit systems do that. It was humiliating to get harassed by the driver and asked to get off the bus and left stranded.
Today, I'm not headed anywhere in particular. No need for route transfers at the moment.	I would love to travel to Oakville town centers to go to the gym. I currently travel by car because buses (e.g., 20 Northridge) only run every 1/2 hour.	Overcrowding has never discouraged me. Nor has bus schedule alignment.	Non direct routes/sometimes routes seem fragmented or split apart. More direct/crosstown routes/less looped routes and additional or later service. Also seems that a lot of routes end at the same destination and don't help much.
Oakville Go Station (to Toronto) from Oodenawi School	2525 Old Bronte Road Please consider a more direct route from Bronte to Palermo (return) without transfers. It is very hard to get to my doctor. I cannot afford ride sharing or taxis both ways.	See above.	Other challenges include limited accessibility to St. Ignatius of Loyola to Preserve Drive. I would propose adding more accessible routes to this destination, ensuring convenience for a larger population.
I mainly travel to the GO station, the Uptown Core, the Falgarwood area, & downtown Oakville. I only need to transfer routes when going to downtown Oakville.	To Dundas and Neyagawa if schedule was from Upper Middle Road and Neyagawa	Only bus schedule alignment. Arriving at Bronte station on the Go Train, taking a bus up Bronte is not frequent. Not getting me to work on time because it is infrequent service.	Ideally more buses would run at peak times as buses can be overcrowded at this time. Why can't drivers take their break at Oakville Go instead of Uptown Core on certain routes? Waiting at Uptown Core means later arrivals at Oakville Go Station, meaning trains are missed.
It can take anywhere from 51 minutes to 96 minutes to get to my doctor (2525 Old Bronte Road) from Marine Drive.	Yes! I would use Oakville transit more often to commute to work if there was better service. Its disappointing that service is not competitive with car-dependent travel. Using transit adds 15-30 minutes to my commute, most of that seems to be waiting at transfers.	14 bus, with all the St. Thomas Aquinos students on in afternoon - not one will offer seat to old people, totally packed to driver entrance. Every day...	Mainly the frequency of the routes. I would love it if every route had a bus running every 10 minutes, or at least every 15 minutes. Or at least have the most-used routes run every 15/10 minutes.
#13 eastbound to GO station should directly connect to #14 westbound from GO station. Most times as you are getting off #13 bus to transfer to #14 bus, the #14 bus leaves its post and you wait another 1/2 hour….	I would like to suggest that there be a hop on hop off service running along Lakeshore between Oakville downtown and Burlington downtown.	Fortunately, Overcrowding isn't a major problem most of time, as opposed to major cities.	Would make sure that new electric buses are NOT used to pick up people with handicapped issues …… in order to be able to use Care-A-Van one must be able via a doctors form to provide a handicap that makes travel by regular bus impossible !!……. Now you send these electric ones with steps MUSH too high for us to climb up !!!
Bronte and North Service Road. Transfer at Bronte Go stations.	Milton.		Your drivers are excellent but the schedules for Bronte leave much to be desired.

Q1: Where are you headed today? If you need to transfer routes, please tell us about it.	Q2: Is there a location that you would travel to/from more often if service allowed?	Q3: Has overcrowding or bus schedule alignment ever discouraged you from taking your planned trip? If so, please let us know the route, stop, and time of travel.	Q4: Are there other challenges you've experienced with transit service or routes? Tell us about what changes you would make to the transit service/system?
Oakville's recreational center. The route and timing, would depend on where and how far someone is coming from.	Connections with Burlington. Oakville's Recreational centres		Definitely. Some transit stops are dehumanizing and unsafe. Take for instance North Service Road, you are dropped off on a gravel shoulder with fast traffic, no shelter/seating. We prioritize automobile traffic flow and speed over people using transit. Late or early busses can make or break a trip due to infrequency.
			Removal of buses on Old Abbey Lane has impacted my ability to take transit.
			Oakville transit from the Uptown area starts too late in the morning. Everywhere outside of Oakville buses start earlier and can help you get to work on time. I have been unemployed in Oakville for a year because every manufacturing job I apply for I cannot make it to the 7am start. If the bus would just start half an hour earlier then we would have the same privileges that the rest of Halton enjoy. Even Milton has earlier buses. I am hoping that by just starting half an hour earlier this will allow people a choice to not have to purchase a car. Half an hour is not much to ask to give Oakville a chance to be an equal to other cities in modern transit and also help fight climate change. Other than the Oakville Transit making it hard to gain employment it is a great service.
			You need a bus shelter at the connecting Mississauga 24 bus stop, it's way at the end of the platform. And drivers don't stop for long (if you are not outside waiting). Some drivers do not wait for elderly to sit down - dangerous driving.
			Fortunately, I haven't had major challenges for transit here in Oakville, as opposed to major cities which I have had many challenges.

Oakville Transit Five-Year Business Plan

Consultation Summary Report (Second Round)

Oakville Transit

June 25, 2024

Contents

Figures

Tables

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1 Consultation Overview

1.1 Goals & Objectives

Oakville Transit is preparing a new Five-Year Business Plan which will incorporate the key principles of:

- Preparing Oakville Transit for growth.
- Maximizing the potential of new service strategies, with a view to making significant gains in cost recovery and ridership levels.
- Planning for easy, convenient, and direct connections to future rapid transit services.

Engagement of the public, key stakeholders and transit customers is essential for the successful development of the Oakville Transit Five-Year Business Plan. This summary report outlines the engagement activities conducted to inform stakeholders and the public about the study, ways to participate, and the feedback received during the second phase of public consultation.

The primary objectives of the second round of public consultation were to:

- Introduce proposed route network changes to the public.
- Collect input on the transit customers' current transit travel, as well as sentiments and recommendations related to the proposed network.
- Discuss next steps in crafting and implementing the Oakville Transit Five-Year Business Plan.

1.2 Organization of Consultation

The second round of consultation took place from March 27th, 2024, to April 23rd, 2024, offering both in-person and virtual opportunities for community involvement. Throughout this period, a seven-question survey, aimed at presenting the initial findings and gathering additional feedback to inform the Final Oakville Transit Five-Year Business Plan, was hosted on Oakville Transit's project webpage. This provided an opportunity for citizens to review project information and provide online feedback at their convenience. The online survey questionnaire is provided in **Appendix A**.

Additionally, on April 10th and April 11th, 2024, the public had the opportunity to participate in in-person consultations within the community. Project staff organized six advertised Drop-In events in the community. During these in-person events, project staff answered questions about the study, gathered

attendee recommendations and opinions related to proposed new routing and scheduling, and collected feedback regarding Oakville Transit. The Drop-In boards are provided in **Appendix B.**

Furthermore, a Drop-In event was organized for Oakville Town Council members to receive their feedback on the Draft Oakville Transit Five-Year Business Plan, followed by a meeting with Oakville Transit staff to discuss and gather their feedback.

A summary of these activities can be found in **Table 1** below.

Table 1: Key Consultation Activities – Round 2

Consultation Activity	Date/Time
Council Member Drop-In	March 25, 2024, two afternoon sessions.
Online Survey (hosted at www.oakvilletransit.ca/about-us/oakville-transit-five-year-business-plan)	March 27, 2024, to April 23, 2024
Drop-In Event (hosted at Queen Elizabeth Park Community and Cultural Centre)	April 10, 2024, from 9:00 am to 12:00 pm
Drop-In Event (hosted at Glen Abbey Community Centre)	April 10, 2024, from 2:00 pm to 5:00 pm
Drop-In Event (hosted at Sixteen Mile Sports Complex)	April 10, 2024, from 6:00 pm to 8:00 pm
Drop-In Event (hosted at Oakville Trafalgar Community Centre)	April 11, 2024, from 9:00 am to 12:00 pm
Drop-In Event (hosted at Oakville Public Library)	April 11, 2024, from 2:00 pm to 5:00 pm
Drop-In Event (hosted at Iroquois Ridge Community Centre)	April 11, 2024, from 6:00 pm to 8:00 pm
Oakville Transit Staff Meeting	April 21, 2024, from 11 am to 2 pm

1.3 Notification & Communications

Oakville Transit and the Town of Oakville utilized various social media platforms to share information about engagement opportunities. A summary of these efforts can be found in **Table 2** below, while examples of social media posts are provided in **Figure 1**, **Figure 2**, **Figure 3**, and **Figure 4** below.

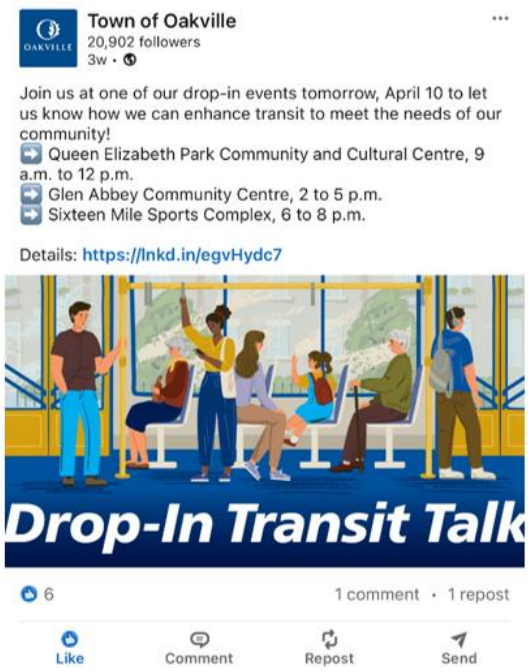
Table 2: Social Media Engagement Summary

Account	Platform	Dates
Oakville Transit	Facebook	March 28th, March 30th, April 1st, April 3rd, April 5th, April 9th, and April 10th,
Town of Oakville	Facebook	March 27th, April 5th, and April 9th
Town of Oakville	Instagram	March 27th
Town of Oakville	LinkedIn	April 9th and April 10th
Oakville Transit	Twitter/X	March 28th, April 1st, April 3rd, April 5th, April 9th, and April 10th

Figure 1: Snapshot of Oakville Transit and Town of Oakville Facebook Page Posts detailing the Drop-In and Survey Information (March 28 and April 5, 2024)

Figure 2: Snapshot of Town of Oakville Instagram Page Post detailing the Drop-In and Survey Information (March 27, 2024)

Figure 3: Snapshot of Town of Oakville LinkedIn Page Posts detailing the Drop-In and Survey Information (April 9 and April 10, 2024)



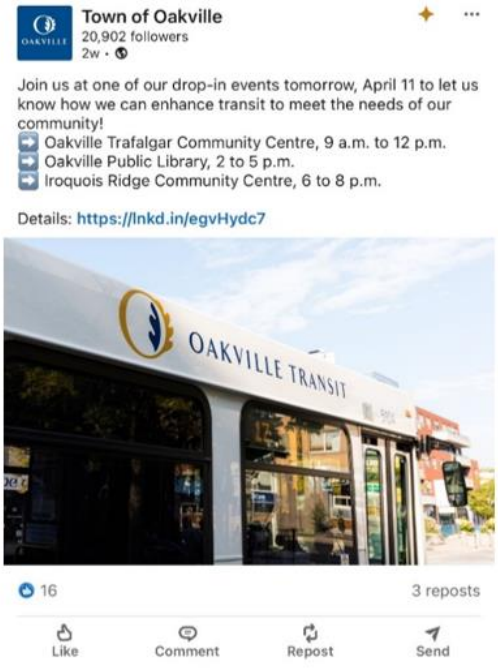


Figure 4: Snapshot of Town of Oakville Twitter/X Posts detailing the Drop-In and Survey Information (March 28, 2024)

2 Feedback Summary

2.1 Drop-In Transit Talk Events

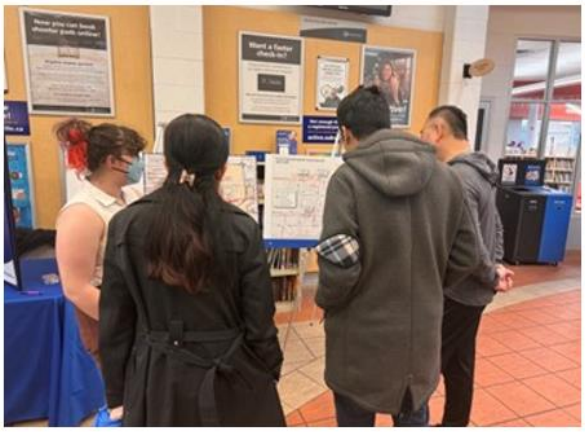
At the six Drop-In Transit Talk events, approximately 600 individuals observed the Drop-In set-ups, and approximately 80 attendees provided their feedback.

Most members of the public who provided feedback were Oakville Transit users, but many members of the public who stopped at the Drop-In booths were not Oakville Transit users and declined to provide feedback for that reason. A few respondents mentioned that they might start using transit or would use it more if proposed changes were implemented.

2.1.1 General Feedback

Participants at all locations expressed a strong interest in increased service frequency and were particularly interested in better frequencies during off-peak hours. They also expressed support for additional connections to GO stations. Recommendations included better synchronization of bus connections at GO stations with the arrival and departure of GO trains, along with a reasonable buffer to facilitate smooth and reliable transfers. Participants were interested in the possibility of having Oakville Transit information such as schedules, maps, and real-time arrival data available at all GO stations.

Figure 5: Drop-In Events Snapshot: Iroquois Ridge Community Centre (left) and Oakville Public Library (right)



Additionally, participants expressed a desire for more information and infrastructure at Oakville Transit stops, including improved digital resources and additional maps, schedules, and real-time data. A representative from the Canadian National Institute for the Blind (CNIB) attended a Drop-In session to advocate for accessibility-focused infrastructure improvements for blind and low-vision travelers.

Key destinations mentioned by participants included Downtown Oakville and the Oakville Trafalgar Memorial Hospital. Multiple participants at Drop-In sessions in all locations expressed strong interest in a fixed-route service for North Oakville, emphasizing that this service would enable new residents to rely on public transportation instead of private vehicles and would also provide transportation options for students attending schools in the area.

In general, the following key themes emerged during the Drop-In Transit Talk:

1. Desire for increased frequency, including off-peak service.
2. Desire for better coordination with GO Transit.
3. Desire for physical and digital infrastructure improvements to support convenience and accessibility.

2.1.2 Feedback on Specific Routes

In addition to the general feedback, additional feedback was collected at Drop-In sessions specifically on the existing network and proposed draft route network presented to the public for review.

Figure 6: The Existing System Map Presented in Drop-In Sessions

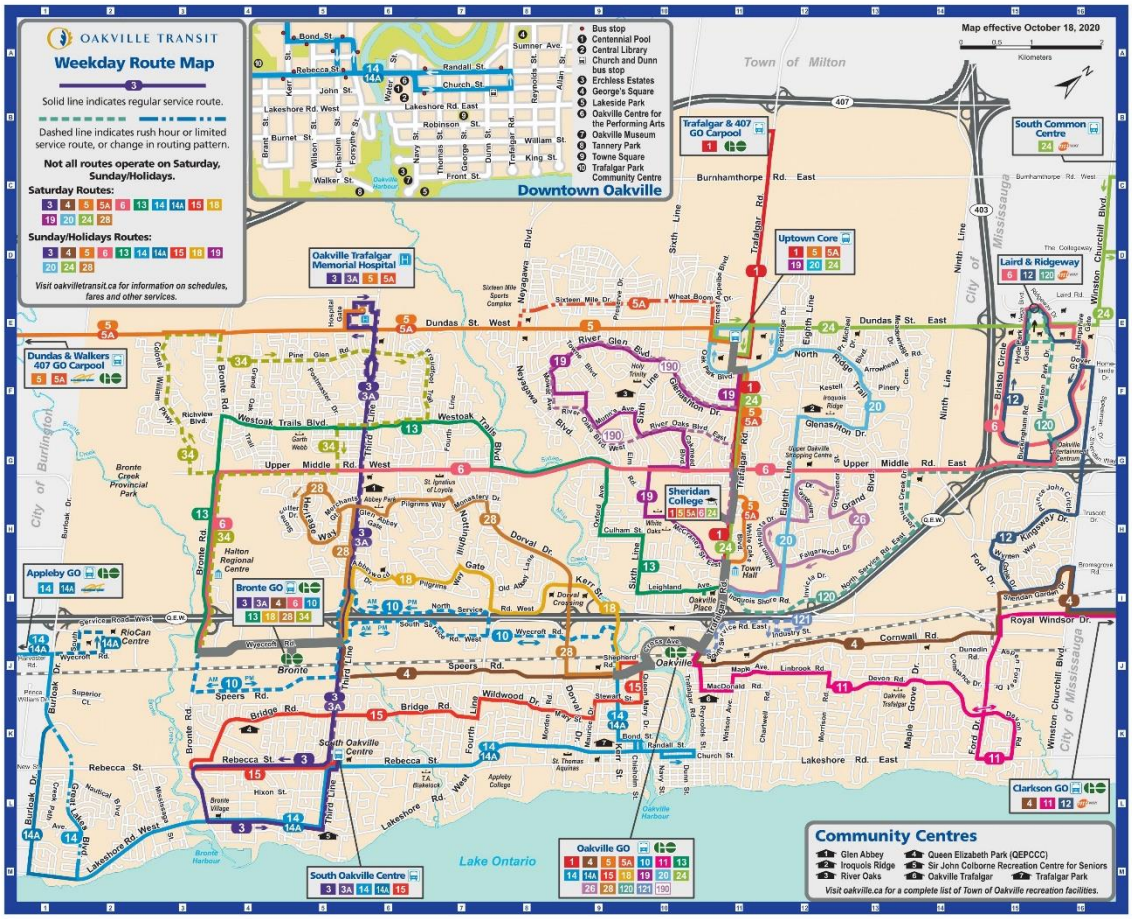
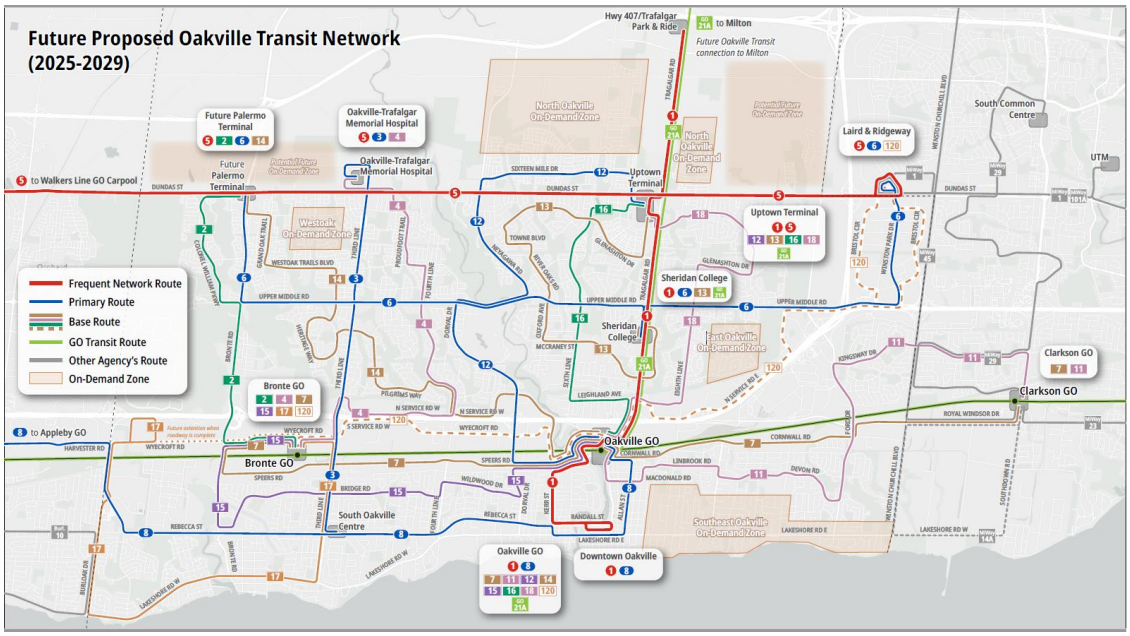


Figure 7: The Proposed Network Presented in Drop-In Sessions



Comments regarding the routes included:

- **Previous Route 14 / Proposed Route 8:** Lakeshore Road was emphasized as a more important corridor compared to Rebecca Street west of Third Line.
- **Previous Routes 18 and 28 / Proposed Route 14:** There were recommendations to maintain east-west service along Pilgrims Way in the Glen Abbey neighbourhood, similar to the current Routes 18 and 28.
- **Route 3:** Suggestions were made for a proposed Route 3 to maintain its connection to Bronte GO, as well as maintain a direct connection between Bronte Village and the Oakville Trafalgar Memorial Hospital at both ends, mirroring the existing Route 3.
- **Route 15:** Suggestions were made for Route 15 to remain on Queen Mary Drive instead of being shifted to Dorval Drive due to its higher density and greater coverage of low-income areas.

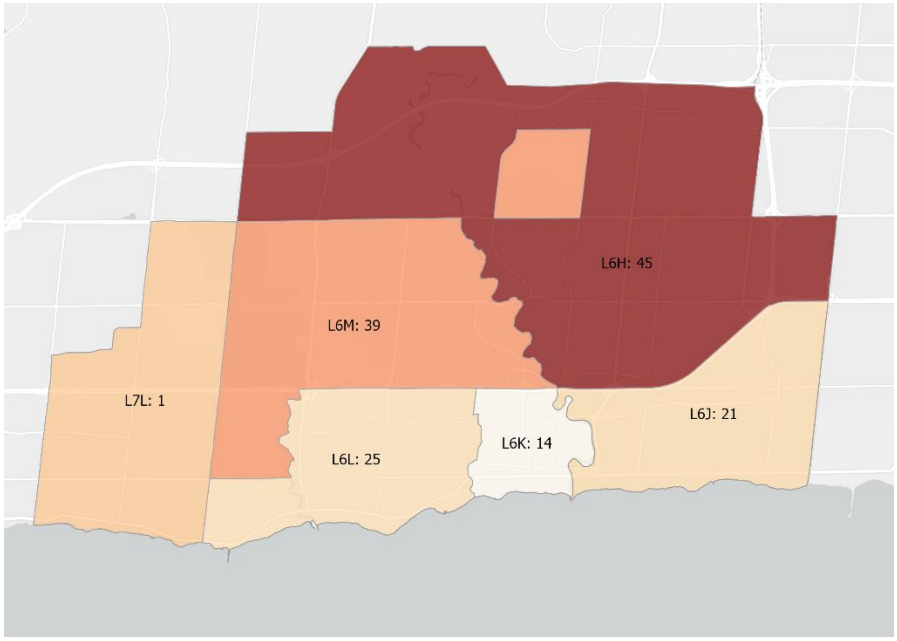
2.2 Oakville Transit Five-Year Business Plan - Online Survey

The online survey was live from March 27th, 2024, to April 23rd, 2024, and had a total of 156 responses.

2.2.1 Survey Respondents' Postal Codes and Total Counts

Figure 8 illustrates the distribution of survey respondents by postal codes. The highest response rates were from residents of North Oakville and Central Oakville.

Figure 8: Survey Respondents' Postal Codes and Counts in Oakville



2.2.2 Demographic Profile of Online Survey Respondents

Responses to the online survey also skewed towards Oakville Transit users, though not as strongly as Drop-In responders, as seen in **Figure 9**. The majority of respondents were adults over 20, with nearly 40% being over 65, as depicted in **Figure 10**.

Figure 9: Patterns of Transit Use Among Online Respondents

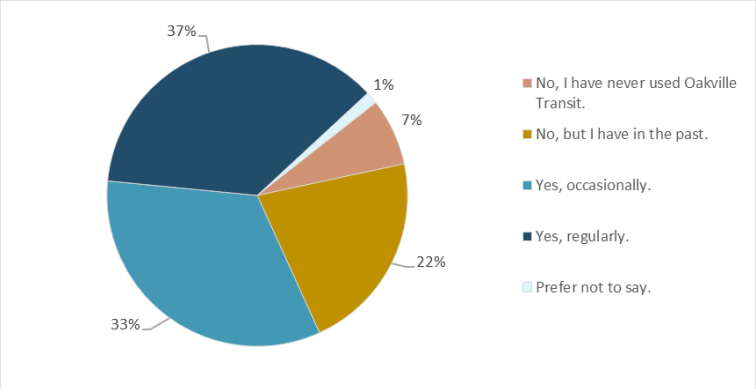
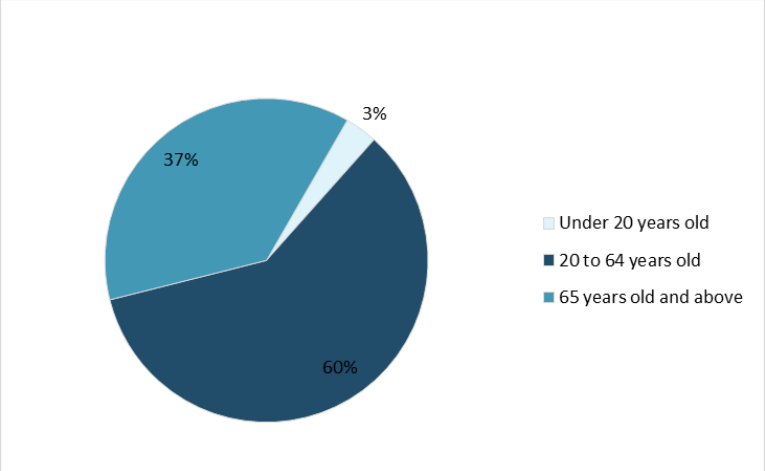


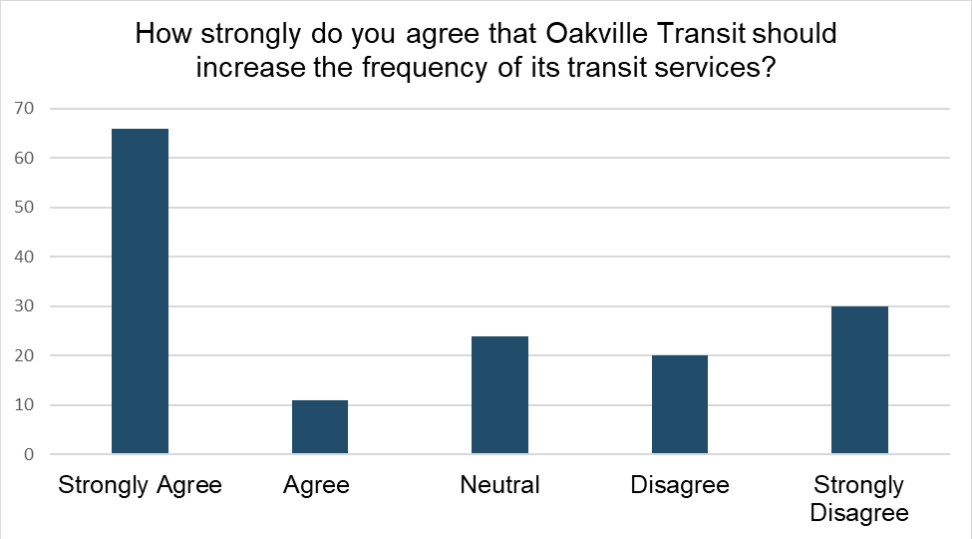
Figure 10: Age Distribution of Online Survey Respondents



2.2.3 Transit Service Feedback and Importance Ratings

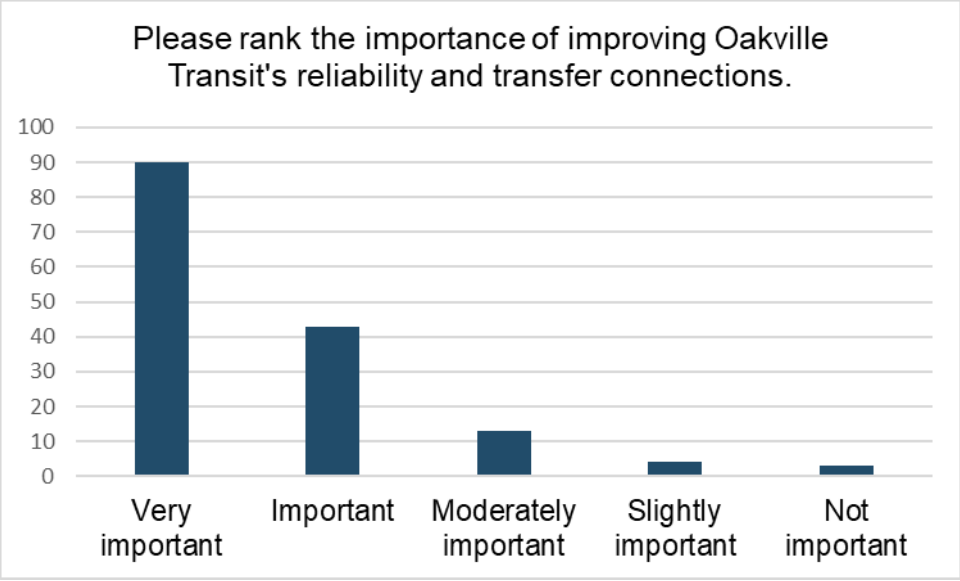
The fourth survey question focused on understanding respondents' support for increasing the frequency of Oakville Transit services. The survey results for this question are illustrated in **Figure 11**. The majority of respondents expressed support (50%, including strongly agree and agree) for enhancing the frequency of Oakville Transit services. The remaining respondents either had no comments or were satisfied with the current frequency of Oakville Transit routes.

Figure 11: Frequency of Responses Regarding Support for Increasing Transit Service Frequency



The fifth survey question asked participants to rank the importance of improving Oakville Transit's reliability and transfer connections. The survey results for this question are illustrated in **Figure 12**. The survey results indicate that a significant majority of respondents (76.5%) rank improving Oakville Transit's reliability and transfer connections as either "Very important" or "Important".

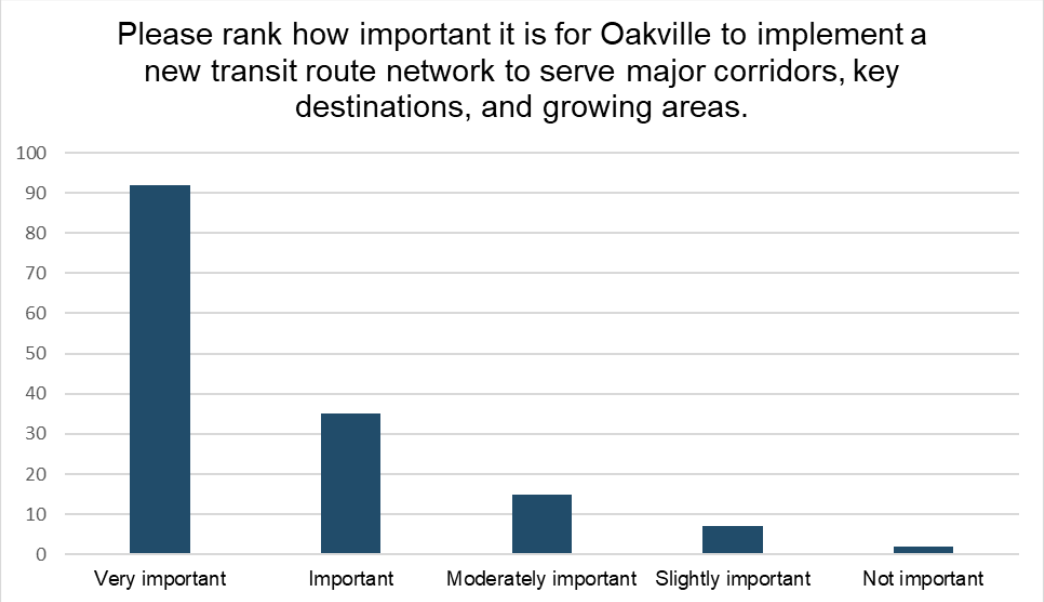
Figure 12: Ranking of the Importance of Improving Oakville Transit's Reliability and Transfer Connections



The next survey question sought participants' opinions on the importance of implementing a new transit route network to serve major corridors, key destinations, and growing areas in Oakville. The survey results for this

question are depicted in **Figure 13**. Analysis reveals that a substantial majority of respondents (84%) consider the implementation of a new transit route network as either "Very important" or "Important".

Figure 13: Ranking of the Importance of Serving Key Destinations



2.2.4 General Feedback

Respondents were provided an open-ended opportunity to share written comments as part of the online survey question. From these responses, two key themes emerged:

1. Desire for increased frequency and off-peak service.
2. Desire for better coordination and reliability to facilitate transfers.

In addition to these themes, there were several consistent concerns and recommendations related to specific proposed routing changes. Many of these were consistent with the suggestions made during Drop-In events.

Respondents expressed particular interest in the following potential connections in the proposed network:

- Direct access to the Oakville Trafalgar Memorial Hospital from all areas of Oakville without requiring a transfer.
- Establishing connections with neighbouring municipalities, potentially through continuous direct routes.
- Access to shopping areas and downtown locations.
- Maintaining connections along Lakeshore Road West.

- Implementing fixed-route connections specifically catering to North Oakville.

Regarding aspects beyond scheduling or routes, respondents mentioned the following:

- Improved technological features at stops and online platforms for real-time schedule tracking.
- Enhanced accessibility measures are sought for stops and buses, especially catering to individuals with physical and sensory disabilities.
- Upgraded stop infrastructure, including better weather protection and improved maintenance.
- Transitioning to smaller and/or electric buses to mitigate the operation of large diesel buses when they are underutilized.

The online survey also highlighted the following concerns:

- Seniors residing along Lakeshore Road West expressed notable concerns about accessibility to the Oakville Trafalgar Memorial Hospital.
- The primary negative feedback received centered around potential increased costs to taxpayers due to heightened frequency or service. However, comments on this theme were relatively few.

2.2.5 Feedback on Specific Routes

The following feedback was collected from the online survey specifically on the proposed draft route networks.

- **Previous Route 14 / Proposed Route 8:** Prefer this route to continue to go along Lakeshore West rather than Rebecca. A more frequent route with access to downtown is preferable for seniors and prevents a need to transfer from the proposed Route 17 for those living further south. The current route is heavily used, including as a connection to Downtown.
- **Previous Routes 13 and 28 / Proposed Route 14:** Prefer this route connects to Bronte GO rather than Oakville GO. It allows more direct access to the GO network for West Oak residents and a more direct route in general.
- **Proposed Route 3:** Prefer this route to continue down towards Lakeshore where the existing loop is to allow seniors a direct

connection to the Oakville Trafalgar Memorial Hospital. Also prefer for this route to connect to Bronte GO.

- **Proposed Route 5:** Strong support for increased frequency along this route, specifically during off-peak times. Respondents also noted the need for real time information displays and training for drivers interacting with seniors and special needs passengers along this route as it serves the Oakville Trafalgar Memorial Hospital. A route should extend into Mississauga to allow direct connections to the South Common Centre.

2.3 Council Drop-In Sessions

The Council Drop-In Sessions were attended by five council members, as well as Oakville Transit and HDR staff.

Figure 14: Council Drop-In Session on March 25th, 2024

The presentation and meeting minutes from the council session are provided in **Appendix C.**

2.3.1 Council General Feedback

Council members expressed general support for increased frequency and off-peak service, with a particular focus on additional service to schools, GO stations, and Downtown areas. Additionally, members recommended

implementing training programs for both drivers, emphasizing customer service, and for members of the public, providing informational training on public transit usage.

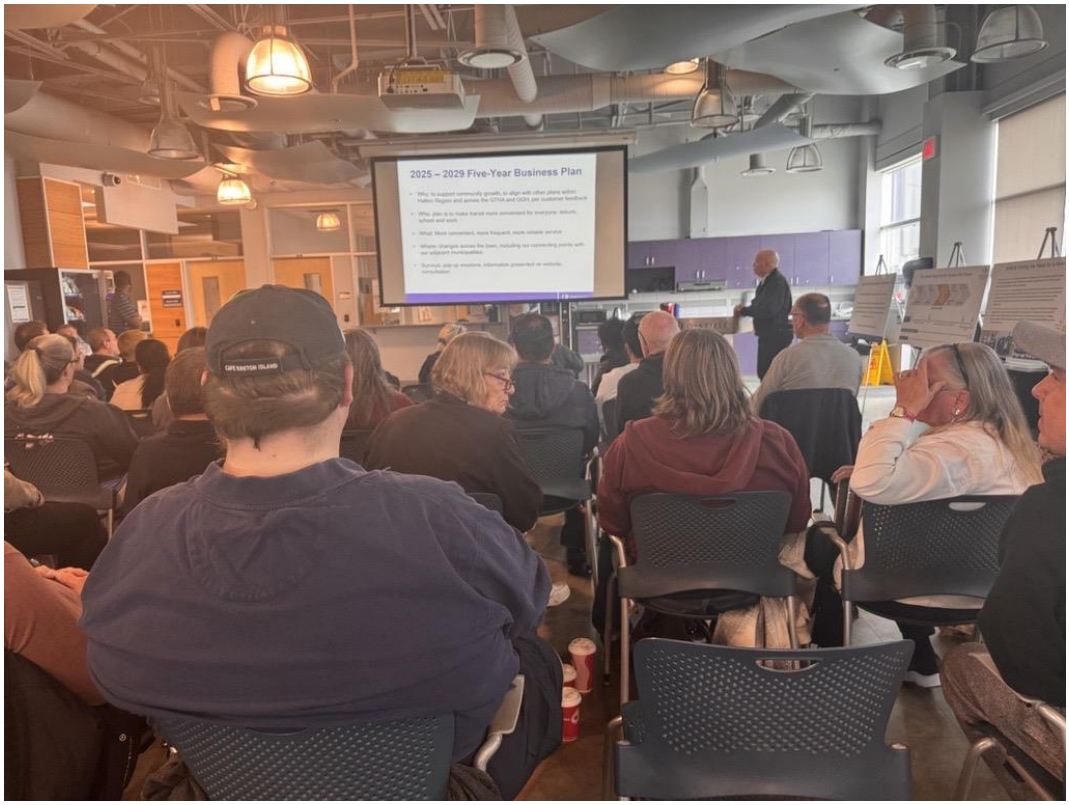
2.3.2 Feedback on Specific Routes

Members of the council suggested that a route from Bronte Village to downtown should be maintained, as well as a route from Bronte Village to Bronte GO and Palmero Terminal. Members also expressed concern about access from North Oakville with the removal of current Route 5A.

2.4 Oakville Transit Staff Engagement

Oakville Transit staff were broadly supportive of the proposed Oakville Transit Five-Year Business Plan including the proposed route network, frequency improvements, and expansion of the On-Demand areas.

Figure 15: Oakville Transit Staff Engagement Session on April 21, 2024



3 Findings

The feedback collected from various sources, including the Online Survey and six Drop-In Transit Talk events has identified key areas that require

Oakville Transit's consideration as the Oakville Transit Five-Year Business Plan is finalized. These areas are highlighted below:

1. Schedule Frequency:
    - Users expressed a desire for increased service frequency, particularly during off-peak periods.
    - The existing 30-minute or one-hour intervals for most buses were deemed insufficient.
    - Many users face challenges making connections to other routes and trains due to existing schedules.
    - Oakville Transit's shorter hours compared to GO and neighbouring local systems make it difficult for Oakville residents to complete longer trips using public transportation.
2. Transfers and Reliability:
    - Delays and poor on-time performance combine with infrequent schedules to make connections between buses difficult, time-consuming, and unreliable.
    - Poor timing coordination with GO transit combined with delays and lack of reliability makes it difficult to reliably transfer between systems.
3. Supportive Infrastructure:
    - Residents were interested in additional information at bus stops, including more complete schedule and route information.
    - Transit users wanted access to real-time arrival information both on their own devices and at stops.
    - Users wanted physical infrastructure, vehicles, and information to be more accessible to riders with physical and sensory disabilities.
    - Weatherproofing of bus stops for both summer and winter, both through physical infrastructure and timely maintenance was desired.
4. Specific Route Suggestions:
    - Residents suggested that the proposed Route 8 to run along Lakeshore Road West instead of the proposed Route 17.
    - Residents were interested in the proposed Route 3 continuing further south, making a stop at Bronte GO, and connecting to Oakville Trafalgar Memorial Hospital.
    - Transit users suggested a re-think of the proposed Route 14 to ensure good neighbourhood connections to Bronte GO are maintained, as well

as to ensure strong east-west connections through the centre of the city.

- Residents throughout the city were interested in fixed-route service to North Oakville within the timeframe of the Oakville Transit Five-Year Business Plan to support grade school students and new residents.

4 Next Steps

The feedback received from the public and stakeholders will inform the final version of the Oakville Transit Five-Year Business Plan.

Appendix A: Online Survey Questionnaire

Online Survey Questions

1. Please enter your postal code in the box below.

2. Please select the age category that best represents you:
    1. Under 20 years old
    2. 20 to 64 years old
    3. 65 years old and above
3. Are you a user of Oakville Transit?
    1. Yes, regularly.
    2. Yes, occasionally.
    3. No, but I have in the past.
    4. No, I have never used Oakville Transit.
    5. Prefer not to say.
4. **Transit Service Frequency —** How strongly do you agree that Oakville Transit should increase the frequency of its transit services?
    1. Strongly agree
    2. Agree
    3. Neither agree nor disagree
    4. Disagree
    5. Strongly disagree
5. **Reliability and Transfer Connections —** Please rank the importance of improving Oakville Transit's reliability and transfer connections.
    1. Not Important
    2. Slightly Important
    3. Moderately Important
    4. Important
    5. Very Important
6. **Transit Route Network —** Please rank how important it is for Oakville to implement a new transit route network to serve major corridors (e.g., main roadways such as Trafalgar Road and Dundas Street), key destinations (e.g., community services, shopping malls, and hospitals), and growing areas.

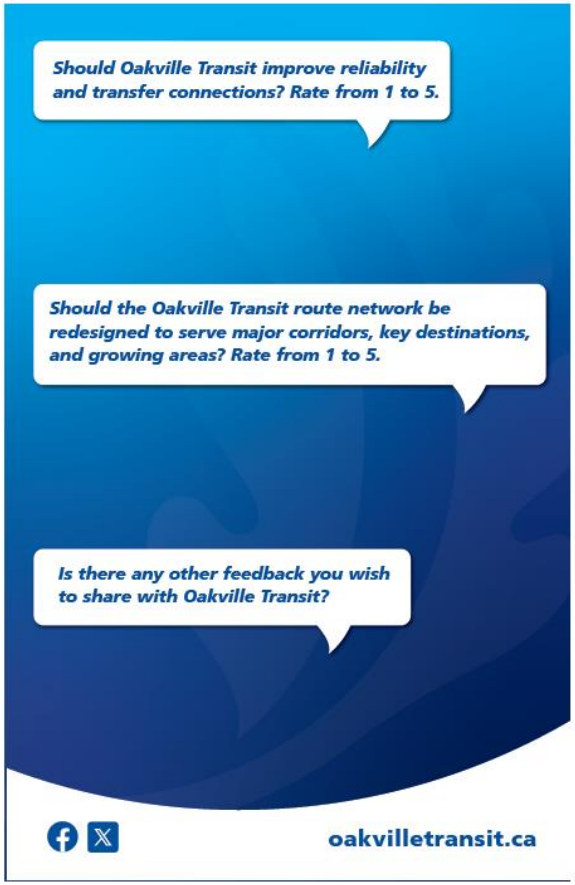
1. Not Important
2. Slightly Important
3. Moderately Important
4. Important
5. Very Important

7. Do you have any additional feedback on the proposed network, or any other strategic components completed to date in the development of the Oakville Transit Five-Year Business Plan? (Link to slide deck).

Appendix B: Drop-In Boards


Do you use Oakville Transit?
Please respond with either Yes or No.
Should Oakville Transit increase service frequencies? Rate from 1 to 5.
oakvilletransit.ca


Drop-In Transit Talk
Share your feedback to help shape Oakville Transit's 5-Year Business Plan.
Let us know how we can improve services for the community.
Write your thoughts on a sticky note, using a scale of 1 (Strongly Disagree) to 5 (Strongly Agree) for most questions.
Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree
1
2
3
4
5
OAKVILLE TRANSIT


Should Oakville Transit improve reliability and transfer connections? Rate from 1 to 5.
Should the Oakville Transit route network be redesigned to serve major corridors, key destinations, and growing areas? Rate from 1 to 5.
Is there any other feedback you wish to share with Oakville Transit?
oakvilletransit.ca

Appendix C:

Council Drop-In Session- Minutes

Minutes

Project:	Oakville Transit 5-Year Business Plan (OTBP)
Subject:	Council Drop-In Session
Date:	Monday, March 25, 2024
Location:	Town of Oakville Town Hall

Attendees:

Oakville Transit
Adrian Kawun (AK) – Oakville Transit
Joanne Phoenix (JP) – Oakville Transit

HDR
Jonathan Chai (JC) – HDR
John Hubbell (JH) – HDR
Sophia Saedi (SS) – HDR

Town of Oakville Members of Council
Councillor Sean O'Meara - Ward 1
Councillor Janet Haslett-Theall - Ward 3
Councillor Scott Xie - Ward 7
Councillor Jeff Knoll - Ward 5
Councillor Tom Adams - Ward 6

	Topic

	Bus Frequency and Routing:
	• Councillor Sean O'Meara:
	  • Proposed increasing the frequency of buses and adding routing coverage.
	  • Advocated for a more grid-like network.
	  • Direct route suggestions:
	  o Lakeshore connecting Bronte Village to Downtown.
	  o Bronte Road from Bronte Village to Bronte GO and Palermo Terminal.
	• Councillor Janet Haslett-Theall:
	  • Suggested a more frequent weekend/special event connection between Oakville GO and Downtown (consider a shuttle?).
	  • Noted a proposed new road identified in the Midtown study that Route 1 could utilize.
	• Councillor Tom Adams:
	  • Expressed concern about the removal of Route 5/5A running on White Oaks, potentially causing inconvenience for seniors traveling to the GO station or Uptown Core.
	Travel Training:
	• Councillor Janet Haslett-Theall:
	  • Emphasized providing travel training to the public on transit usage.
	School Transit Services:

	Topic

	• Councillor Scott Xie:
	  • Recommended considering increasing transit services to schools to address overcrowding issues.
	
	Customer Service Training:
	• Councillor Jeff Knoll:
	  • Recommended customer service training to drivers.
	
	Free Fare Transit:
	  • A question was raised if during the survey feedback or pop-up sessions, there were any discussions/questions regarding free fares. The answer was no; the issue of free fares did not come up.

Appendix C – Service Design Guidelines

Oakville Transit 5-Year Business Plan

Service Guidelines 2025

OAKVILLE TRANSIT

Overview

The Transit Service Guidelines noted below are organized into categories based on transit system guidelines, individual route guidelines, and planning, operational and other criteria. The Guidelines help manage system and route performance and guide system planning and operations. The criteria definitions are from the CUTA Canadian Conventional Transit Statistics database.

The system and route guideline data requirements are derived from the standard data elements of service area population, service area size, annual hours of operation, annual ridership (linked trips), annual operating expense, annual revenue, route level boarding passengers (unlinked trips), etc.

The Guidelines described below are considered the minimum requirements for monitoring transit system and route performance. The Guidelines require a minimum of data and provide an effective level of performance monitoring with a minimum of effort.

Oakville Transit Service Guidelines

It is recommended that Oakville Transit work towards achieving the following Guidelines over the 2025 to 2029 period.

System Guidelines

Hours of Operation Per Capita

(Revenue vehicle hours divided by service area population, reported annually)

- 2029 Target: 1.2

Passengers Per Operating Hour

(Regular service passengers (linked trips) divided by revenue vehicle hours reported annually)

- 2029 Target: 20.0

Passengers Per Capita

(Regular service passengers (linked trips) divided by service area population reported annually)

- 2029 Target: 16.0

Revenue to Cost Ratio

(Total operating revenues divided by total direct operating expenses reported annually)

- 2029 Target: 25% (Note: this may need to be modified given the implementation of fare free initiatives)

Route Guidelines

Service Types

- **Frequent Transit Network (FTN):** Major corridor routes that operate at a frequency of 15 minutes or better every day from at least 0700 to 2100 and may be less frequent at other times.

- **Primary Network:** Major corridor routes that operate at a frequency of 15 minutes weekdays from 0700 to 1900 and less frequent at other times depending on demand. May develop into future FTN routes.

- **Base Network:** Local routes and On-Demand Service that connect with and serve the areas between the FTN and Primary Transit Networks. These services would operate at a frequency of 15 minutes during weekday peaks and less frequent at other times.

- **Special Purpose Routes:** School Specials, Industrial and Express Routes. Frequency and hours of operation would vary depending on demand.

    - Express services can be considered if they meet 2 criteria:
        - The express service design saves at least 15% of travel time relative to the current service design and;
        - The majority of passengers can board and alight at express stops

Route Performance

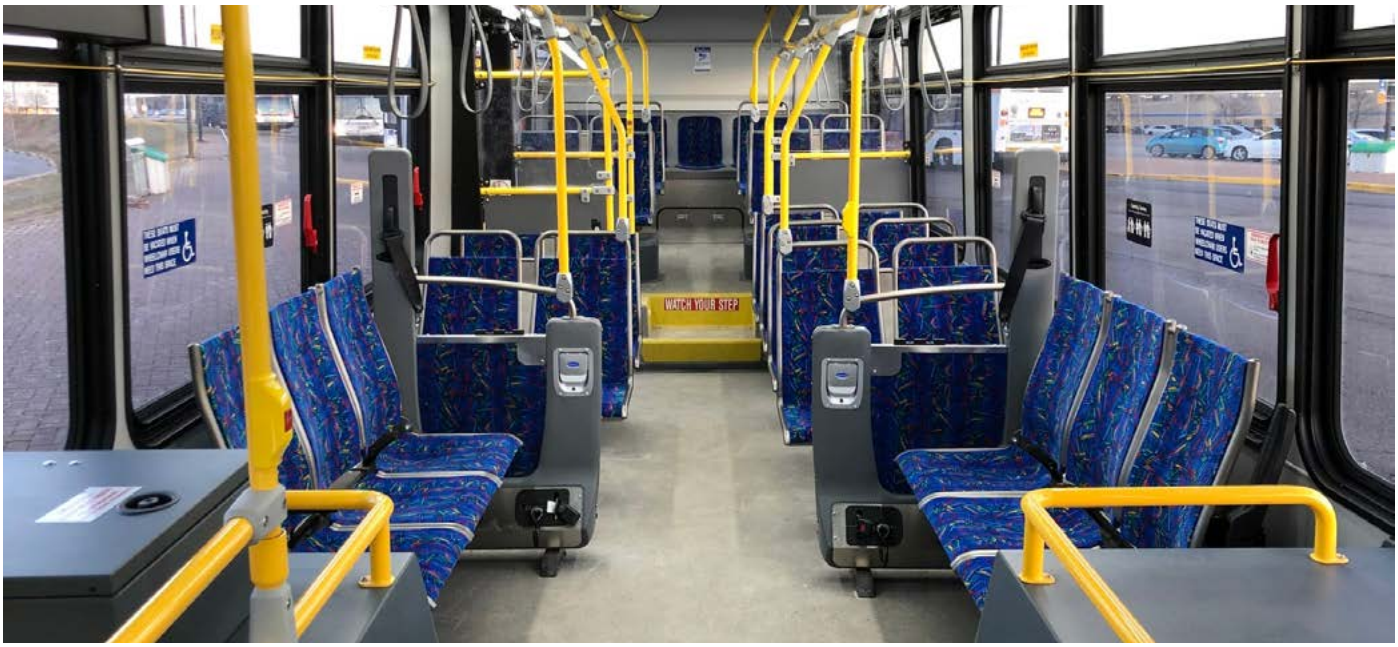
Boarding Passengers (unlinked trips) per Operating Hour

(Boarding passengers (unlinked trips) per route divided by route operating hours reported monthly)

- Minimum 25 on a Frequent Transit Network and Primary Network route.
- Minimum 15 on a Local route.
- Minimum 20 on Express and Industrial routes.
- Minimum 10 on a School Special route.
- Minimum 2.5 trips per hour on On-Demand services.

On-Time Performance

- Target: 90% of trips depart time points within 0 to -3 minutes of schedule reported monthly.



Planning Criteria

Service Coverage

Within the urban area of the Town as defined by the Official Plan, 90% of residents within 400 meters of a bus stop. Areas may be considered for transit service if they are beyond a 400-meter walk from an existing transit route. The Transit system shall serve the urban area of the Town as defined by the Official Plan, subject to the provisions of the approved service design standards and recognizing the need to operate limited service beyond Town limits to facilitate and encourage service integration with neighboring communities.

Routes should be designed for optimal customer service with consideration to geographical coverage, minimal duplication of services, convenient transfers and waiting time between transfers, ease of system use, optimization of fleet resources and minimum travel time (directness of routes).

All routes should operate on consistent headways throughout the day, with increased frequency on designated routes during peak operating times. As well, routes should remain unchanged throughout the periods of operation.

Accessibility

Oakville Transit will provide travel information to all potential care-A-van (para- transit) passengers, to encourage use of conventional transit service whenever possible, thereby enabling specialized door to door services to better serve those that do not have a choice.

Winter control activities at bus stop landing areas shall be scheduled within 48 hours of a snowfall.

In all matters of accessibility, staff will refer to the Annual Accessibility Plan for identification of barriers and strategies to eliminate same. Standards will be reviewed and adjusted as required by Accessibility for Ontarians with Disabilities Act (AODA) standards being developed.

The accessibility of bus stops is identified in the bus stop design guidelines ensuring compliance with the AODA Built Environment Standards, Transportation Standards, and Information and Communications Standards.

Span of Service

- **Weekdays:** 06:00 to 24:00
- **Saturdays:** 07:00 to 24:00
- **Sundays:** 08:00 to 20:00

Vehicle Capacity / Passenger Loads

- The maximum load of a 12 or 16-metre bus should be 150% of its seated capacity. If trips regularly exceed this passenger load, then additional service should be considered.
- Service on high-speed highways should be limited to seated loads.
- On-demand and Specialized Service should be limited to seated loads.

New Service Implementation

The implementation of new transit service should be based on the following considerations:

- Service implementation should be subject to the provision of streets appropriately located and constructed for transit use.
- The location of a new service area should be contiguous to an existing service area so that a route would have ridership generation potential along the entire length.
- A new route or route extension should only proceed if the minimum policy ridership target can be achieved.
- Expansion of service should be staged by the service periods based on achieving a minimum ridership target. While the sequencing is subject to the individual characteristics of the service area and customer demand, transit service within a service area should generally be implemented in the sequence as follows:

1. Weekday AM and PM Rush Hours.
2. Weekday midday service between the AM and PM Rush Hours.
3. Saturday service.
4. Evening service on all weekdays and Saturdays.
5. Sunday service.

New Routes

Services introduced in new areas not previously served should be guaranteed for a minimum of 12 months to ensure enough time for travel patterns to adjust. At the end of the 12-month period, the service must meet the minimum Route Performance threshold.

Extensions to existing routes

Extension to existing routes will be evaluated against existing services and implemented on a priority basis, subject to budge availability for a period of 6 months. After 6 months of operation, routes are reviewed to determine if they quality for continuation based on current data.

Routes whose performance does not meet approved standards shall undergo substantial review and revision to improve their economic performance to bring them within the limits of the standards. If such revisions are not possible, discontinuation of service on the route shall be recommended by staff.

Route Changes

Routing proposals must meet 4 principal routing criteria

1. Routes must be safe and operationally feasible
2. There should be no major deviation of a corridor service, except at the end of routes
3. The route should serve an area not already served
4. There should be no avoidable duplication of service

If any of these criteria cannot be met, the proposal should be reconsidered. If it passes the initial criteria, the proposal should be further assessed to ensure that it has a positive net benefit; that more riders would benefit from the change those who would be inconvenienced. Finally, the additional cost of the new route, route portion, or routing change, and the economic performance are calculated. If the economic performance is above average, the change can be implemented, subject to the availability of funds within the approved transit operating budget.

Operational Criteria

Operational Criteria should be monitored monthly, and a trend analysis should be performed to understand how these metrics are changing over time.

- Missed Trips or 'Trips not Accounted For" (trips not delivered as scheduled due to mechanical breakdowns, operator sick/late, traffic, accident, Police, Fire and Emergency Services, and inclement weather per month and annually)
- Mean Distance Between On Road Failures (revenue vehicle kms / on road failures per month and annually)
- Vehicle Accident Rate / Vehicle In Contact With An Object (vehicle accidents per month and annually)
- Passenger Accident Rate (number of reported passenger slips, trips, and falls per month and annually)
- Customer Service Concerns (number of customer concerns registered per month and annually)

Other Criteria

Additional criteria to be considered and monitored include:

- Crimes Against Property (number of reported transit property crimes/ incidents per month and annually)
- Crimes Against People (number of reported crimes against transit customers per month and annually)

Contact us

Call
905-815-2020

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transit@oakville.ca

Follow us on Twitter and Facebook @oakvilletransit

Mailing address
1225 Trafalgar Road,
Oakville, ON
L6H 0H3

Visit us
430 Wyecroft Road, Oakville

Office hours
Monday to Friday,
8:30 a.m. to 4:30 p.m.
Closed statutory holidays.

OAKVILLE TRANSIT

Appendix D – Bus Stop Design Guidelines

Oakville Transit

Five-Year Business Plan

Bus Stop Design Guidelines

Oakville Transit

July 22, 2024

Contents

Table of Figures

1 Overview

Bus stops are pivotal points in the transportation network, that mark the beginning and end of transit journeys. The design and functionality of bus stops should promote a sense of safety, pride, and system ownership, encouraging ridership and influencing the overall success of the transit system.

Best practice in bus stop planning indicates that stops should be designed and situated as follows:

- Adjacent to major trip generators/destinations or 300-500 meters apart along the route; however, this is highly dependent on the community's urban form.
- Generally, in pairs along the route to accommodate both outbound and homebound trip ends.
- Equipped with a bus stop identification post or pylon, including a highly visible sign or other identification.
- Designed with walkable and barrier-free access for all individuals.
- Typically located on the far side of an intersection, subject to site-specific circumstances.
- Providing a safe and comfortable waiting environment.
- Prohibiting public parking or stopping within bus zones.
- Including passenger waiting pads within the zone between the roadway curb and the right-of-way property line. This zone may also accommodate boulevard greenery, trees, sidewalks, cycle paths, streetlighting, signage, and driveway accesses.

The width of the bus stop zone, the relationship to the adjacent built environment, and the need for pedestrian access also have a significant influence on the scale of the stop and integration of the stop within the local community. Bus stops are the permanent street element that announces the transit presence in the community, assist with wayfinding, and assures transit customers that they have arrived at the portal to transit service.

Bus stops are the initial point where transit customers interact with transit. Therefore, it is crucial that the design of bus stops facilitates efficient pedestrian flow to and through the stop area, enabling passengers to board and alight from buses seamlessly. Additionally, ensuring a safe and comfortable waiting environment is essential to enhance the overall experience for transit users.

The guidelines described below aim to ensure that Oakville Transit bus stops are strategically located, well-designed, and equipped with amenities to enhance the transit experience, encourage ridership, and integrate effectively with the town's transportation and transit system.

2 Oakville Transit Bus Stop Design Guidelines

It is recommended that Oakville Transit work towards achieving the following Guidelines over the 2025 to 2029 period.

2.1 Stop Placement

- Far-side bus stop locations are preferred unless there are unique safety, operating or other concerns. For existing bus stops, farside locations should be prioritized in cases where retrofitting becomes possible through road reconstruction or route realignment. **Figure 1** to **Figure 5** illustrate typical examples of stop layouts.
- In-line bus stop bulbs are preferred to bus bays (except at timing points and layby areas).

2.2 Stop Spacing

- Minimum stop spacing of 400m for major corridor routes and local routes (Frequent Transit Network (FTN), Primary Network, Base Network).
- Minimum stop spacing of 800m for School Specials, Industrial and Express Routes. (Special Purpose Routes).
- When relocation of existing stops is feasible due to road reconstruction or route realignment, the spacing between stops should adhere to the minimum spacing requirements based on the route type.

2.3 Bus Stop Infrastructure and Amenities

- Currently, most of the Oakville transit stops consist of short landing pads. Where feasible, all future bus stops should be constructed to the recommended 9m pad length to accommodate a 12.2m bus.
- Standardize minimum pad widths and lengths to match the bus stop design criteria provided in **Section 2.6** and **Section 2.7**.
- Passenger amenities are prioritized based on the local environment and stop usage.

2.4 Active Transportation Integration

- All bus stops should, if possible, be connected to the active transportation network to accommodate pedestrian and cyclist access to transit.

2.4.1 Integration with Cycling Facilities

The current Transit Stop Design Guidelines focus mainly on standard bus stops, but there is an increasing trend of integrating cycling facilities with bus stops. Several design manuals address the integration of cycling facilities with various types of bus stops, including Island Boarding Stops, Shared Cycle Track Stops, Lay-By Stops, and Curbside Stops.

For comprehensive guidance, refer to the following resources:

- Ontario Traffic Manual – Book 18: Cycling Facilities
- Transportation Association of Canada (TAC) – 2017 Design Guidelines
- TransLink Bus Stop Design Guidelines
- National Association of City Transportation Officials (NACTO) Guidelines
- Cycling Infrastructure and People with Sight Loss Report by CNIB and WSP Canada

2.5 Bus Priority Measures

- Implement standard bus priority measures, where appropriate, including signal priority, queue jump lanes, and bus bulbs.

2.6 Design Criteria

Recognition of available space, the relationship to the surrounding built environment, and the required functionality have traditionally guided the development of bus stop elements and design criteria.

The following bus stop design criteria establish the basic bus stop design requirements:

- Defined Pull-In, Berth, and Pull-Out within the Bus Stop Zone
- Stop Identification Signpost
- Pad Length – Standard 9.0 m
- Pad Width – Minimum 1.8 m clear width, additional width required for shelter

- Front Door Passenger Loading Zone – Minimum 1.8 m width and 2.4 m depth
- Pad Height – Flat faced curb with 150 to 200 mm height
- Pad Cross Slope –not to exceed 2%
- Pad Running Slope – Same as Adjacent Road or Max. 4%
- Pad should connect to an adjacent sidewalk or path.
- Shelter for environmental protection (Optional). (Minimum shelter placement 1.8m back of curb and 1.8m from of end of pad. See **Figure 5**).
- Area Lighting (Typically provided as part of community street lighting)
- Bench (Desirable)
- Bike Stand (Desirable)
- Waste Receptacle (Required at higher volume stops)
- Information Panel (Optional static or digital shelter panel or stand-alone)
- Advertising Panel (Optional, shelter panel or stand-alone blade)

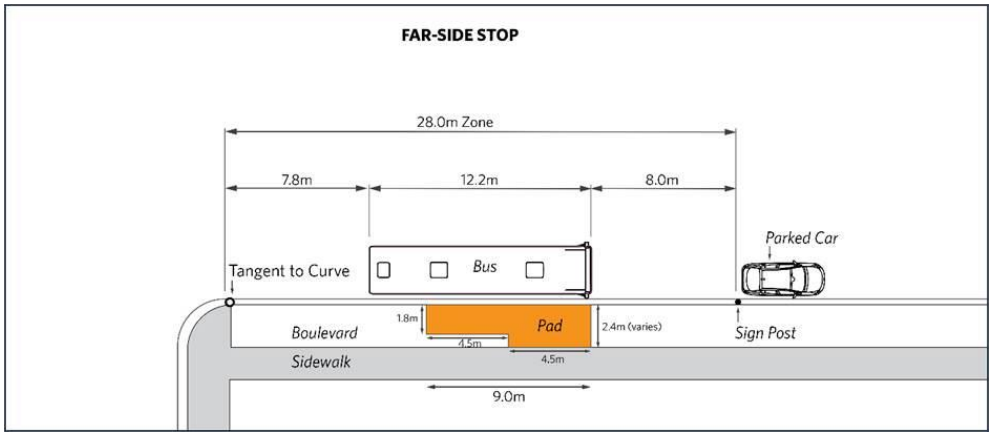
2.7 Bus Stop Layouts[1]

2.7.1 Farside Stops

Farside stops are preferred. If physical conditions do not suit a farside stop, a nearside stop may be provided.

[1] . All stop layouts are designed for a 12.2-metre bus.

Figure 1: Farside Bus Stop

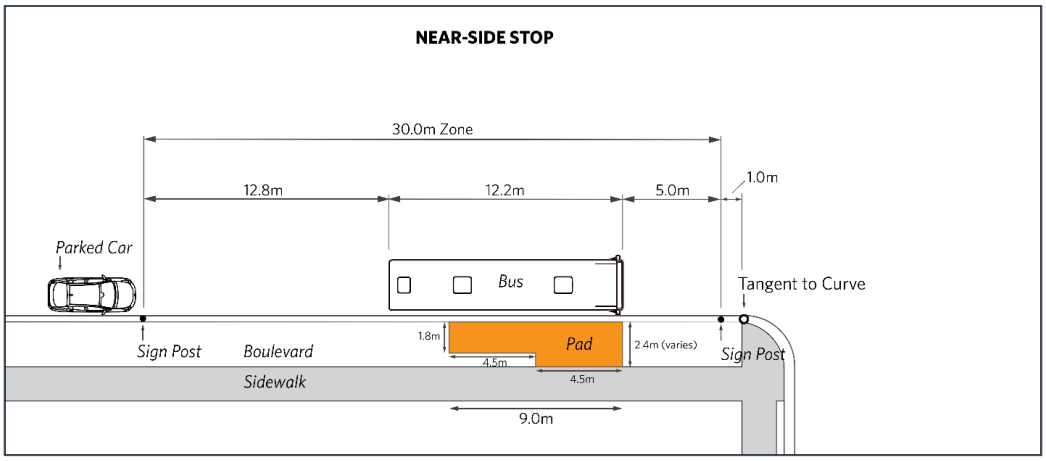


2.7.2 Nearside Stops

Bus stops should only be placed near-side under the following conditions:

- Sidewalk infrastructure, space constraints, irregular alignment, or other features (such as a driveway) do not safely permit a farside bus stop.
- If the servicing bus route proceeds straight through the intersection (does not turn left or right at the intersection).

Figure 2: Nearside Bus Stop

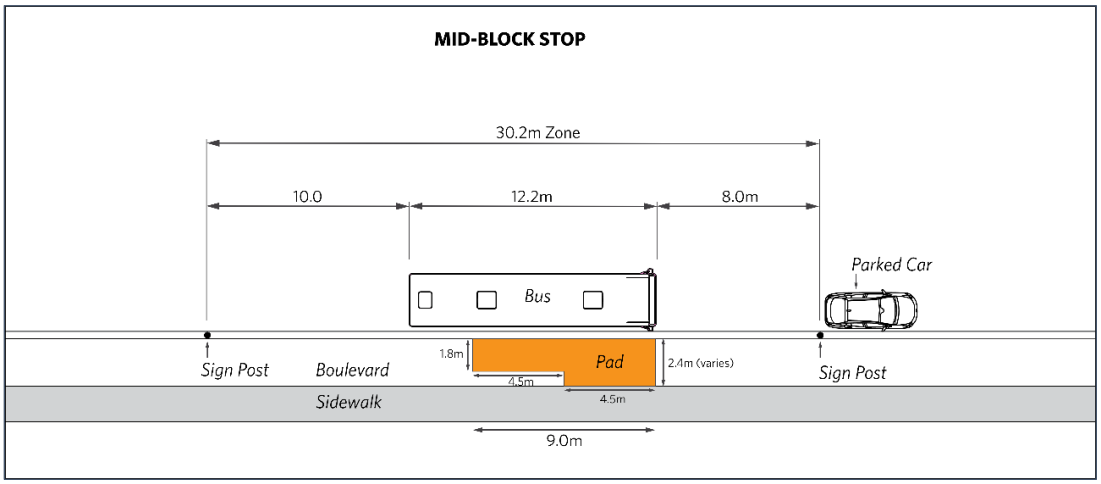


2.7.3 Mid-Block Stops

Generally, mid-block bus stops are not preferred and should be avoided. Mid-block stops may be employed where intersection-adjacent stops are not supported, near priority origins/destinations, or where the spacing between intersections would not allow for appropriate walking distance to a bus stop [2].

[2] Defined as greater than 400 meters to a bus stop.

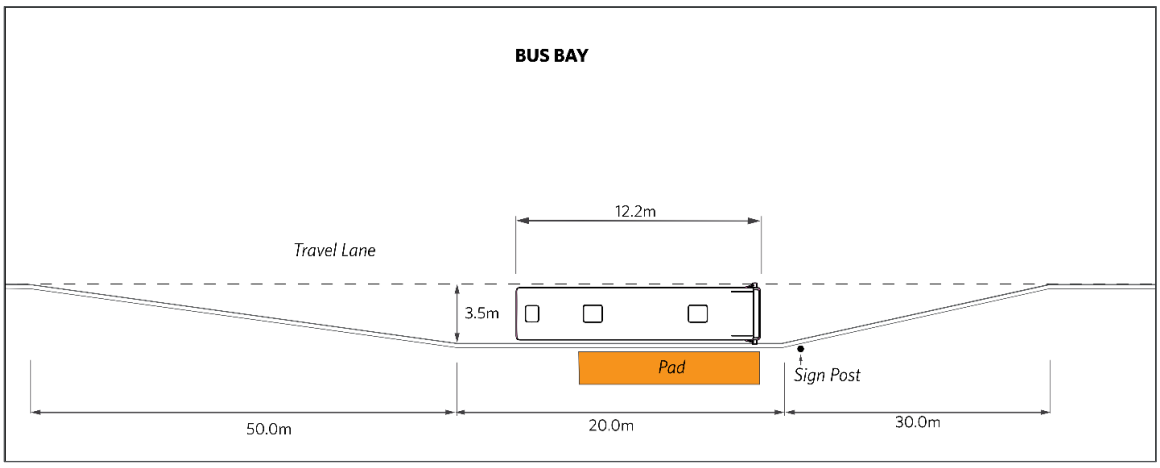
Figure 2: Mid-Block Bus Stop



2.7.4 Recessed / Indented Bays

Recessed bays (see **Figure 3**) may include indented curb lines or be placed between areas with curbside parking. Buses must negotiate re-entry back into the traffic lane.

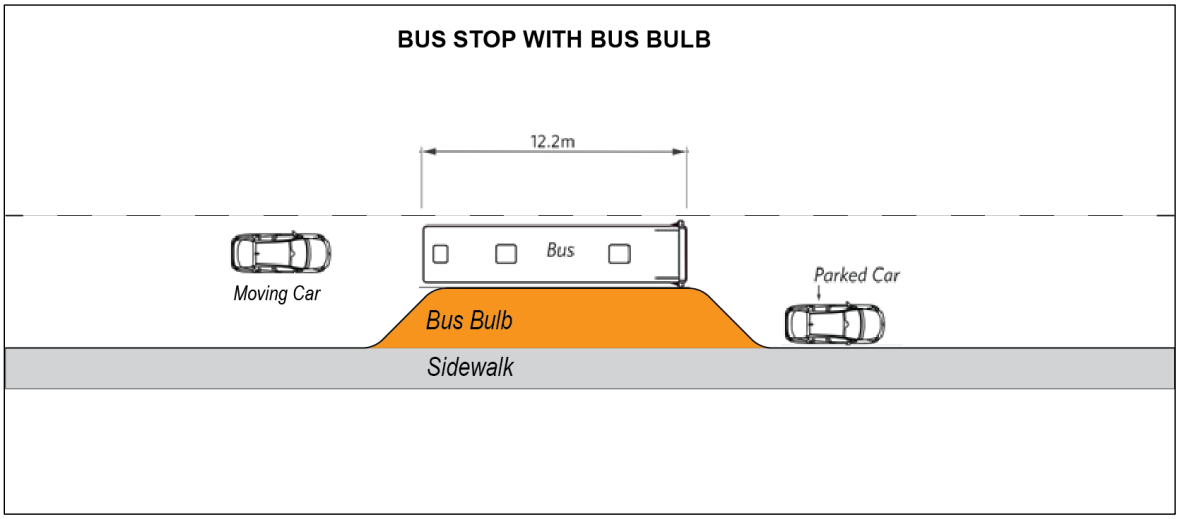
Figure 3: Recessed (indented) Bus Bay



2.7.5 In-Line/In-Lane Bays

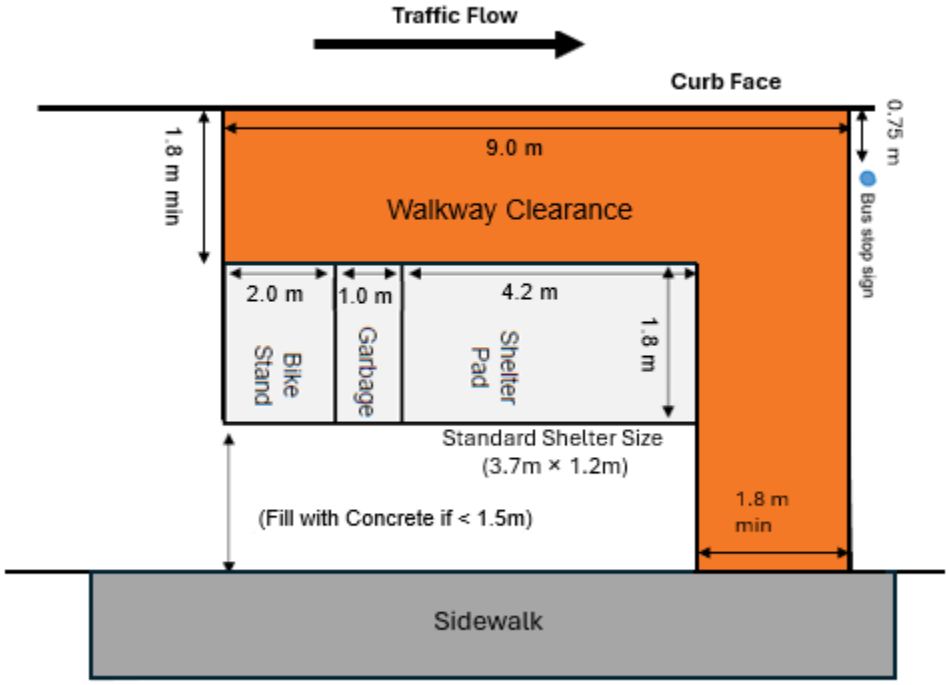
An In-Lane or Bus Bulb stop **Figure 4** gives the bus priority-of-place and does not require the bus pull out of the travel lane. General traffic stops behind the bus. Bus Bulbs are not recommended for timing points or layover stops.

Figure 4: In-Line / Bus Bulb Stop



2.7.6 Standard Pad Layout

Figure 5: Standard Pad Layout



Appendix E – Ridership Growth Initiatives

Oakville Transit

Five-Year Business Plan

Ridership Growth Initiatives

Oakville Transit

July 19, 2024

Contents

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1 Purpose of the Ridership Growth Initiatives (RGI) and Guiding Principles

This memo explores strategic initiatives to enhance transit ridership in the Town of Oakville. Detailed background and contextual information specific to the service enhancements outlined in the accompanying Oakville Transit Five-Year Business Plan. The primary focus of the Ridership Growth Initiatives will be on those initiatives that Oakville Transit may control or influence directly. Additionally, the RGI initiatives will provide a foundation for the preparation of the Oakville Transit Five-Year Business Plan.

2 Community Growth

The Town of Oakville has witnessed a steady rise in its population, with projections indicating substantial growth in the upcoming years. According to the 2021 Census, Oakville's population stood at 220,143 residents. Projections suggest a further increase to 296,000 by 2031 and a significant jump to 378,000 by 2041, as per the Best Planning Estimates. This demographic surge lays the groundwork for various developmental initiatives within the town, including its transit services.

Oakville Transit recorded 2,832,847 revenue riders in 2023 (first Post-Covid service year). This translates to 12.1 revenue passengers per capita, indicating a recovery from the COVID years, though still below the pre-COVID levels of 15 to 17 revenue passengers per capita.

Building upon the demographic data from the 2021 Census and the 2023 Best Planning Estimate for 2031, projections estimate Oakville's population for the intervening years. It is anticipated that by 2025, 2027, and 2029, the population will reach 247,520, 262,730, and 279,440, respectively. Leveraging this foundational data, in **Table 2** and **Table 3**, projections are made for both population growth and its subsequent impact on transit service within the framework of the Five-Year Business Plan.

Considering a static revenue passengers per capita criterion of 12.3, and based on the aforementioned population estimates, Oakville Transit's ridership would rise to 3,044,496, 3,231,579, and 3,437,112 in 2025, 2027, and 2029, respectively. These estimates highlight the direct correlation between population growth and transit ridership, serving as a basis for strategic planning and resource allocation within the transit system.

Oakville Transit's ambitions extend beyond mere population-driven projections. In alignment with the town's developmental vision, plans and studies are underway to enhance transit services, as evidenced by the ongoing development of the Five-Year Business Plan. This comprehensive strategy is expected to outline recommendations for service enhancements and expansions, aimed at further stimulating ridership growth through targeted initiatives.

Anticipating the implementation of these service improvements, projections suggest a corresponding increase in revenue passengers per capita to 16.5, 19.5, and 22.5 for the years 2025, 2027, and 2029, respectively. Coupled with the forecasted population growth and implementation of the recommended service scenario, Oakville Transit anticipates a substantial rise in annual revenue passengers, estimated at 4,084,080 5,123,235, and 6,287,400 for 2025, 2027, and 2029, respectively.

Table 1: Past Population and Revenue Passenger Data (2016-2023)

Year	Population	Revenue Passengers	Passengers Per Capita
2016	193,832	2,851,368	14.70
2017	194,000	2,945,877	15.20
2018	202,500	3,502,207	17.30
2019	211,000	3,376,070	16.00
2020	214,200	1,601,253	7.50
2021	220,143	1,245,304	5.65
2022	225,000	2,130,808	9.40
2023	230,890	2,832,847	12.10

Table 2: Projected Population and Revenue Passenger Data (2025-2029)

Projected Population Effect			
Year	**Population**	**Revenue Passengers**	**Passengers Per Capita**
2025	247,520	3,044,496	12.3
2027	262,730	3,231,579	12.3
2029	279,440	3,437,112	12.3

Table 3: Forecasted Population and Revenue Passenger Data with Recommended Service Enhancements (2025-2029)

Projected Population and Service Effect			
Year	**Population**	**Revenue Passengers**	**Passengers Per Capita**
2025	247,520	4,084,080	16.5
2027	262,730	5,123,235	19.5
2029	279,440	6,287,400	22.5

3 Provincial, Regional, and Local Trends that Create Ridership Opportunities

Building on a strong policy foundation, the Oakville Transit Five-Year Business Plan aims to integrate Transit Oriented Development ("TOD") initiatives with provincially mandated Growth Plans, local municipal plans, and regional/municipal Transportation Master Plans.

Considering the limitations on road capacity highlighted in the 2017 Transportation Master Plan (TMP), the ongoing TMP 24 update (to be completed in Q4 2024) emphasizes the need for sustainable transportation solutions beyond reliance on private automobiles.

As an integral part of the Oakville Transit Five-Year Business Plan, the RGI will chart a comprehensive roadmap for sustained transit ridership growth throughout the Town of Oakville. This strategic approach ensures that the Business Plan not only aligns with current policies and plans but also serves as a forward-looking catalyst for promoting the use of public transit in the town of Oakville.

The following section provides a high-level overview of initiatives in the Ontario, Greater Toronto and Hamilton Area, the Halton Region, adjacent municipalities, and the town of Oakville that impact transit ridership.

3.1.1 Provincial and Greater Toronto and Hamilton Area Initiatives

The provincial transportation plans and initiatives, including the Greater Golden Horseshoe Transportation Plan, the proposed 407 Transitway, Fare & Service Integration, Grade Separations, and the Dundas BRT, collectively underscore a key theme: connectivity and accessibility. The overarching goal is to develop a well-connected and accessible transit system that enhances the overall mobility experience for Greater Golden Horseshoe residents. These plans emphasize the importance of seamless travel, improved

connections, and transit-friendly communities, all contributing to a more integrated and efficient transit network.

3.1.2 Halton Initiatives

Halton Region's mobility initiatives, encompassing the "Mobility Management Strategy for Halton (2017)" and "Defining Major Transit Requirements (DMTR) in Halton (2019)," share a key theme: integrated, multi-modal transportation planning. The "Mobility Management Strategy" advocates for "Mobility-as-a-Service," presenting a region-wide network of Transit Priority Corridors and Mobility Links for enhanced connectivity. The subsequent "DMTR" study refines this network, proposing a mix of transit infrastructure for 2031 and 2041.

The ongoing "Transit Operationalization Strategy" aims to support the evolution of transit priority corridors, emphasizing alternatives for governance model and service delivery options.

Together, these initiatives underscore the overarching vision of a seamless, interconnected transit system within Halton Region that adapts to evolving urban mobility needs for approximately the next 25 years.

Figure 1 shows the location of different types of strategic growth areas[1] within Halton Region.

[1] Strategic growth areas are nodes like Urban Growth Centers and Major Transit Station Areas, and corridors intended to be the focus of concentrating population and job growth.

Figure 1: Regional Urban Structure

3.1.3 Adjacent Local Municipalities

The transit initiatives in adjacent municipalities reflect a common emphasis on enhancing efficiency, sustainability, and strategic development, as follows:

- Burlington Transit is transitioning to a grid-based system, prioritizing 15-minute headways on key routes, exploring alternative service delivery, and collaborating with regional plans.
- In Halton Hills, the Transit Service Strategy recommends more fixed-route services in high-demand areas, along with planning for a mobility hub near Steeles Avenue and Trafalgar/Ninth Line.
- Milton Transit focuses on streamlined routes, increased frequency, support for regional corridors, and the introduction of alternative transportation models.

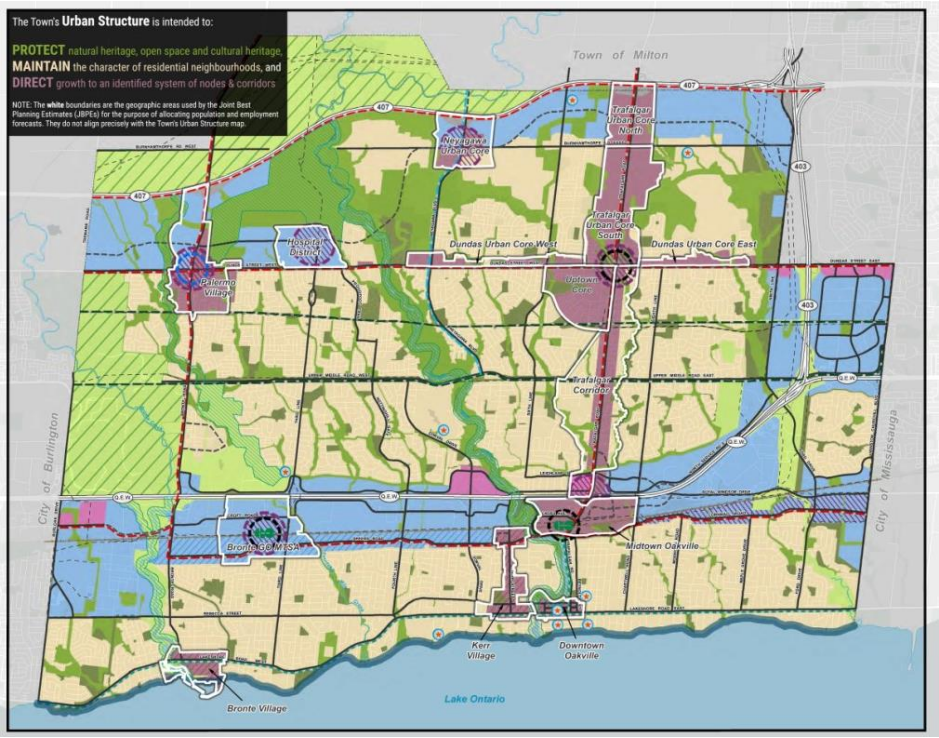
- The City of Mississauga is strategically leveraging its robust employment base to collaborate with neighbouring municipalities, concentrating efforts on leveraging multimodal transit hubs and constructing and maintaining a Higher Order Transit integrated network. This network includes the Hurontario LRT, Lakeshore, and Dundas BRT, as well as expansions into neighbouring cities.

3.1.4 Town of Oakville

Oakville's official plan comprises the Livable Oakville Plan and the North Oakville Secondary Plans. It outlines the Council's policies for land use and long-term growth management, including projections for population and employment until 2051. Currently, the plan is undergoing review to ensure alignment with provincial and regional policies and to integrate the North Oakville areas into the Livable Oakville Plan.

In addition to the official plan, ongoing planning projects and studies are implemented through official plan policies or zoning by-law regulations. One of these studies, which can inform the Oakville Transit Five-Year Business Plan, is the Urban Structure Review. This review determines the best approach for managing development within the town's existing boundaries. As shown in **Figure 2**, it assesses population projections, potential development zones such as Trafalgar Corridor, Palermo Village, Midtown Oakville and the vicinity of Oakville GO and Bronte GO Stations —relevant to the transit plan— preservation of residential stability and natural heritage, infrastructure delivery, and criteria for identifying new growth areas.

Figure 2: Town of Oakville's Urban Structure



The town also is undertaking a new Transportation Master Plan to update the 2018 Transportation Master Plan and 2017 Active Transportation Master Plan. The process will utilize the Urban Mobility and Transportation Study to develop a new plan accommodating growth up to 2051. The TMP is expected to be completed by the end of 2024 and shared with the public in early 2025.

The updated TMP aims to create walkable, cycle/transit-friendly neighbourhoods with integrated and accessible transportation choices for all residents. It will recommend a comprehensive set of guidelines to enhance the town's transportation system, addressing the needs of all stakeholders and supporting Oakville's vision of being a vibrant and livable community for all. These measures will not only enhance the efficiency and effectiveness of transit services but also contribute to Oakville's vision of becoming a vibrant and livable community for all.

Furthermore, the Town of Oakville is proactively advancing its transit network with key initiatives aimed at sustainability, efficiency, and strategic development. The following are endorsed as the Town of Oakville's priority transit initiatives:

1. Trafalgar Bus Rapid Transit (BRT):
    - Strategic alignment with regional plans and The Big Move.
    - Advocacy for High Occupancy Vehicle (HOV) lanes to expedite BRT adoption.

2. Dundas Bus Rapid Transit:
    - Integration into Metrolinx's regional transportation plan.
    - Collaboration with Metrolinx for the phased implementation of BRT.
3. Palermo Transit Terminal:
    - Identification of Palermo as a major transit hub.
    - Strategic importance for connecting with future developments and higher-order transit services.
    - Need for optimal site location to accommodate local and regional transportation plans.
4. Midtown including Oakville GO modifications:
    - Positioned as the Urban Growth Center, Midtown's development centered on Trafalgar Road is a priority, emphasizing strategic growth and infrastructure modifications.
5. Enhanced and Expanded On Demand Transit Services:
    - Potential applications include early transit introduction to new communities, replacing conventional fixed route service in off peak times, serving historically low-demand areas, and acting as feeder service for high frequency conventional service.
6. Regional Express Rail on the Lakeshore West line:
    - GO Rail Expansion aims to transform the transportation network in Greater Toronto and Hamilton Area, with Metrolinx planning a comprehensive upgrade for two-way, all-day service every 15 minutes. However, realizing the full benefits of Regional Express Rail (RER) poses challenges for local transit providers like Oakville Transit, as matching the 15-minute frequency for trips back to Oakville may be difficult. Increased service levels on routes connecting to GO Stations are essential for efficient and reliable connectivity with the rail line.

3.1.5 Oakville Transit

Oakville Transit last completed a transit business plan in 2015. This review covered conventional and specialized transit services, administration, support services, and the development of new transit services. The primary objectives included enhancing transit efficiencies through innovative approaches, implementing industry best practices, increasing overall ridership, and maximizing cost recovery.

Since the completion of the Oakville Transit Service Review in 2015, several proposed initiatives and strategies have been put into action. Yet, ongoing evaluations are continuously underway to assess whether these initiatives should be further developed or if they are no longer deemed necessary to pursue.

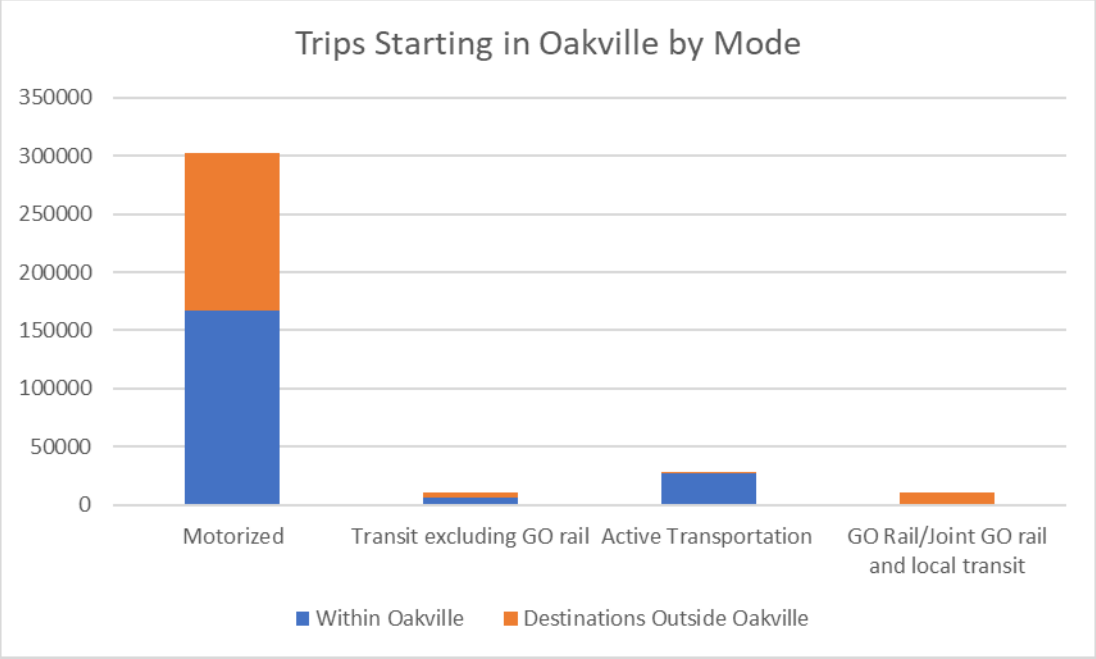
4 Oakville Transit Needs and Opportunities

4.1 Existing Travel Pattern

The available data for analyzing existing travel patterns in Oakville relies on the Transportation Tomorrow Survey (TTS) conducted in 2016, which provides valuable insights into the mode choices of Oakville residents. Currently, this is the only dataset available. The next survey results, expected in 2024, will include the impact of COVID-19 on travel behavior, thereby offering updated insights.

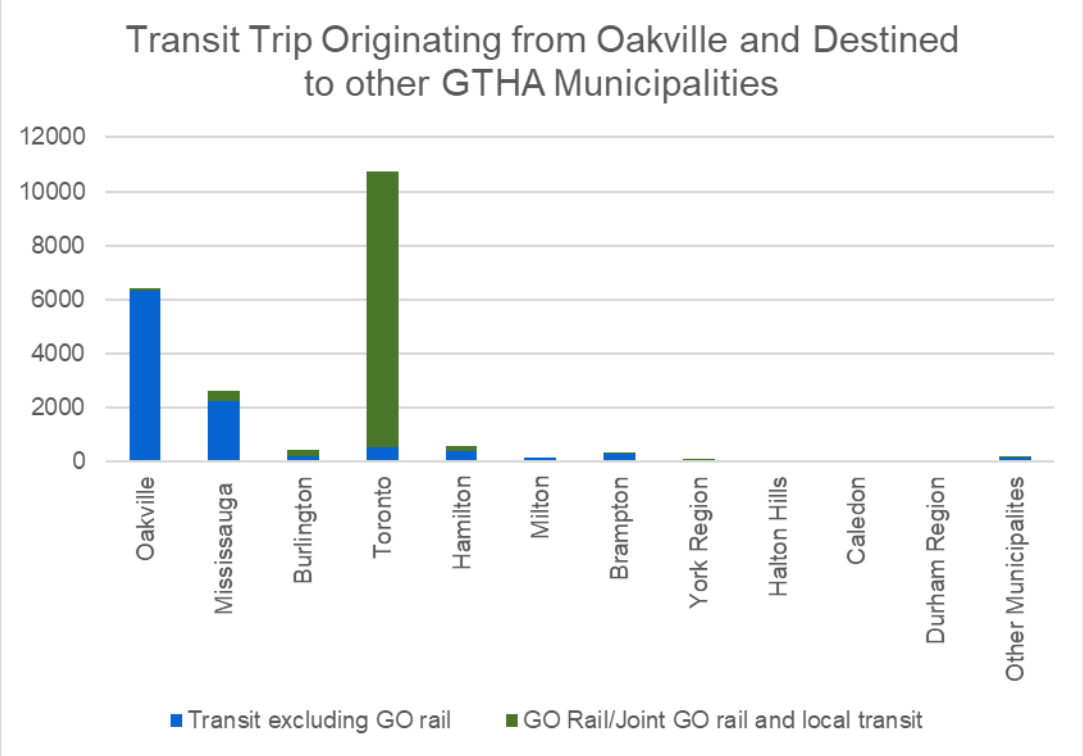
As shown in **Figure 3**, the analysis of TTS 2016 findings reveals that motorized transportation remains the predominant choice among residents, particularly within the town itself. While motorized vehicles continue to dominate, there's a notable potential for growth in transit services, especially within Oakville's boundaries. This emphasizes the importance of developing strategies to encourage greater utilization of public transit options and promote sustainability.

Figure 3: Trips Starting in Oakville by Mode



As shown in **Figure 4**, for transit trips destined outside of Oakville, Mississauga emerges as a major destination for local transit usage, while the City of Toronto stands out as the primary destination for GO transit trips. Given the significant number of trips originating from Oakville and destined to Toronto by GO Transit, integration with GO Transit is crucial. There is a recognized need for initiatives and improvements aimed at enhancing connections to GO trains and facilitating cross-boundary transit trips between Oakville and Mississauga.

Figure 4: Transit Trips Originating from Oakville and Destined to other GTHA Municipalities



This analysis provides an overall summary of travel patterns in Oakville. To obtain a more thorough understanding of travel behaviors—such as trip direction, time of day, and user characteristics—the forthcoming TTS 2024 data will be crucial for developing targeted transit strategies and policies.

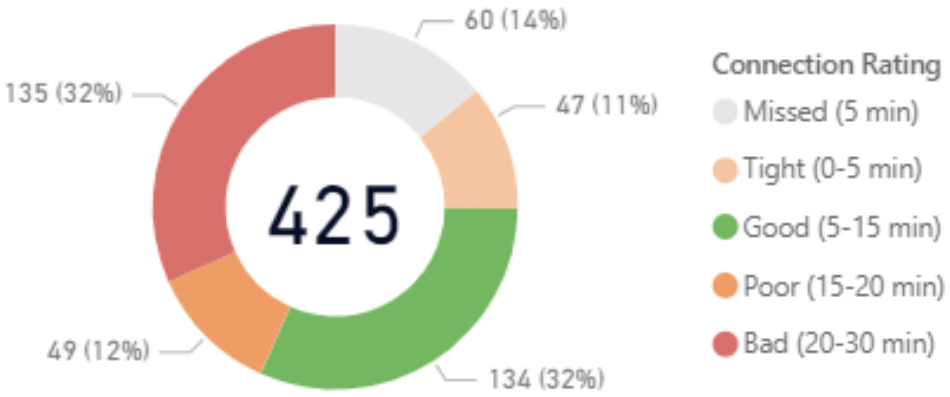
4.2 Status of Existing Connection to GO Transit [2]

Using data from the Metrolinx GTFS tool for February 2023 reveals that only 32% of Oakville Transit routes destined for Bronte GO, weekdays between 7 am and 6 pm, arrived within the optimal window of 5 to 15 minutes prior to the departure of the next train in all directions. The remaining trips either arrived in less than 5 minutes (25%) or required passengers to wait for more than 15 minutes (44%) for the next train.

Similarly, for routes arriving at the Oakville GO station only 40% of connections were within the 5 to 15-minute window prior to the next train.

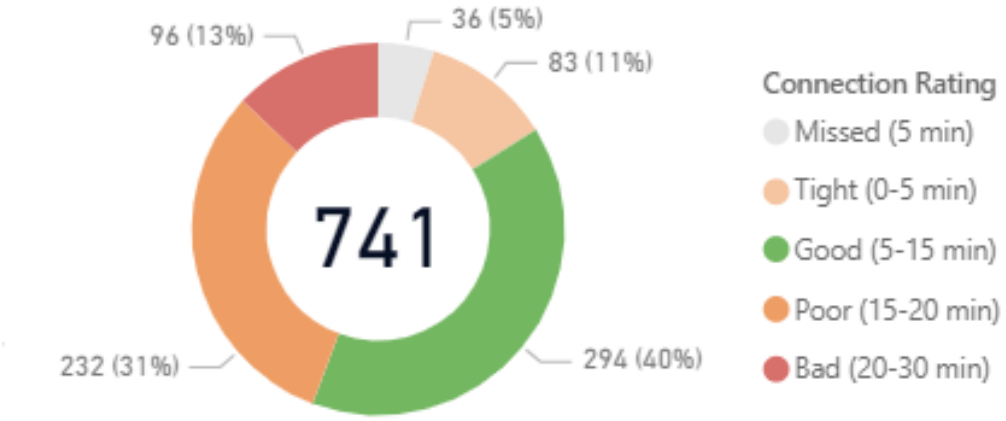
These results were detailed in **Figure 5** and **Figure 6**, which illustrated the connection efficiency at Bronte and Oakville GO stations, respectively.

Figure 5: Oakville Transit Connections to GO Train at Bronte GO Station in all directions between 7 am to 6 pm (Source: Metrolinx GTFS tool, February 2023)



2 Metrolinx GTFS Tool - Regional Transit. This was a data analytics project for Metrolinx to develop a tool that leverages General Transit Feed Specification (GTFS) data (static and real-time) from municipal service providers (MSPs) and GO Transit to measure and track changes to service levels, transfer connectivity, and travel-time performance of the regional transit network.

Figure 6: Oakville Transit Connections to GO Train at Oakville GO station in all directions between 7 am to 6 pm (Source: Metrolinx GTFS tool, February 2023)



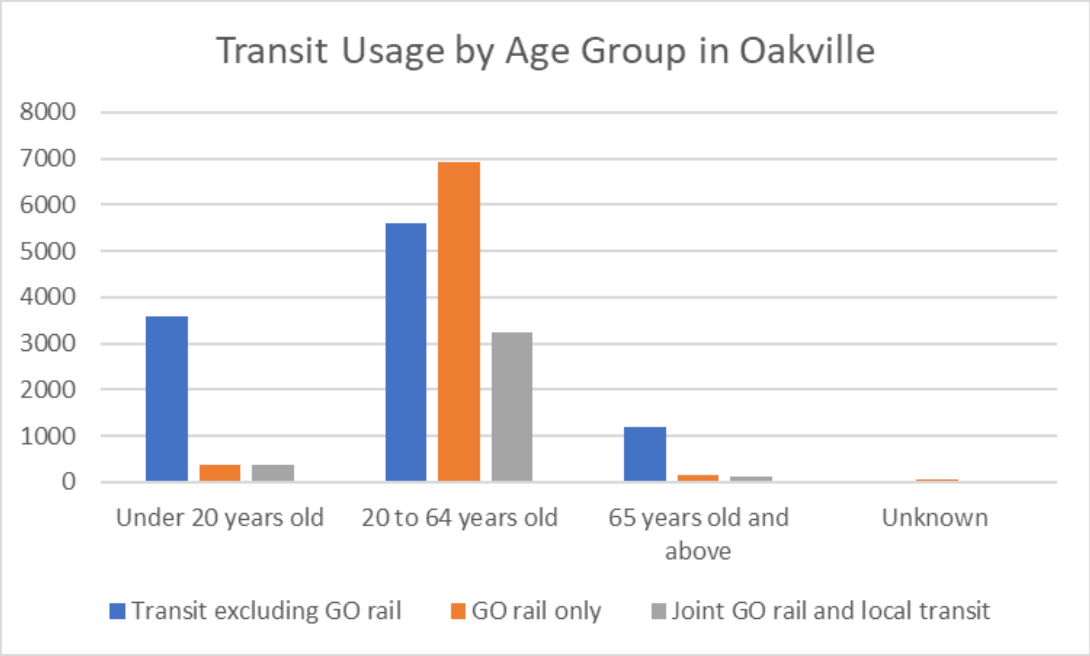
Subsequent analysis with updated data could offer a more recent examination of Oakville Transit connections to additional GO stations, including Appleby GO and Clarkson GO, as well as specific directions for developing targeted transit strategies and policies.

4.3 Understanding Transit Usage Among Demographic Categories in Oakville

4.3.1 Age Groups

- Analysis of Transportation Tomorrow Survey (TTS) data reveals distinct transit usage patterns across age groups in Oakville. As shown in **Figure 7** individuals aged 20 to 64 demonstrate the highest usage of transit services, with a significant portion opting for GO Rail exclusively. Whereas younger residents under 20 years old and seniors prefer using transit options within Oakville. This data underscores the importance of tailored strategies to meet the diverse transportation needs of Oakville residents across different age demographics.

Figure 7: Transit Usage for Trips Starting in Oakville by Age Group



4.3.2 Income Groups

Oakville is a relatively affluent community, with 2020 average personal and family incomes approximately 45% higher than province-wide data. Despite this, Halton's income inequality and poverty report indicates that Oakville exhibits a wide gap between the very rich (highest decile) and the very poor (lowest decile) as of 2015. **Table 4** compares the percentage of total income by highest and lowest decile in both Oakville and Halton.

Table 4: Percentage of Total Income by Highest and Lowest Decile in Oakville and Halton

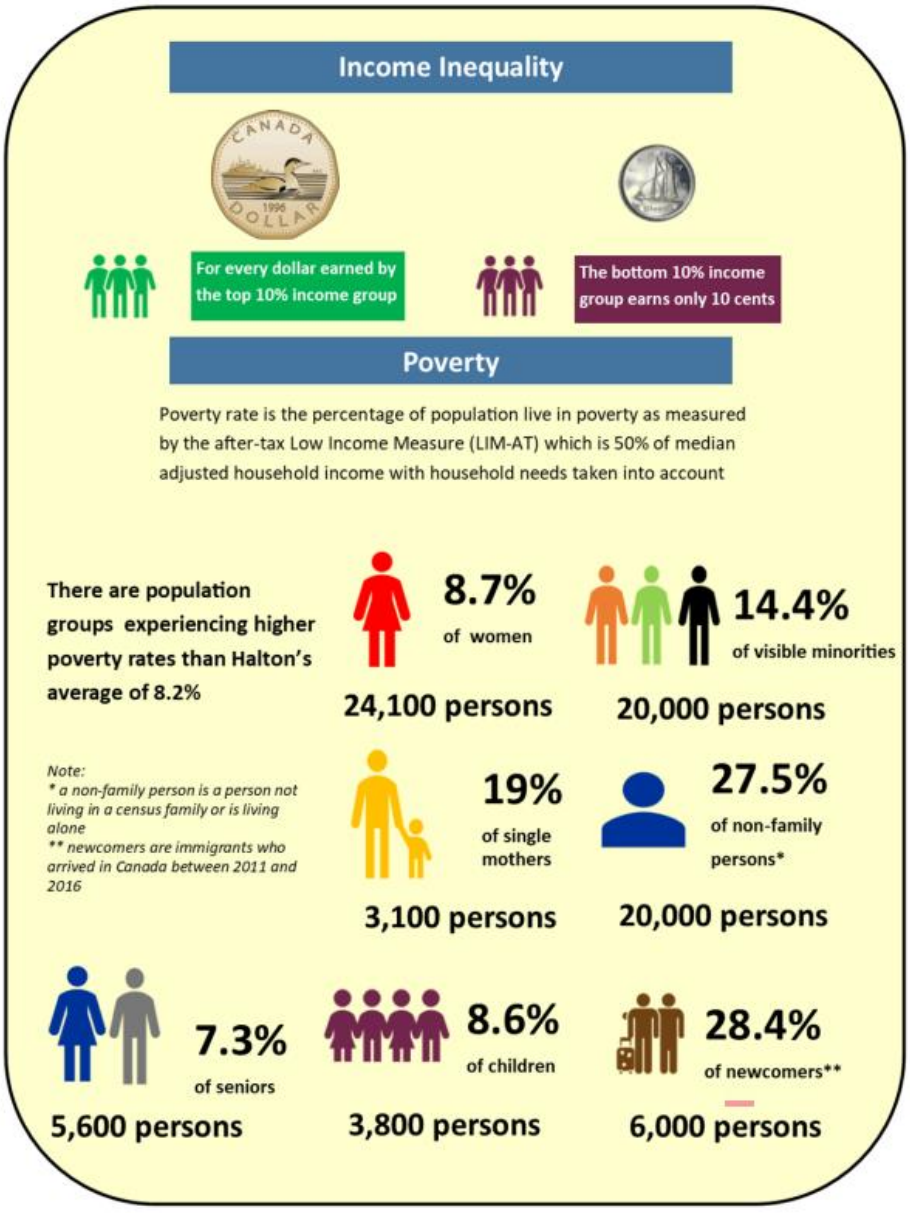
	Lowest Decile	Highest Decile
Oakville	2%	30.8%
Halton Region	2.7%	26.8%

Source: Our Halton 2018 Income Inequality and Poverty

In Halton, the average disposal income for the highest decile (top 10%) was 10 times higher than the lowest (bottom 10%) decile. To put it in perspective, for every after-tax dollar earned by individuals in the top decile, those at the bottom decile earned only 10 cents. In Oakville, this disparity is even more pronounced, with individuals in the bottom decile earning only 6.7 cents for every dollar earned by those in the top decile.

The following infographic captures and summarizes income inequality and poverty in Halton.

Figure 8: Income Inequality in Halton Region (Source: our Halton 2018 income inequity and poverty, 2018)



- Halton's local municipal transit systems address some of these disparities through the Subsidized Passes for Low Income Transit (SPLIT) pass system. This initiative offers eligible low-income Halton residents a 50% subsidy for their local transit travel expenses.
- Within the Region each transit agency administers the SPLIT program independently. Burlington has chosen to subsidize the customer portion whereas in Oakville and Milton the customer pays 50% for the pass.
- The table below presents the breakdown of Oakville Transit users who utilized SPLIT passes or tickets in 2023, categorized by age group.

Table 5: Monthly SPLIT Passes & Tickets Distribution by Oakville Transit Customer Demographics

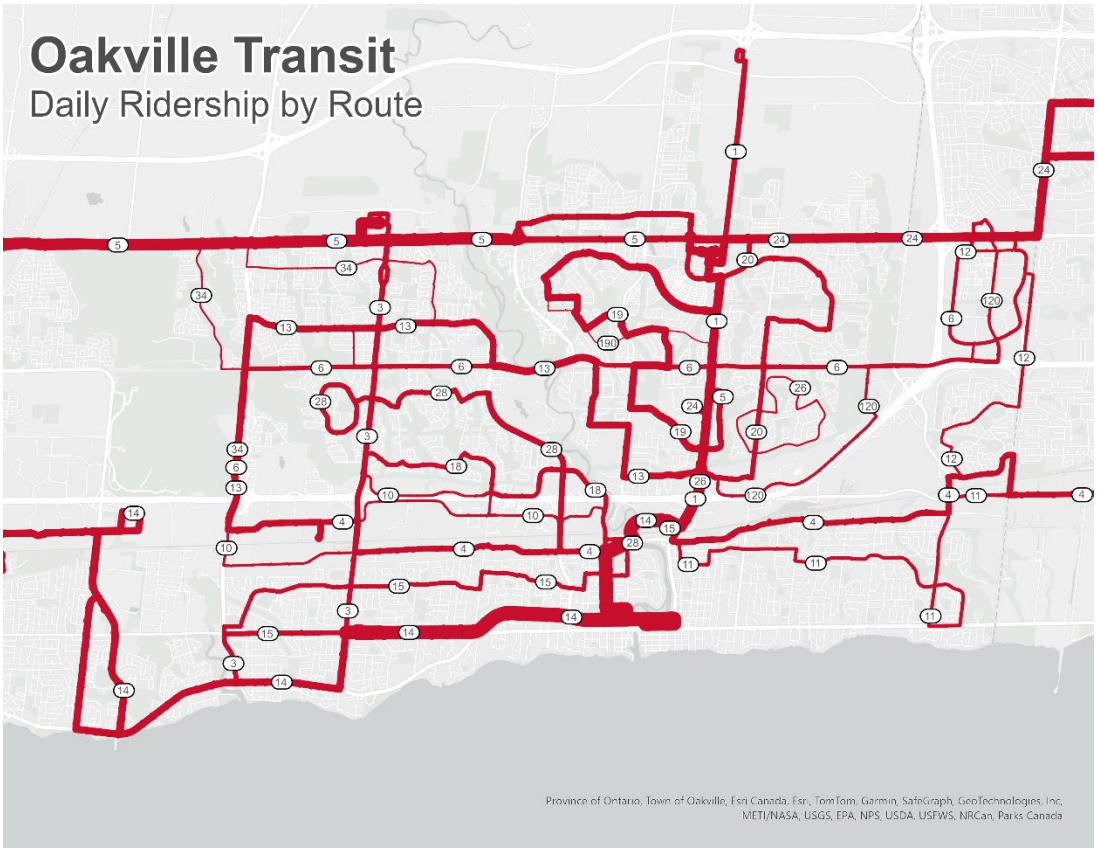
SPLIT PASSES	Adults	Seniors	Youth	TOTAL
Monthly Average	17	2	0	20
TICKETS - Number of customers	**Adults**	**Seniors**	**Youth**	**TOTAL**
Monthly Average	58	8	5	72
TICKETS - Number Of Strips Of Tickets Purchased	**Adults**	**Seniors**	**Youth**	**TOTAL**
Monthly Average	113	16	11	139

The relatively low average monthly usage of SPLIT passes and tickets may be attributed to Oakville Transit's policy of not covering the remaining unsubsidized portion of the fare or insufficient knowledge of the program.

4.4 Ridership Activity in Oakville

Figure 9 depicts transit usage patterns throughout the day, highlighting the routes that experience the highest levels of activity. The map reveals that Dundas Street, Trafalgar Road, Rebecca Street, and the vicinity of Oakville GO station are among the most heavily travelled routes.

Figure 9: Oakville Transit Heat Map



4.5 Customer Feedback

As detailed in the first public consultation summary report, feedback collected during the Oakville Transit public consultations held between November 20, 2023, and December 7, 2023, identified key areas for improvement, including:

- Schedule Frequency
- On-Time Performance
- Driver Behavior
- Integration with GO Trains
- Direct Routes
- Passenger Shelters

5 Ridership Growth Initiatives

The preceding sections offer a comprehensive overview of Oakville's transit landscape, covering demographic trends, regional and local initiatives, existing transit patterns, and customer feedback. These insights serve as a foundation for the initiatives outlined below, which are aimed at enhancing ridership and improving transit services in Oakville.

Some of the following Ridership Growth Initiatives have budget implications which will be addressed in the Oakville Transit Five-Year Business Plan.

5.1 Initiatives in Response to Community Growth

5.1.1 Service Guidelines

- The Service Guidelines provided the metrics to plan and manage Oakville Transit. The Guidelines include System, Route, Planning, Operational and Other metrics. The System and Route Guidelines for 2022 and the target for 2029 are noted below.

5.1.2 System Guidelines

- Hours of Operation Per Capita (2022 = 0.9, 2029 = 1.2)
- Passengers Per Operating Hour (2022 = 12.8, 2029 = 20.0)
- Passengers Per Capita (2022 = 9.5, 2029 = 16.0)
- Revenue to Cost Ratio (2022 = 20%, 2029 = 25%)

5.1.3 Route Guidelines

- Boarding Passengers per Operating Hour (25 on FTN and Primary Routes, 15 on Base Routes)
- On-Time Performance (90% within 0 to -3 mins of schedule)

Recommendation 1 – Applying Service Guidelines

It is recommended that Oakville Transit work towards achieving the Service Guidelines for planning and managing an improved Oakville Transit service over the 2025 to 2029 period. Specifically, an increase in operating hours per capita, improved on-time performance and more effective transfer connections will increase ridership.

5.2 Initiatives in Response to Provincial, Regional, and Local Trends that Create Ridership Opportunities

Oakville's transit network development intersects with various visions and plans at the provincial, regional, and local levels. These encompass broader transportation strategies, urban development initiatives, and transit expansion projects. Aligning Oakville Transit's plans with these broader frameworks is essential for achieving seamless integration and maximizing the effectiveness of transit services.

Recommendation 2 – Aligning Transit Network Plans

Oakville Transit should maintain close collaboration with federal and provincial transit bodies, particularly Metrolinx, to ensure alignment and consistency in developing the transit network and its infrastructure. This includes keeping Metrolinx informed about Oakville Transit's plans and remaining updated on Metrolinx's initiatives and future plans, all aimed at aligning future networks with regional and provincial long-term plans and leveraging funding opportunities to enhance the frequent transit network and increase ridership. Over the longer-term planning and operational alignment with other agencies will create a more effective transit network, improve transit travel opportunities, and increase ridership.

Recommendation 3 – Aligning with Halton Region and the Town of Oakville Transportation Master Plan

Oakville Transit should prioritize collaboration and communication with Halton Region and internal departments within the Town of Oakville. This involves ensuring that updates regarding future transit services are shared, maintaining consistency in messaging, and aligning the Oakville Transit Five-Year business Plan with Halton Region Integrated Master Plan and Oakville Transportation Master Plan. As with Recommendation 2, over the longer-term planning and operational alignment with other agencies will create a more effective transit network, improve transit travel opportunities, and increase ridership.

5.2.1 Active Transportation

All transit customers begin and end their transit journey as pedestrians, wheelers, or cyclists. The principles of 5A (Always Available for All Ages & Abilities) Network Guiding Principles and Universal Design Standards are useful guides for assessing Active Transportation access.

Recommendation 4 – Active Transportation Review

As outlined in the Stop Design Guidelines, it is recommended that Active Transportation access to and from all bus stops be considered in the bus stop planning process.

5.2.2 Transit Priority Measures

Transit Priority Measures (TPM) are initiated to improve transit speed, reliability, and the overall customer experience. Typical measures for conventional transit include signal priority, queue jump lanes and bus bulbs. Halton Region is currently reviewing TPM planning issues as part of its Integrated Transportation Master Plan. Given that many of Oakville Transit's major transit routes operate on Halton regional roads it is important that the Town of Oakville coordinate their TPM planning with Halton Region.

Recommendation 5 – Transit Priority Measures

It recommended that the Town of Oakville coordinate TPM planning on the Regional Roads (Dundas, Trafalgar, Upper Middle Road) with Halton Region.

As well, on a Town of Oakville road a before and after study should be implemented to understand the implications of moving a bus stop from a nearside right turn bay to a curb farside stop.

5.2.3 Accessibility for Ontarians with Disabilities Act (AODA)

Continuing to ensure that all transit vehicles and stops are accessible will enhance opportunities for all citizens to use transit.

Recommendation 6 – AODA Compliance

It is recommended that Oakville Transit continue to review its compliance with the applicable AODA (Accessibility for Ontarians with Disabilities Act) Standards and implement additional bus stop and active transportation access improvements where feasible.

5.3 Initiatives in Response to Oakville Transit Needs and Opportunities

The recommendations, aimed at enhancing service quality in response to customer feedback, are outlined below.

Recommendation 7 – Increase Schedule Frequency

It is recommended that Oakville Transit selectively increase schedule frequencies on the initial Frequent Transit Network (FTN) and Primary

Network routes over the 2025 to 2029 period, subject to budget and route guidelines. The recommended service frequencies and additional hours of operation are identified in the route service summary, as part of the accompanying Transit Five-Year Business Plan.

Recommendation 8 – Service Delays and On-Time Performance

It is recommended that Oakville Transit develop a program of assessing on-time route performance in accordance with the Route Guidelines criteria. A root cause analysis of problem routes, time points, route supervision or operators should be conducted to determine the cause. Remedial action, subject to available staff and funding, should be implemented to ensure routes meet on-time performance guidelines.

Recommendation 9 – GO Train Transfers

The Metrolinx GTFS tool, and Customer and Oakville Transit staff feedback highlight inadequate or unsatisfactory transfer times between Oakville Transit and GO Train services. The issue may be caused by a misalignment between Oakville and GO Board Periods which are fixed times when a transit system reschedules services and assigns operators to runs. It is difficult to quickly change a large number of route schedules if another connecting service announces schedule changes. It is recommended that Oakville Transit continue to discuss solutions for schedule coordination with GO Transit. It is also recommended that Oakville Transit define morning and afternoon directional transfer priorities to provide a focus on prioritizing transfers in the major travel directions.

Recommendation 10 – Operator Behavior

Transit Operators are the “face” of a transit system. Due to various factors, concerns may arise regarding perceptions of Operator behaviour. All customer feedback related to Operator behaviour should continue to be investigated. Additionally, there should be initial and remedial training available to reinforce the importance of professional and courteous interaction between operators and customers. Operator training should prioritize ensuring operators understand their responsibilities to deliver safe service, provide friendly customer service, and uphold commitments to service excellence (Be Safe, Be Nice, Meet Your Commitments).

Recommendation 11 – Bus Stops

All customers use a bus stop to start and end their transit journey. It is recommended that Oakville Transit adopt the new Bus Stop Design Guidelines for all new or retrofitted stops.

It is recommended that Oakville Transit continue to closely engage with the Town's planning department when reviewing development applications. This collaboration should involve reviewing active transportation connections and utilizing the Bus Stop Design Guidelines to integrate bus stop locations into neighbourhood designs.

Recommendation 12 – Future Proposed Route Network

It is recommended that Oakville Transit adopt the Route Design Guidelines, and the Future Proposed Route Network (FPRN). The Network would be composed of Frequent Transit Network, Primary, Base Special Purpose Routes and On Demand services. The FPRN will provide more direct routes, fewer transfers, better service to growth areas, corridors, and nodes, improved cross-boundary connections, and access to GO Transit and Downtown.

Recommendation 13 – On Demand Service

It is recommended that Oakville Transit continue to implement Ride On-Demand service as a low intensity alternative transit service that provides a cost-effective way to serve developing communities or low demand areas where fixed route services are not effective.

It is also recommended that Oakville Transit investigate the On-Demand Hub to Stop model with designated pick-up stops located throughout the community to minimize On-Demand bus circulation. This would require customers to walk to a bus stop, similar to regular routes. Establishing these bus stops along a "phantom" route within the community could facilitate the use of overloaded buses and support the development of future regular route services.

5.3.2 Loyalty or Fare Incentive Opportunities

Oakville Transit has implemented free fares for Children, Youth and Seniors. Adults continue to pay full fares. In a broad-based free fare environment, there is a limited opportunity for loyalty programs or fee-based ridership initiatives. However, a 100% SPLIT (Subsidized Pass for Low Income Transit) subsidy for low-income individuals could have a positive influence on ridership. As discussed in the **section 4.3.2,** the relatively low average monthly usage of SPLIT passes in Oakville indicates that this program has not been fully utilized by Oakville low-income residents.

The 100% SPLIT Pass subsidy would offer free fares for low-income pass applicants, with 50% funding from Halton Region and a new 50% contribution from Oakville.

This 100% subsidy would encourage ridership among low-income residents and promote equity compared to regular free fare customers.

This subsidy would not only encourage ridership among low-income residents but also promote equity compared to other non-fare customers.

Recommendation 14 – SPLIT Pass Subsidy

It is recommended that Oakville Transit implement a full subsidy for SPLIT Passes (50% funding from Halton Region and 50% from Oakville). Additionally, in collaboration with Halton Region marketing campaigns should be launched to promote the SPLIT Pass program.

5.3.3 Data Management and Technological Advancements

Recommendation 15 –Technological Advancements

Understanding the location and schedule adherence of buses, and passenger boarding and alighting activities at stops are key information requirements to effectively manage a transit system.

Oakville Transit has Automatic Vehicle Location (AVL) technology and is completing implementation of Automatic Passenger Counting (APC) technology across its entire fleet. APC systems accurately track passenger boardings and alightings, providing essential data for optimizing route planning, scheduling, and resource allocation. By having a full AVL / APC system Oakville Transit can enhance operational efficiency, improve resource allocation, and better meet the evolving needs of its ridership. As noted in Recommendation 19 it is critical that the implementation of AVL/APC technology be supported by adequate Transit Analyst capabilities.

Recommendation 16 – Customer’s Demographic Data

Oakville Transit currently does not collect demographic data from its customers. To address this gap, it should consider implementing targeted surveys or outreach programs to gather demographic information. This comprehensive approach will provide valuable insights into ridership demographics, travel behaviour, and preferences, thereby facilitating informed decision-making and service improvements.

5.3.4 Customer Experience

Recommendation 17 – Customer Feedback

Oakville Transit currently offers a Customer Services Feedback line. However, it is recommended that QR (Quick Response) codes be placed on buses, shelters, and other fixed assets to provide an easy way for customers

to get information and provide feedback. This additional avenue for customer feedback would enable Oakville Transit to better understand customer preferences and effectively improve its services.

Recommendation 18 – Transit Charter

It is recommended that a Transit Charter be created which would define Oakville Transit's commitment to service excellence, and transit customer rights and responsibilities. The intent of a Charter is to promote accountability, enhance customer satisfaction, and improve the overall transit experience.

5.3.5 Organizational Capacity

Recommendation 19 – Marketing and Data Management Staff

To increase the understanding of transit operating performance, customer behavior and encourage ridership Oakville Transit should create new Junior Transit Planner / Transit Analyst and Marketing / Customer Service Representative positions. Presently, the existing Transit Analyst position may not be sufficient to adequately handle the volume of data and data sources and available information.

Recommendation 20 – Travel Trainer

Oakville Transit has the opportunity to engage more residents in utilizing its services. While some residents may lack basic transit trip planning information or feel apprehensive about initiating a transit trip, offering them basic transit travel information, training, and instilling confidence in new or novice riders can pave the way for increased and sustained transit usage.

It is recommended that Oakville Transit create a new Travel Trainer position and initiate a Transit Travel Training program aimed at assisting youth, adults and seniors to become transit users. This program may offer travel training to individuals or groups.

Appendix F – Revenue and Fare Strategy

Oakville Transit 5-Year Business Plan

Revenue and Fare Strategy

Oakville Transit

August 12, 2024

Contents

1 Introduction

This memo examines Oakville Transit's current revenue and fare structure, as well as cross-boundary fare and service integration. It also reviews industry best practices regarding customer incentives and loyalty programs. Additionally, the review includes a review of non-fare revenue streams and innovative strategies aimed at augmenting overall revenue generation for Oakville Transit.

2 Review of Oakville Transit's Current Fare Structure

Oakville Transit's current fare categories include:

- **Child (12 and under):** Ride free[1] with a PRESTO card or when travelling with a parent/guardian.
- **Youth (13 to 19 years):** PRESTO single: Free[2] with a valid PRESTO card, $4 per ride with exact cash fare.
- **Adults:** Exact cash fare: $4 per ride, PRESTO single: $3.30 per ride, PRESTO monthly pass: $139 per month. University, college, and adult education students 20 years and over must pay adult fare.
- **Seniors:** PRESTO single: Free[3] with a valid PRESTO card, $4 per ride with exact cash fare.
- **Low Income:** Subsidized Passes for Low Income Transit (SPLIT) pass system, a Halton Region initiative, provides eligible low-income Halton residents with a 50% subsidy. Oakville Transit participants responsible for the remaining 50%.

GO Transit passengers have a seamless transfer to Oakville Transit without any additional cost, whether through a GO ride ticket or PRESTO card. Oakville Transit offers time-based transfers valid for 2 hours, facilitating smooth transfers within Oakville and to/from Burlington Transit and MiWay (Mississauga Transit) services.

Passengers are also provided with multiple payment options, including the PRESTO e-tickets mobile app and contactless credit/debit cards.

3 Oakville Transit Funding Structure and Sources

The amount of transit service provided to residents (hours of service per capita) is directly determined by the size of the agency's operating budget (fuel, parts, operating

1 Free fares for Children (12 and under) were introduced in 2021

2 Free fares for Youth (13 to 19) were introduced on May 01, 2023.

3 Free fares for Seniors (65+) were introduced on May 01, 2023.

and maintenance labour, etc.), cost per operating hour, and population. Over time the cost and amount of service provided is impacted by inflation and population growth.

In Ontario, transit agency operating budgets are currently funded through a combination of passenger revenues, miscellaneous sources (such as charters, advertising, fines, etc.), municipal contributions, provincial contributions, federal contributions, and debt servicing contributions. In 2023, Oakville Transit's operating budget received funding from various sources, including passenger revenue (21%), miscellaneous revenue (3%), municipal contributions (71%), and provincial contributions (5%).

3.1 Cross Boundary Fare and PRESTO Program Review

Oakville has cross-recognition of transfers with neighbouring municipalities, as well as routes connecting with GO stations.

Oakville has contractual obligations through the Metrolinx 905 PRESTO agreement until November 2027. The contract binds the City to use only PRESTO as a fare payment system, achieve an 80% adoption rate, and maintain a minimum average fare.

The PRESTO Operating Agreement contains a Vision Statement which provides an understanding of the relationship between Metrolinx and the municipal transit agencies in that they will collaborate to identify ways to integrate fares, routes, customer experience, transportation modes, and long-term planning to create a truly seamless travel experience.

It is the stated intent of Metrolinx that, through its PRESTO business, it will provide a provincial electronic fare collection system, providing fare collection, settlement, information management and scheme management services. And each Transit Agency agrees that the PRESTO Service will be the exclusive interoperable electronic fare payment system used by the agency.

The PRESTO Service is planned to include a variety of Fare Media. The PRESTO Card is a contactless smartcard with stored value capabilities for a dollar amount, number of rides or period pass.

The Operating Agreement for PRESTO outlines the details and responsibilities of Metrolinx and the Transit Agencies. An overview is provided below.

The Initial Term of the agreement will continue until November 27, 2027 and may be renewed for one subsequent five year Renewal Term.

Each Transit Agency agrees to purchase, and Metrolinx agrees to perform and provide the Core Services, 905 Common Core Services, Optional Services and Project Work, in accordance with the Agreement. In essence, the Transit Agencies pay the capital and operating costs of the PRESTO system and Metrolinx facilitates the services.

The Agreement includes a number of conditions:

- By a defined Adoption Date 80% of a Transit Agency’s revenue trips must be processed through the PRESTO system.
- Transit Agencies must submit monthly revenue ridership data to Metrolinx.

- PRESTO Cards are purchased from Metrolinx for $3.00 and are currently sold to customers for $4.00.
- A Minimum Payment Protection clause states that if the Average Fare of a Transit Agency decreases by more than 10% from the preceding year, and the Transit Agency has decreased one or more fare products and/or fare rules specified in the Services Portfolio the Transit Agency must pay Metrolinx a True-Up Amount.
- The Agreement includes definitions of Critical Service Levels, Key Performance Measures, branding guidelines, communications protocols, and arbitration guidelines.

The Metrolinx compensation for the Core Services and 905 Common Core Services are 9% of a Transit Agency's Gross Receipts. Gross Receipts are defined as the aggregate dollar value of a Transit Agencies PRESTO fare product transactions.

Core Services includes all hardware, software and services forming part of the Metrolinx centralized provincial electronic fare payment system provided to the Transit Agencies.

The 905 Common Group means the Corporation of the City of Brampton, the Corporation of the City of Burlington, The Regional Municipality of Durham, the City of Hamilton, the Corporation of the City of Mississauga, the Corporation of the Town of Oakville, and The Regional Municipality of York.

Each Transit Agency within the 905 Common Group agrees that it shall be responsible for all capital costs associated with the purchase of PRESTO Devices, and that the Common Core Services Fee is payable in respect of only the operating costs associated with the performance of the 905 Common Core Services.

A Transit Agency is required to pay 100% of the cost of Optional Services requested from Metrolinx.

The provision of an integrated electronic fare system within the GTHA is a valuable undertaking. Firstly, electronic fare collection is a basic requirement for efficient transit operations, and the convenience of electronic fare collection and regional fare integration is of significant benefit to transit customers. However, the cost and complexity of the PRESTO system is significant.

4 Industry Best Practice Scan

4.1 Free Transit:

Free transit involves removing transit fares, with funding provided entirely by a public sector entity. This could mean eliminating fares across the entire transit system or partially removing them. Partial free transit may be applied to specific geographic areas or timeframes, and/or for certain concession groups.

4.1.1 SALT LAKE CITY, UT

Salt Lake City's "Fare Free February" initiative in 2022 offered a month of free transit to celebrate the 20th anniversary of the 2002 Olympic Games. The initiative resulted in significant ridership increases across weekdays (16.2%), Saturdays (58.1%), and

Sundays (32.5%). Feedback from riders was overwhelmingly positive, with a notable portion being first-time users (21.8%). This initiative highlights the potential of short-term fare-free promotions to attract new riders and garner public support for transit initiatives.

4.1.2 BOSTON, MA

In March 2022, Boston launched a pilot program eliminating fares on three popular bus routes in neighbourhoods home to many immigrants, low-income individuals, and Black residents. This initiative aimed to address climate change and racial justice goals. Initial results showed a significant increase in ridership (22%) and improved bus efficiency, emphasizing the potential of targeted fare-free programs to enhance accessibility and promote equity in transit systems.

4.1.3 ALBUQUERQUE, NM

Albuquerque's year-long pilot of fare-free transit in 2022, influenced by a 2017 survey highlighting the demographics of transit ridership, has shown promising results. The survey revealed that 84% of riders reported an annual household income of under $35,000, and 67% of transit riders were visible minorities. As of February 2022, transit ridership has increased substantially compared to the previous year. This initiative underscores the importance of understanding the local context and demographic needs when implementing fare-free transit programs, highlighting the potential to increase ridership and improve accessibility for underserved communities.

4.1.4 TALLINN, ESTONIA

A decade ago, in 2013, Tallinn embarked on a groundbreaking initiative by inviting its 426,000 residents to utilize buses, trains, and trams without any fare requirements. However, the case study of Tallinn, Estonia, provides a sobering reflection for cities considering fare-free transit initiatives. Despite the removal of fare barriers, transit's share of local commutes has experienced a steady decline over the past decade, particularly among low-income residents. This decline has coincided with a notable surge in car ownership and usage, posing challenges to the intended goals of emissions reduction and equity promotion. Tallinn's experience underscores the complexity of transit behaviour and the limitations of simply eliminating fares without complementary policies to address car dependency and enhance transit service quality. It emphasizes the necessity of reallocating resources towards improving service quality and speed as a more effective strategy for attracting riders and reducing reliance on automobiles[4].

4.1.5 Fare-Free Transit Program Considerations

A review of over 20 free-fare programs, as summarized in the Traveler Response to Transportation System Changes Handbook, Third Edition: Chapter 12, Transit Pricing and Fares, indicates that these initiatives often result in significant increases in ridership, surpassing the predictions made by conventional fare elasticity models such as the Simpson & Curtin rule (Hodge, Orrell, and Strauss, 1994). While the evidence supporting

[4] https://www.fastcompany.com/90968891/estonias-capital-made-mass-transit-free-a-decade-ago-car-traffic-went-up

these increases is primarily anecdotal, it suggests that CBD (Central Business District) free-fare programs tend to attract more ridership than expected based on average bus fare elasticity values. However, it's important to note that the effectiveness of fare-free programs may vary depending on factors such as city size and demographics. Overall, while some programs show promising results, others fall within normal ranges of ridership response to fare adjustments or alterations.

As the best practices suggest, the fare-free transit strategy offers advantages such as universal access regardless of income. However, it poses significant challenges, including a loss of operating revenue, hindering the transit agency's ability to maintain service levels and scale operations. Uncertainty surrounding demand and the potential for increased disorder incidents are also notable risks.

4.2 Promotional Fares

Promotional fares are special discounts or offers designed for specific time periods or locations, aimed at increasing awareness or generating temporary injection of fare revenue. These initiatives can be one-time occurrences or recurring programs.

4.2.1 Topeka Metropolitan Transit Authority

In May 1988, the Topeka Metropolitan Transit Authority provided a promotional month of free bus service in Topeka, Kansas. Ridership surged, with an 83 percent increase on weekdays, 153 percent on Saturdays, and 156 percent on the downtown circulator route (Topeka Metropolitan Transit Authority, 1988). These findings strongly suggest that a significant portion of the ridership increase was during off-peak hours and for non-work purposes.

4.2.2 METROLINX

Metrolinx launched weekend passes — $10 for a day, or $15 for the whole weekend — for unlimited travel across southern Ontario in 2021. The promotion was specifically designed to encourage leisure travel, and it came just as Ontario began lifting pandemic restrictions that had limited most transit usage to essential travel only. Data on the weekend pass usage is not available.

4.2.3 WHISTLER, B.C.

In June 2022, Whistler city council approved a staff recommendation for a Return to Transit Loyalty Program composed of a limited period of free transit, followed by time-limited discounts on transit passes. Monthly passes were discounted at 30% off, half-year passes discounted at 40% off, and yearly passes at 50% off, thereby encouraging riders to buy longer passes. These promotional fares were largely in response to a prolonged labour disruption that suspended transit service in the city. The staff report noted that the municipality’s net savings during the job action should be able to cover the cost of the promotional program, with a longer free transit period possible if there is additional funding from other sources.

4.2.4 CALGARY, AB

In 2022, Calgary launched discounted monthly passes for August and September. The promotion offered a 50% discount for adult monthly passes and a 30% discount for youth passes. As part of the announcement, the City of Calgary highlighted a wide variety of activities and events throughout the city that were accessible by transit.

4.2.5 Promotional Fares Program Considerations

A promotional fare strategy offers advantages such as its ability to be time-limited and targeted to re-attract riders, as well as its ease of communication, akin to common promotional pricing methods in other sectors. However, it comes with the potential disadvantage of lost revenue from existing customers during the promotional fare period, and risks such as the creation of expectations for future promotional fare programs and short-term surges in passenger demand leading to crowding and service issues for regular users. Implementation considerations include clearly defining target market segments, providing internal orientation on the promotional fare product, and ensuring comprehensive information dissemination at points of sale for customers.

4.3 Concession Programs

Concession programs are specialized discounts or benefits tailored for specific demographics within a population. Transit agencies commonly implement concession programs, often providing reduced fares for seniors, students, children, and/or low-income individuals. However, there are also various other options available within concession programs to cater to specific groups' needs and circumstances.

4.3.1 Calgary, Alberta

Calgary Transit offers a range of concession fares, encompassing discounts for youth aged 6 to 17, a low-income monthly pass, and a senior yearly pass. In 2012, adults paying full fares comprised 59% of ridership and contributed 79% of revenue, while youth constituted 19% of ridership and 13% of revenue; the remaining groups accounted for 22% of ridership and 8% of revenue. As of 2022, Calgary Transit's concession programs maintain the same structure, albeit with increased prices. Noteworthy is Calgary's utilization of a sliding scale to determine the fare for low-income individuals, with the Low-Income Monthly Pass offered at varied price points based on the purchaser's income. A similar program is offered in Edmonton. Both Calgary and Edmonton receive Province of Alberta funding for their low-income transit pass programs.

4.3.2 Hamilton, Ontario

In Hamilton, Ontario, the Hamilton Street Railway (HSR) has concession agreements with local post-secondary institutions to furnish transit passes for students. For example, as of 2022, each McMaster University student pays approximately $230 per year for a mandatory transit pass, substantially discounted from the regular price of $110 per month or $1,320 per year. In this arrangement, some students may not utilize transit, effectively subsidizing those who do. Reduced fares are facilitated by the HSR's receipt

of guaranteed revenue from full-time students, with students voting every three years on whether to renew the agreement.

4.3.3 Concession Program Considerations

Concession programs play an important role in transit fare strategies, offering targeted discounts to specific groups such as youth, students, seniors, and low-income individuals. While advantageous for providing affordable access to transit services, concession programs can result in reduced fare revenue, necessitating increased subsidy from municipal taxes or external funding sources. Furthermore, the implementation of concession programs may prompt requests for similar fare discounts from other rider groups. Effective implementation requires careful consideration of revenue projections, marketing efforts to raise awareness, adjustments to administrative processes, and ongoing evaluation to gauge program effectiveness. Overall, concession programs represent a balancing act between enhancing accessibility and managing financial sustainability within transit agencies.

4.4 Examination of Fare and Service Elasticities

Service elasticities provide valuable insights into how transit ridership responds to various factors such as fare, convenience, frequency, speed, and comfort. Technically, elasticity values are both imprecise and uncertain. However, the elasticity values developed for multiple North American studies provide reasonable guidance in understanding the effects of price and service changes on transit ridership demand.

Elasticity is defined as the percentage change in consumption caused by a 1% change in price or service, all else held constant. A high elasticity value means that a relatively small change causes a large change in consumption. A low elasticity value indicates that a change has less effect on consumption. The degree of responsiveness refers to the absolute value, regardless of whether it is positive or negative.

- Unit Elasticity- Absolute value of 1.0: This means demand is perfectly responsive to changes in price or service and changes cause proportional changes in consumption.
- Inelastic- Absolute value less than 1.0 (Highly unresponsive): This means that price or service changes cause less than proportional changes in consumption.
- Elastic- Absolute value greater than 1.0 (Highly responsive): This indicates that price or service changes cause more than proportional changes in consumption.

Numerous studies have examined transit price and service elasticities, including Alam, Nixon, and Zhang (2015), Dunkerley, et al. (2018); Pham and Linsalata (1991); Oum, Waters, and Yong (1992); Goodwin (1992); Luk and Hepburn (1993); Pratt (1999); Dargay and Hanly (1999), TRACE (1999), Booz Allen Hamilton (2003), TRL (2004) and Watkins, et al. (2021), and APTA (2008). Todd Litman's paper "Transit Price Elasticities and Cross-Elasticities" (2023) provides a summary of much of the research on transit elasticities.

A summary of APTA and international values are noted below:

- The Simpson-Curtin rule, which implies that a 3% increase in fare reduces ridership by 1%. This is outdated and not suggested for current planning and modelling.
- The American Public Transportation Association (APTA) values. Studies are based on different transit and economic levels. Data was collected from 52 agencies across North America.
- International transportation elasticity values from multiple studies.

Table 1 summarizes bus fare elasticity values published by the American Public Transportation Association and widely used for transit planning and modelling in North America. This is based on a study of the short-run (less than two years) effects of fare changes in 52 U.S. transit systems during the late 1980s.

Table 1: Fare Elasticity Based on Size of Urban Area and Time of Day

	Large Cities (More than One Million Population)	Smaller Cities (Less than One Million Population)
Average for All Hours	-0.36	-0.43
Peak Hour	-0.18	-0.27
Off-Peak	-0.39	-0.46
Off-peak Average	-0.42	
Peak Hour Average	-0.23	

In most communities (particularly outside of large cities) most people don't rely on public transit. Instead, they have the choice to drive. To encourage transit use, strategies like lowering fares, offering discounted passes, and making driving costlier with tolls or parking fees are crucial. However, it's essential to recognize that while these measures can boost transit ridership, their impact on reducing car usage isn't always straightforward. On average, about a quarter to half of the increase in transit ridership can be attributed to reduced automobile travel, although this proportion varies significantly based on the specific circumstances of each community (Litman, 2023).

Table 2 provides a summary of recommended generic values derived from extensive research in this field. It's important to note that actual elasticities may vary depending on specific circumstances.

Table 2: Recommended Transit Elasticity Values Market Segment

		Short Term	Long Term
Transit ridership WRT[5] transit fares	Overall	–0.2 to –0.5	–0.6 to –0.9

[5] ("WRT" = With Respect To).

		Short Term	Long Term
Transit ridership WRT transit fares	Peak	–0.15 to –0.3	–0.4 to –0.6
Transit ridership WRT transit fares	Off-peak	–0.3 to –0.6	–0.8 to –1.0
Transit ridership WRT transit fares	Suburban Commuters	–0.3 to –0.6	–0.8 to –1.0
Transit ridership WRT transit service	Overall	0.50 to 0.7	0.7 to 1.1
Transit ridership WRT auto operating costs	Overall	0.05 to 0.15	0.2 to 0.4
Automobile travel WRT transit costs	Overall	0.03 to 0.1	0.15 to 0.3

Source: (Litman, 2023)

The general demand elasticity estimate for the GTHA region is -0.45 (suggesting that a 10% fare increase results in a 4.5% decrease in ridership), for calculating ridership changes based on fare changes (AECOM, 2013). In economic terms, as all known observed values of fare elasticities fall in the range between 0 to -1.0, rider response to fare changes is generally inelastic. This means that fare increases have only a small and always less than proportionate impact on ridership (Transportation Research Board, 2004).

The research underscores a significant conclusion: transit elasticity values aren't universally applicable. Several factors influence sensitivities, such as user demographics, trip characteristics, service quality, geographical context, time frame, and pricing. While demand elasticity factors aren't precise predictors, they offer valuable insights into the general direction and extent of change.

4.5 Considerations in the Fare Elasticity and Policy

Based on the review of best practices and case studies of relevant fare policies, a summary of key findings is as follows:

- Transit should be priced appropriately at the “value of the service”, relative to the cost of competitive and alternative transportation options.
- Based on empirical studies of fare increase and service expansion elasticities, transit customers value the provision and quality of service higher than the cost of service (deep discounts should not be provided at the expense of reduced service).
- Fare discounts should consider reflecting the transaction costs associated with various fare payment media to provide benefits to the transit agency. Cash transactions impose the greatest cost, and tickets/tokens require material, sales, and

distribution costs. Smartcards, often topped up online through credit cards, could be encouraged for fewer transactions and with higher upload values per transaction. In addition, smartcard technology allows fares to be rounded to a smaller denominator (i.e. $0.05 rather than $0.25)

- Social issues regarding discounts for child, student, and seniors pricing are a concern across many transit agencies. Although fare discounts should be equitable, they should not erode fare revenues and the ability to provide service.
- Fare increases should be equitable in terms of horizontal equity, such that those who pay also benefit from the additional services. However, increases are generally inequitable across income groups as lower income groups bear a greater burden of the fare increases.
- Fare subsidy programs should focus on user-side subsidies to target individuals, rather than system-wide supply-side subsidies. For example, pass programs for low-income individuals should be considered, rather than deep discounts for all seniors.
- Although discounts for prepayment of multi-ride tickets provide up-front revenue, the discount should be minimized as they also provide customers the benefit of convenience.
- Fare categories in the GTHA are commonly differentiated based on rider characteristics but can also be differentiated based on trip characteristics, including trip distance, trip duration, quality of service, time period, etc.
- The Province of Ontario and Metrolinx are pursuing a Fare and Service Integration strategy aimed at enhancing connectivity, affordability, and convenience for transit travel within the Region.

4.6 Fare Revenue Streams and Strategies

Traditionally, Canadian transit systems have relied on revenue sources beyond passenger fares, such as charter services, advertising, and concession rentals. However, according to CUTA research published in 2015, there are over twenty-four innovative ideas currently employed worldwide. Below are six major categories along with examples of non-passenger funding mechanisms. Sources marked with an asterisk (*) are applicable for generating operating revenue.

Note: It is important to note that many of these initiatives are not within the direct ability of local transit agencies to Implement and would require senior government support.

4.6.1 Vehicle Use-Based Charges

User Based Charges are levied on those who use the services and resources.

- Carbon Tax – Tax levied on carbon dioxide emissions from fuel usage for transportation and other purposes
- Car Rental Levy* – Fee charged daily for vehicle rentals
- Cordon Charge – Toll on drivers entering or exiting a zone or crossing a cordon during a specific time of the day

- High Occupancy Toll* – Toll for the use of a designated highway lane used jointly with high occupancy vehicles
- Highway Toll – Toll for the use of a particular road infrastructure such as a bridge crossing or tunnel
- Vehicle Kilometer Travelled Fee* – Charge to drivers for every kilometre travelled within a designated area or in all areas

4.6.2 Vehicle Ownership Charges

- Vehicle Ownership Charges are levied on owners of motor vehicles.
- Auto Insurance Tax* – Fee paid by vehicle owners through auto insurance payments.
- New Vehicle Sales Tax* – Fee paid by vehicle owners at the time of first registration of such vehicle.
- Vehicle Registration Fee* – Fee paid by vehicle owners upon registering a new vehicle and renewing that registration annually.

4.6.3 Land-Based Charges

Land Based Charges are levied on properties irrespective of their proximity to transit facilities.

- Land Transfer Tax – Tax on homebuyers for the purchases of property within a designated area.
- Parking Sales Levy* – Tax levied on paid parking transactions in addition to sales tax.
- Parking Sites Levy – Daily charge to owners of all non-residential, off-street parking spaces within a designed area.

4.6.4 Non-User-Based Charges

Non-User Based Charges are levied on households and individuals in the region:

- Employer Payroll Tax* – Tax withheld by employers and remitted to the government
- Utility Levy* – Monthly fee collected from all utility accounts within the region

4.6.5 Land Value Capture

- Land Value Taxation – Tax on the land value to more generally capture the values created by the provision of public goods and services
- Negotiated Exaction – In-kind contributions for local public goods and services in return of development approval
- Special Assessment District – Self-imposed property tax within a defined district that benefits from public transit improvements
- Station Air Rights – Sale or lease of the rights to develop above or below transit facilities

- Tax Increment Financing – Leverage future tax revenue increases to finance current infrastructure projects within an area
- Transportation Utility Fee***** – Fee that treats transportation improvements as utilities and is applied to all properties within a district

4.6.6 Other Charges

- Crowdfunding – Fund raised through the collection of small contributions from the general public
- Hotel and Accommodation Levy* – Hotel tax charged along with accommodation fees
- Monetization of City Assets – Selling of City-owned assets that are not considered as core to the City's operations and responsibilities
- Driver's License Tax* – Tax levied on drivers upon issuance or renewal of their driver's license

5 Fare and Revenue Strategies for Oakville Transit

Based on industry best practices and the current status of the fare and revenue strategy for Oakville Transit, three potential revenue and fare scenarios may be considered.

These scenarios should be considered in addition to ensuring that Oakville Transit is receiving the maximum available miscellaneous revenues from the current charter, advertising, and potential sponsorship initiatives.

5.1 Scenario 1: Status Quo

Currently, Oakville Transit relies on fare revenue from adult passengers, while seniors, youth and children travel for free. Oakville Transit also generates 3% of total revenues from charters, advertising, and fines.

Before the COVID-19 pandemic, Canadian transit agencies covered a more significant portion of their operating costs with passenger fare revenue. Post-pandemic, these numbers have declined significantly, with Oakville Transit experiencing a decrease in its revenue-to-cost ratio from 31% to 24% between 2016 and 2023—a 22.1% decline in the proportion of expenses covered by revenue. This decrease is attributed to structural changes in funding, including declines in passenger revenue due to COVID-19 and free fare initiatives.

Moreover, Oakville Transit faces additional challenges in maintaining its service levels due to inflation, population growth, and inconsistent operating contributions from the province. There has been a $2 million (56%) decrease in Provincial Operating Contribution from 2022 to 2023, further exacerbating the financial strain on municipal finances.

The status quo of relying on Adult fares as the major revenue source is not sustainable. To address this challenge Oakville Transit needs to move towards a multifaceted strategy of optimizing existing revenue streams while exploring new sources of non-passenger revenue. By enhancing its revenue generation efforts, Oakville Transit may improve its revenue-to-cost ratio and ensure long-term financial sustainability, thereby effectively meeting the community's transit needs.

5.2 Scenario 2: Free Transit for All

The potential implementation of fare-free transit systems hinges on understanding transit ridership's complex dynamics and how it responds to various factors such as fare, convenience, frequency, and service quality. Historically, fare elasticity studies have shown that reducing transit fares can lead to increased ridership, particularly during off-peak and leisure travel times. However, the effectiveness of fare reductions varies depending on factors such as user demographics, trip characteristics, and service quality. While fare reductions may stimulate short-term ridership increases, long-term sustainability and effectiveness require a comprehensive approach that balances fare policies with investments in service quality improvements.

In the case of Oakville Transit, in the public consultation and surveys conducted, there was notably no significant feedback indicating that fare served as a barrier to transit usage. Participants did not express fare concerns as a primary reason for not utilizing transit services. This absence of commentary suggests that while fare affordability may not be a prominent issue for the community, other factors such as service frequency, reliability, and coverage might play more significant roles in influencing transit ridership decisions.

One of the primary challenges of implementing fare-free transit for all in the Town of Oakville is securing sustainable funding sources to cover the costs of operating transit services. This includes not only maintaining current service levels and scaling operations but also meeting the community's demand for higher service quality, especially in the face of population growth, all without fare revenue. The loss of operating revenue could significantly impact Oakville Transit's ability to maintain services and expand operations, potentially resulting in service cuts or disruptions.

5.3 Scenario 3: Loyalty or Incentive Opportunities for Oakville

Despite Oakville's affluent status, it faces significant income disparity, boasting the widest gap between the very rich and the very poor in the Halton Region. In response, Halton Region implemented the Subsidized Passes for Low Income Transit (SPLIT) pass system, in partnership with the local municipal transit systems, offering eligible low-income residents a 50% subsidy for their local transit expenses. However, Oakville Transit currently does not cover the remaining fare for SPLIT pass users. This implies that individuals categorized as low-income adults are obliged to cover 50% of the fare, whereas individuals in the youth or senior categories with higher income thresholds benefit from free transit services in Oakville. The usage data for SPLIT passes and tickets in 2023 reveals relatively low monthly uptake, possibly due to the remaining 50% of the fare not being covered or insufficient marketing efforts to promote the program to

low-income individuals. In alignment with the Town's Equity and Accessibility policy, it is recommended to explore the implementation of a free transit policy, covering the remaining 50% of SPLIT fares for eligible low-income individuals. Such an initiative has the potential to stimulate ridership growth and ensure equitable access to transit services for all community members, regardless of financial constraints.

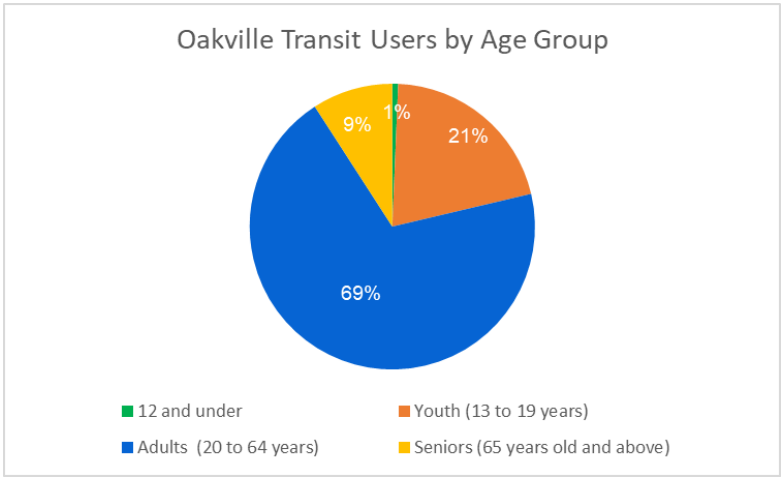
The current free fare program for Child, Youth and Senior is a post-COVID strategy to provide a community benefit and increase ridership during a time when the community was under significant stress.

In addition to subsidizing transit fares for low-income individuals through the SPLIT program, Oakville Transit should reevaluate the provision of free transit for Youth and Seniors to ensure that investments in transit deliver maximum community benefit.

As shown in **30%** of Oakville Transit users consist of seniors and youth, making it imperative to review the financial implications of offering free transit to these demographics. Based on available data most seniors and youth do not require a fare subsidy. This is consistent with a focus on user-side subsidies to target low-income individuals rather than system-wide supply-side subsidies. Although offering free transit regardless of income has been a strategy to increase ridership, especially in the context of Oakville's recovery from COVID-19, it may not align with generating sufficient revenue to maximize transit service to the community.

Figure 1, 30% of Oakville Transit users consist of seniors and youth, making it imperative to review the financial implications of offering free transit to these demographics. Based on available data most seniors and youth do not require a fare subsidy. This is consistent with a focus on user-side subsidies to target low-income individuals rather than system-wide supply-side subsidies. Although offering free transit regardless of income has been a strategy to increase ridership, especially in the context of Oakville's recovery from COVID-19, it may not align with generating sufficient revenue to maximize transit service to the community.

Figure 1: Oakville Transit Users by Age Group



Source 1: the Transportation Tomorrow Surveys (TTS) 2016

Another strategy for Oakville Transit could be a Monthly Fare Cap program. This initiative would involve programming PRESTO to cap monthly fares at 40 times the regular fare,

totaling $132 per month, which is $6.00 less than the current Monthly Pass. Once an individual reaches 40 trips in a month, any additional rides would be free. Fare capping is effective in removing the high up-front cost of monthly transit passes.

Notwithstanding the free fare program for Youth 19 and under, Oakville Transit should continue to explore future opportunities to implement a U-Pass program for post-secondary students at Sheridan College, as well as considering similar transit pass programs for employees through discounted monthly pass programs with major employers within the Town of Oakville. These initiatives have proven to be effective in increasing ridership in other jurisdictions.

5.4 Other Revenue Related Recommendations

- Review fare revenue annually and adjust fares accordingly. An annual assessment should consider ridership impact, revenue from different fare categories, and comparisons with peer transit fares to inform fare policy changes.
- Given that Oakville Transit currently reviews fares annually, ensuring adjustments to address inflation gradually and avoid sudden increases is recommended. A large, disproportionate increase can negatively impact the image of Oakville Transit and its ridership.

5.5 Non-Revenue Strategies for Oakville Transit

In addition to fare programs, Oakville Transit should explore non-revenue strategies to enhance its financial sustainability and support the expansion of transit services. These strategies focus on leveraging alternative sources of funding to supplement traditional fare revenue and government subsidies. The traditional initiatives of advertising on transit vehicles and property, vehicle charters, fines, and sponsorships of transit property or events should continue to be developed.

The following initiatives are more challenging and would require the Town of Oakville's leadership to implement. Despite these challenges, they have the potential to significantly increase Town and Transit revenues. By implementing the following approaches, the Town of Oakville and Oakville Transit can diversify their revenue streams and ensure long-term viability while meeting the evolving needs of the community:

- Explore opportunities to increase digital shelter advertising beyond the current six advertising panels being developed with a current supplier. Additional capital investment would be required; however, the program has potential to generate more revenue that static advertising displays.
- Explore opportunities for on bus digital advertising (either geo fenced or general) by using the new digital information screens being installed in the new Electric Bus fleet.
- Explore opportunities for space rental income by adding retail outlets (i.e. coffee kiosk) to terminal locations.
- Explore opportunities for sponsorship of special event service. For example, sponsorship of the shuttle bus service on Canada Day.

- Explore monetization of electrifying the transit service by the sale of Clean Fuel Regulation Credits as a result of using electricity and decreasing diesel fuel emissions.

6 Conclusion

In conclusion, the analysis of revenue and fare strategies for Oakville Transit presents an understanding of the challenges and opportunities facing Oakville Transit. Through the exploration of potential scenarios, including maintaining the status quo, implementing free transit for all, and introducing loyalty or incentive opportunities, it becomes evident that Oakville Transit must adapt to changing circumstances to ensure its long-term revenue sustainability and meet the evolving needs of the community.

Although each scenario brings its own set of advantages and obstacles, adopting a gradual approach to reevaluating the current fare system and enhancing investments in increasing service and ridership, alongside identifying sustainable revenue sources, appears to offer the most promising way forward. This strategy entails optimizing current revenue channels, investigating novel non-passenger revenue streams, and carefully reviewing and adjusting fare policies to ensure a balance between increasing service, bolstering ridership and maintaining financial stability.

Appendix G – Travel Training White Paper

Oakville Transit Five-Year Business Plan

White Paper: Travel Training Program

Oakville Transit

July 23, 2024

Contents

Table of Figures

1 Overview

People who have never used public transportation often have real concerns and fears about public transit. A transit travel training program that teaches residents how to use public transportation and become confident users will encourage the use of public transit.

Oakville Transit has conducted multiple transit travel training sessions with community groups, seniors, and youths; however, it does not have a formally structured travel training program or the required dedicated staff to consistently deliver a program.

This memo outlines the framework for developing an effective Transit Travel Training Program (TTTP), with a primary focus on encouraging diverse demographic groups, particularly students, to actively embrace and utilize Oakville Transit services for their transportation needs.

2 Background and Review of Demographic Trends in Oakville

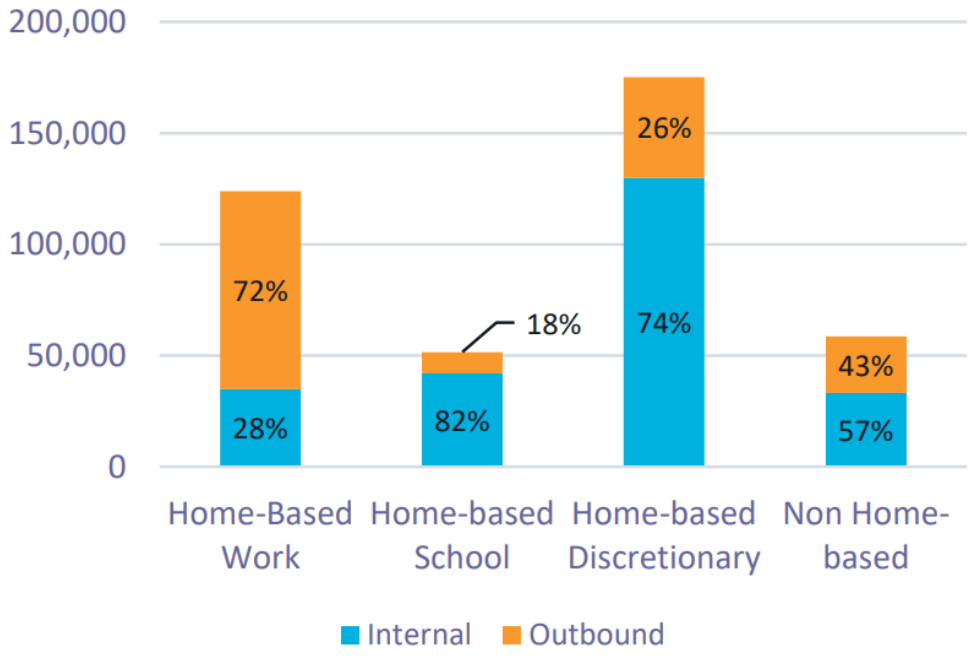
Understanding Oakville's demographic landscape is fundamental for crafting a travel training program tailored to the community's unique needs. According to Census 2021, Oakville’s population stood at 213,759 with an employment of 91,500. The demographic characteristics of Oakville shed light on its transportation demands:

- Population Breakdown: Oakville's population encompasses various age groups and socio-economic segments. Notably, it comprises approximately 18% individuals aged 0 to 14 years, 66% adults aged 15 to 64 years, and 15% seniors aged 65 years and above.
- Trip Generation: Each day, Oakville residents generate over 400,000 trips within and external to Oakville, with an additional 170,000 trips made to Oakville from other parts of the Greater Toronto and Hamilton Area (GTHA).
- Types of Trips in Oakville: As shown in **Figure 1**, Trips originating in Oakville can be categorized into several distinct types based on their purpose and destination:
    - Home-Based Work (HBW): These trips involve travel between a person's residence and their place of work, and vice versa. Home-Based Work trips constitute 30% of all trips generated by Oakville. Interestingly, the majority (72%) of these trips are outbound to other

parts of the region, suggesting that only 28% of Oakville residents work within the town.

- Home-based School (HBS): Trips categorized under HBS include travel between a person's residence and their place of education, such as schools or educational institutions. The vast majority (82%) of Home-Based School trips generated by Oakville are internal to the town. However, approximately 18% of Home-Based School trips are external to Oakville.
- Home-based Discretionary (HBD): HBD trips encompass travel between a person's residence and other locations for non-essential purposes, such as shopping, recreation, medical or social activities. These trips make up 38% of all trips to/from Oakville, representing the largest share of all trips. The majority (74%) of HBD trips generated by Oakville remain internal to the town, indicating that residents frequently engage in local shopping, leisure, entertainment, and personal appointment activities.
- Non-Home-based (NHB): This category comprises trips that do not involve a person's residence as either the origin or destination. NHB trips may include travel for work-related purposes, medical appointments, or other activities that do not start or end at home. Non-Home-Based Trips generated by Oakville are roughly split – 57% stay internal to the town, while 43% leave the town.

Figure 1: Trip Purpose by Destination Type | All-Day



Source 1: Oakville Urban Mobility & Transportation Strategy, 2021

- Mode of Travel: Auto-based modes dominate Oakville's travel landscape, with 74% of daily trips made by individuals driving cars. Transit usage is relatively lower, comprising a smaller proportion of trips, particularly for Home-Based Work and Home-Based Discretionary purposes.
- Transit Utilization: In 2023, Oakville recorded 2,832,847 trips on the conventional transit system and 78,646 trips on the specialized system. These statistics underscore the potential opportunity for transitioning specialized transit users to conventional modes through targeted travel training programs, for those residents who are able. It's important to note that not all specialized transit customers may transition to conventional transit.
- Seniors: Oakville's senior population, comprising 15% of the total population, represents a significant demographic segment with unique transportation needs. Travel training programs should focus on providing seniors with personalized guidance and resources to navigate public transit systems effectively, promoting independence and mobility.
- Low-Income Residents: Approximately 8% of Oakville's population falls under the low-income category, highlighting the importance of ensuring equitable access to transportation services. Travel training initiatives

should address the specific challenges faced by low-income residents, such as affordability concerns and limited access to private vehicles.

- Visible Minorities: Given that over 42.5% of Oakville's population is identified as visible minorities, along with 41.2% of immigrants according to the 2021 Census, cultural sensitivity and inclusivity are crucial considerations in the design of travel training programs.

This comprehensive review of Oakville's demographic trends underscores the importance of tailoring transit training initiatives to address the diverse needs and preferences of its residents, particularly seniors, students, low-income individuals, and visible minorities. By identifying key trip types, destinations, and demographic segments, the travel training program can be strategically developed to enhance transit accessibility and utilization across the community.

2.1 Challenges Impeding Transit Utilization in Oakville

- **Awareness and Perception:** Many Oakville residents may not fully appreciate the value of public transit due to a lack of awareness about its benefits. There is a need to educate the community about the advantages of using transit, such as cost savings, environmental benefits, reduced traffic congestion, and increased mobility options.
- **Dependency on Cars:** A significant barrier is the prevalent dependency on cars among residents. Some may be accustomed to the convenience and comfort of private vehicles, while others may not realize that transit options are available or viable alternatives for their transportation needs.
- **Lack of Familiarity:** Many residents may lack confidence in using public transit due to a lack of familiarity with the system. They may be unfamiliar with route maps, schedules, fare structures, and transfer procedures, as well as essential elements such as knowing their current location, identifying bus stops, determining the direction of travel, transfer location, and understanding safety protocols. Providing clear and accessible information about transit routes, schedules, and payment methods, along with comprehensive training on basic transit elements such as boarding procedures, interacting with bus drivers, and signaling to get off, can help alleviate this barrier.
- **Persons with Disabilities:** Individuals with physical or mental disabilities may face additional challenges in using Oakville Transit effectively.

3 Best Practices in Transit Training Programs

In this section, insights from transit training programs in other transit agencies within Canada and US are explored to inform Oakville's travel training program development.

3.1 Calgary Transit

Calgary Transit offers two programs to help seniors, people with disabilities, and youth with transportation disabilities use public transit safely and independently:

Individual Travel Training:

These sessions typically span three to five short one-on-one meetings. The program aims to provide personalized instruction tailored to the specific needs and abilities of each participant. Trained instructors guide participants through essential transit skills such as trip planning, route navigation, fare payment, boarding, and alighting safely. The overarching goal is to empower participants to feel confident utilizing Calgary's public transit system while building crucial wayfinding skills.

"Get On Board" Summer Camp:

The "Get On Board" Summer Camp is a unique three-day program offered by Calgary Transit, specifically designed for youth aged 12-19 with transportation disabilities. Each day of the camp spans three hours, totaling nine hours of engaging activities spread over the duration of the program. The camp curriculum includes a variety of interactive sessions aimed at empowering participants to use Calgary's public transit system independently. Highlights of the camp include safety tips from a Calgary Transit Peace Officer, a tour of the Oliver Bowen Maintenance Facility to provide insights into transit operations, trip planning instruction, and a presentation from Calgary Transit Customer Service to address inquiries and provide additional information. Through hands-on experiences and knowledge-sharing, the camp fosters independence, confidence, and essential transit skills among participants.

3.2 Kingston Transit

Kingston Transit in association with the Seniors Association provide Transit Travel Training sessions to seniors. Following successful completion of the program individuals receive a free 24-ride Kingston Transit Pass.

Kingston also has the Kingston Model for Youth Transit Programing which focuses on giving students the skills and confidence to use transit. Each

September a bus visits each high school and Grade 9 students are taught the ins and outs of using transit. The program has been very successful in increasing student ridership.

Kingston Transit also has a statement on Rider Etiquette which provides courtesy and safety tips and defines that it requires the cooperation of both bus operators and customers to make each ride a safe and enjoyable experience.

3.3 Grand River Transit

Grand River Transit (GRT) offers the following travel training programs to help people with disabilities, seniors, and those new to the community learn how to use public transit confidently and safely:

- Presentations: Tailored presentations for community groups on the accessibility features of the GRT system.
- Basic Orientation: A shortened training for individuals or groups who already have some basic transit skills.
- Mobility Device Sessions: Practical, on-bus training for people using wheelchairs and scooters to practice boarding and exiting the bus.
- One-on-One Training: Individualized, multi-session training for customers who find it challenging to use conventional transit services. The goal is for them to ride independently (with an attendant if required).
- Service Provider Workshops: Training and resources for agency staff and volunteers to help their clients use transit independently.

The travel training programs cover trip planning, reading schedules and maps, recognizing bus numbers/stops/landmarks, boarding with mobility devices, paying fares, and transferring between routes. The trainers have in-depth knowledge of GRT services and prioritize participant safety and comfort.

3.4 York Region Transit

The 'myRide' program offered by York Region Transit (YRT) is a travel training initiative that assists individuals of all ages and abilities who require additional knowledge and skills to use YRT independently.

The key components of the "myRide" program include:

- Train-the-Trainer Presentations
- Individual Travel Training

- Transit overview presentations to community organizations

The program aims to empower participants facing transit barriers with the knowledge and skills required to navigate YRT's system safely and independently, with training tailored to their specific needs.

3.5 Greater Cleveland Regional Transit Authority (RTA)

The Greater Cleveland Regional Transit Authority (RTA) offers Travel Training, also referred to as travel instruction, providing both one-on-one and group training sessions tailored to empower seniors and individuals with disabilities to navigate fixed-route public transit safely and independently, encompassing trains and buses operating on regular routes.

In one-on-one sessions, participants receive personalized instruction from their Travel Trainer, who adapts the training program to their abilities and needs. Training focuses on destination-specific skills or provides general riding instruction, covering essential topics such as trip planning, reading route maps and schedules, navigating bus stops and rapid stations, fare payment, using mobility devices, and accessing trip planning resources.

Group training sessions, suitable for settings like homes, housing facilities, senior centers, and schools, extend over several weeks (4-6 weeks). They address various topics including the Americans with Disabilities Act, benefits of public transportation, transportation options, destination information, bus features, fare purchasing, map reading, safety tips, and trip planning. Each session concludes with a trip on public transportation to utilize the skills learned.

3.6 National Aging and Disability Transportation Center

The NADTC has published a "Best Practices Compendium" that provides guidelines and recommendations for transit agencies and human service providers on how to establish effective travel training programs for older adults and individuals with disabilities.

3.7 Toronto Transit Commission

The Toronto Transit Commission (TTC) offers one-on-one travel training for their Wheel-Trans customers to help them learn how to use the conventional transit system. The program, conducted in-person by trained travel trainers, aims to enhance customers' travel skills and confidence on TTC's accessible buses, streetcars, and subways. Personalized one-on-one sessions, spanning up to four sessions, are tailored to individual needs. The program covers trip planning, wayfinding, PRESTO usage, boarding, requesting

accessible features, and problem-solving strategies for unexpected challenges.

4 Key Lessons and Program Alternatives to Guide the Oakville Transit Program Development

As evidenced by various agencies, most travel training programs focus on catering to people with transportation disabilities and seniors. Key program types and components are summarized below:

4.1 Individual Training Sessions

Individual training sessions provide personalized instruction to participants, focusing on their specific needs and abilities. These sessions are typically conducted one-on-one, allowing for tailored guidance and support. Individual training sessions are particularly beneficial for people with transportation disabilities and seniors who may require additional assistance and attention to build confidence in using public transit.

4.2 Group Presentations

Group presentations offer an interactive learning experience for newcomers to the community or those seeking basic transit education. These sessions cover essential topics such as trip planning, fare payment, and navigating transit routes. Group presentations foster community engagement and provide participants with the opportunity to ask questions and learn from each other's experiences.

4.3 "Train the Trainer" Programs

"Train the Trainer" programs aim to equip community organizations, such as immigrant aid organizations and disability advocacy groups, with the knowledge and skills to deliver effective transit training to their clients. Transit systems collaborate with these organizations to provide specialized training to their staff or volunteers, empowering them to serve as transit trainers within their communities. These programs enhance the reach and accessibility of transit travel training initiatives.

4.4 Specialized Training for Transit Users with Mobility Devices

Specialized training programs cater to individuals using mobility devices such as wheelchairs and scooters. These sessions focus on boarding and exiting vehicles safely, navigating accessibility features on public transit, and understanding the specific challenges associated with using mobility devices in transit settings. Practical, on-bus training ensures participants gain confidence and proficiency in using public transit with their mobility devices.

5 Recommendations for Oakville Transit

It is recommended that Oakville Transit develop a Travel Training Program (TTP) tailored to the diverse needs of its clients and the various services offered, including conventional fixed routes, care-A-van, and Ride On-Demand services. The program should be rolled out sequentially, starting with transit awareness initiatives and targeting specific demographics:

5.1 Transit Awareness

As we discussed in **Section 2**, Oakville residents often rely on driving, even for short trips. This tendency may be attributed to a lack of awareness regarding the benefits of public transit and available transit options within their neighbourhoods or within walking distance. To address this issue, Oakville Transit can implement the following strategies:

- Utilize diverse communication channels such as news media, social media platforms, and outreach initiatives to promote awareness of transit services.
- Tailor presentations to specific groups, such as community leaders, social service or newcomer and immigrant organizations, to highlight transit advantages relevant to each audience.
- Create informative videos, website posts, and email newsletters to reach a broader audience and keep them informed about transit developments.
- Participate in community events to interact with residents and promote transit services.
- Focus advertising efforts on key time periods or events, such as service changes, special promotions, or national transit-themed initiatives.

By utilizing communication channels, Oakville Transit can effectively raise awareness, shape public perception, and garner support for its services within the community.

5.2 Targeted Transit Training Programs

5.2.1 Students

Oakville Transit should consider developing a comprehensive travel training program specifically designed for students in the Youth fare category. This program aims to equip youths with the necessary skills and confidence to navigate public transportation systems safely and independently. Led by a qualified travel trainer and bus driver, the program will commence with an informative in-class presentation covering transit fundamentals. Subsequently, students will have the opportunity to apply their knowledge practically through a short bus ride experience.

Key components of the program include:

- Benefits of using public transportation
- Transportation options
- Destination Information
- Bus features
- Bus fare and ticket purchasing
- Reading maps and schedules
- Safety tips and behavior
- Trip planning

5.2.2 Newcomers, Immigrants, and Non-English Speakers

To support newcomers and immigrants navigating language and cultural barriers on Oakville Transit, collaborative partnerships with immigrant aid groups should be established. Tailored transit training programs should be developed, addressing specific challenges newcomers face, such as route planning and fare payment. Priority should be given to delivering these programs in the top five spoken languages among newcomers. A "train the trainer" initiative should empower leaders within immigrant aid groups to provide independent transit support.

Culturally sensitive outreach efforts should promote inclusivity, fostering a welcoming environment within Oakville's transit community.

5.2.3 Individuals with Transportation Disabilities

To promote the inclusion of individuals with transportation disabilities in regular transit systems rather than relying solely on specialized services, it's essential to offer specialized travel training programs tailored to their unique needs. These programs should focus on assessing individual abilities and requirements, and then customizing training to build confidence and proficiency in using regular transit options.

5.2.4 New Riders or New Residents

For new riders or residents unfamiliar with Oakville's transit system, introductory training sessions should be provided to acquaint them with essential transit information and resources. These sessions may include familiarizing participants with transit routes, fare payment methods, accessing route maps and schedules, understanding bus features, and safety protocols. Additionally, online resources can be utilized to provide convenient access to transit information for new riders or residents. Collaboration with community organizations and local businesses can facilitate outreach efforts to educate this group to utilize public transportation as a viable mode of travel within Oakville.

5.2.5 Older Adults

To assist older individuals who may be unable, should not or choose not to use private vehicles, personalized training programs should be developed to introduce them to transit options. These programs should offer hands-on experience and individualized guidance to familiarize older adults with navigating public transit systems effectively. Additionally, providing educational materials and resources tailored to their specific needs can help build confidence and encourage regular transit use. Collaborating with senior centers, retirement communities, and local organizations focused on aging issues can facilitate outreach efforts and ensure that transit training reaches those who need it most.

6 Staffing, Resource Needs, Productivity, and Costs

This section provides an overview of the staffing, resource requirements, and costs associated with implementing the travel training program:

- Travel Trainer: A full-time position with an $80,000 annual salary (inclusive of wage and benefits), supplemented with 10% overtime compensation,

and provision of a cell phone and laptop (salary to be based on Oakville Transit staff rates).

- Vehicle: Accessible van to facilitate transportation needs during training sessions.
- Transit Operator and Full-Sized Bus: Coordination with transit operators for three two-hour weekday mid-day assignments per week.
- Print and Promotional Material: Allocation of resources for marketing support, including the production of print and promotional materials.

7 Travel Training Program Implementation Workplan

This section outlines the step-by-step plan for implementing the travel training program.

7.1 Develop Program Implementation Workplan

- Create a detailed workplan outlining the key tasks and timelines for each stage of program implementation.

7.2 Develop Position Description and Recruit Travel Trainer

- Craft a comprehensive position description for the Travel Trainer role, emphasizing the required skills, responsibilities, and salary.
- Initiate recruitment efforts to identify suitable candidates for the position, with a focus on experience working with diverse individuals, particularly students and those with disabilities.

7.3 Develop Program Content

7.3.1 Transit Charter

Develop a Transit Charter which would define Oakville Transit's commitment to service excellence, and transit customer rights and responsibilities. The intent of a Charter is to promote accountability, enhance customer satisfaction, and improve the overall transit experience.

7.3.2 Program Content Development

The following training materials should be developed to support the Travel Training Program, offering comprehensive guidance and resources:

- **Trip Planning Guide:** This guide provides step-by-step instructions for planning a trip using Oakville Transit. It encompasses various methods, including utilizing the Oakville Transit mobile app, exploring the official website, accessing route maps, checking schedules online, and utilizing available trip-planning tools.
- **Fare Payment Guide:** Learn how to pay fares, obtain PRESTO cards, SPLIT passes, and transfer between Oakville buses to neighboring municipalities and the GO train.
- **Accessibility Tips**: Step-by-step instructions are provided for utilizing Oakville Transit's accessibility features, catering to various mobility needs, including wheelchairs, active transportation, and micromobility tools. It covers boarding procedures, securing mobility devices, and navigating the transit system safely and comfortably.

7.3.3 Program Delivery

Establish methodologies for delivering various types of programs tailored to the needs of different audiences.

In-person Training

In-person training is particularly suitable for students, people with disabilities, and those who benefit from hands-on learning experiences. The following supplementary components enhance the effectiveness of in-person training:

- Interactive Activities
- Visual Aids
- Printed Materials
- Feedback Forms

Online Training

Online training offers flexibility and accessibility, catering to adults, new riders, and new residents seeking transit education. Designed to be self-paced, online courses allow individuals to complete training modules at their convenience. The following features enhance the effectiveness of online training:

- Interactive Modules

- Live Support
- Discussion Forums

7.4 Promote the Program to Target Audience

Implement marketing strategies to raise awareness of the program among the target audience, utilizing various channels such as social media, community events, and partnerships.

7.5 Deliver Program to Target Audience

Execute the delivery of the program to the identified target audience, ensuring adherence to the established timelines and program content.

7.6 Expand the Program through "Train the Trainer"

Develop a "Train the Trainer" initiative to empower selected individuals within the community to deliver the program independently, thereby expanding its reach and sustainability.

Appendix H – Relationship Between Fare Increases and Passenger Revenue

Memo

Date:	Thursday, September 26, 2024
Project:	Oakville Transit Five-Year Business Plan
To:	Joanne Phoenix – Town of Oakville
From:	HDR – John Hubbell, Sophia Saedi
Subject:	White Paper: Relationship Between Fare Increases and Passenger Revenue

Introduction

Passenger fare revenue is a critical component in funding the operational costs of a transit system. The total fare revenue is influenced primarily by two factors: the volume of passengers and the pricing of fares. This white paper examines the relationship between fare increases and passenger fare revenue for Oakville Transit. Through an analysis of historical data, recent trends, and future projections, this white paper aims to provide insights into how fare adjustments impact overall revenue. Understanding these dynamics is essential for making informed decisions that balance financial sustainability while enhancing accessibility and equity for all passengers.

The White Paper also discusses general considerations related to Low Income Fares and Fare Policies.

Historical Context and Current Data

Before the COVID-19 pandemic, Canadian transit agencies funded approximately 55% of their operating costs through passenger fare revenue. However, this ratio was higher for very large systems (62%) and lower for mid-sized systems like Oakville (41%). Post-pandemic, these numbers have dropped significantly to 32%, 35%, and 25% for Canada, large, and mid-sized transit agencies, respectively.

For Oakville Transit, the revenue to cost ratio dropped from 33% in 2016 to just 20% in 2022. Over the five-year period from 2017 to 2022, Oakville Transit's percentage of total operating costs covered by passenger revenue decreased from 29.4% to 17.3%. Simultaneously, the average revenue per passenger fell from $2.55 to $2.16, reflecting a downward trend in both passenger numbers and fare revenue.

Fare Structure Changes in Oakville

Oakville Transit has implemented several fare structure changes over the years to address rising operational costs while striving to maintain affordability for various

passenger categories. These changes include increases in cash fares and adjustments to monthly pass pricing. The current fare categories are outlined below:

- Child (12 and under): Ride free with a PRESTO card or when travelling with a parent/guardian.
- Youth (13 to 19 years): PRESTO Single Ride: Free[1] with a valid PRESTO card, $4 per ride with exact cash fare.
- Adults: Exact cash fare: $4 per ride, PRESTO Single Ride: $3.40 per ride, PRESTO Open Payment: $4.00, PRESTO monthly pass: $139 per month. University, college, and adult education students 20 years and over must pay adult fare.
- Seniors: PRESTO Single Ride: Free[2] with a valid PRESTO card, $4 per ride with exact cash fare.
- Low Income: Subsidized Passes for Low Income Transit (SPLIT) pass system, a Halton Region initiative, provides eligible low-income Halton residents with a 50% subsidy. Oakville Transit participants responsible for the remaining 50%.

GO Transit passengers have a seamless transfer to Oakville Transit without any additional cost, whether through a GO ride ticket or PRESTO card. Oakville Transit offers time-based transfers valid for 2 hours, facilitating smooth transfers across the GTHA with reciprocal transfer agreements between agencies.

Passengers are also provided with multiple payment options, including the PRESTO e-tickets mobile app and contactless credit/debit cards.

Table 1 illustrates the fare history for Oakville Transit from 2017 to 2024, outlining the changes in cash fares and monthly passes across various fare categories.

Table 1: Fare History

Year	Adult Cash Fare	Children Cash Fare	Youth	Seniors (65+)	Adult PRESTO Single Ride	Adult PRESTO Open Payment	Adult Monthly Pass	Youth Monthly Pass	Senior Monthly Pass
2017	$3.75	Free (under 5)	$3.75	$3.75	N/A	N/A	$120	$75	$55
2022	$4.00	Free (under 5)	$4.00	$4.00	N/A	$4.00	$136.50	$87.20	$65.40
2024	$4.00	Free (under 12)	Free	Free	$3.40	$4.00	$143	Free	Free

1 Free fares for Youth (13 to 19) were introduced on May 01, 2023.

2 Free fares for Seniors (65+) were introduced on May 01, 2023.

Passenger Fare Revenue Analysis

In 2022, Oakville Transit served 2,130,808 annual revenue passengers, generating $4,702,265 in revenue, which covered 17.7% of its operating costs. The breakdown of this revenue by fare category was as follows:

- Adult: 83%
- Youth: 13%
- Senior: 5%
- Child: 0%

The average revenue per passenger was $2.16 in 2022. This fare category breakdown mirrors the pre-COVID-19 data from 2018; however, the adult revenue contribution is overstated, as all cash fares are attributed to the adult fare category.

Population vs. Fare Payment Distribution

To gain a clearer understanding of revenue contributions, it is important to consider the population age cohorts within the Oakville community compared with the changes in fare payment distribution by fare category (Adult, Youth, Senior, Child) over time. Refer to **Table 2**.

Table 2: Comparison of Oakville Transit Fare Payment Distribution vs. Population Distribution (2021 Census Data)

Category	2021 Census Population Distribution	2017-2022 Avg. Fare Payment Distribution	2023 Fare Payment Distribution	2024 (Projected) Fare Payment Distribution
Adult	58%	74%	60.9%	54.6%
Youth	21%	18%	25.3%	32.4%
Senior	16%	8%	12.4%	12.0%
Child	4%	<1%	<1%	<1%

The comparison data reveals the following key trends:

- Adults: The proportion of adults using Oakville Transit is significantly higher than their representation in the general population. However, this proportion is declining over time, particularly following the fare changes in 2023.
- Youth: Youth have a lower representation in fare payments compared to their population proportion, but their share has increased significantly with the recent fare changes.
- Seniors: Seniors represent a smaller proportion of fare payments relative to their population share, though their contribution has increased.

- Children: Children, who make up 4% of the population, contribute nothing to fare payments.

The Oakville Transit fare data for 2023 and 2024 is influenced by COVID-19 recovery and free fare changes. To eliminate the bias of data variations, a generic Fare Model was constructed to test various fare change options.

Additionally, fare payment types have changed significantly over time. Comparing fare payment types in 2019, 2022, and 2024 provides insights into how the fare system is evolving.

Table 3: 2019 vs. 2022 vs. 2024 Fare Payment Comparison

Fare Type	2019	2022	2024
Cash	13%	11%	5%
PRESTO Single Ride	74%	76%	73%
PRESTO Open Payment	0%	1%	12%
Tickets	3%	3%	1%
Monthly Pass	10%	9%	8%

This table highlights the evolution of fare payment types, with a notable increase in the use of PRESTO Open Payment, reflecting a growing preference for convenience over price. Currently, 85% of adult fares are paid via PRESTO Single Ride or PRESTO Open Payment.

Fare Model

A comprehensive spreadsheet Fare Model was developed using passenger type and fare payment type data from 2023 and 2024, based on an example of 4 million annual revenue passengers (2024 annual revenue passengers is estimated to be 3,200,000). This model allows for adjustments to various variables to test multiple fare scenarios, providing a robust tool for forecasting revenue changes under different fare structures and ridership.

Passenger Type Distribution:

- Adult 58%
- Youth 29%
- Senior 12%
- Child 1%

Fare Payment Types:

- Cash 5%
- PRESTO Single Ride 73%
- PRESTO Open Payment 12%

- Tickets 1%
- Passes 8%

As illustrated in **Table 4** The Fare Model spreadsheet can be used to investigate multiple fare change scenarios by changing select data cells related to revenue passengers, percentage of Adult, Youth, Senior and Child passengers (total 100%), percentage of fare payment types (total 100%) and existing and new fares for each fare category.

Table 4: Fare Base Model

MODEL: Fare Base

Revenue by Fare Category

Category	Fare Type	2024 Payment Distribution (%)	2024 Fare Type Distribution (%)	2024 Passengers	2024 Fare	2024 Revenue	Hypothetical Fare	Net Fare Change	Revenue from Hypothetical Fare	Net Revenue Change
Adult	Cash	58%	5%		$ 4.00	$ 464,000	$ 4.00	$ -	$ 464,000	$ -
	PRESTO Single E-purse		73%		$ 3.40	$ 5,758,240	$ 3.40	$ -	$ 5,758,240	$ -
	PRESTO Open Payments		12%		$ 4.00	$ 1,113,600	$ 4.00	$ -	$ 1,113,600	$ -
	Tickets		1%		$ 34.00	$ 78,880	$ 34.00	$ -	$ 78,880	$ -
	Pass		8%		$ 143.00	$ 663,520	$ 143.00	$ -	$ 663,520	$ -
	Total		100%	2,320,000		$ 8,078,240		$ -	$ 8,078,240	$ -
Youth	Cash	29%	5%		$ -	$ -	$ -	$ -	$ -	$ -
	PRESTO Single E-purse		73%		$ -	$ -	$ -	$ -	$ -	$ -
	PRESTO Open Payments		12%		$ -	$ -	$ -	$ -	$ -	$ -
	Tickets		1%		$ -	$ -	$ -	$ -	$ -	$ -
	Pass		8%		$ -	$ -	$ -	$ -	$ -	$ -
	Total		100%	1,160,000		$ -		$ -	$ -	$ -
Senior	Cash	12%	5%		$ -	$ -	$ -	$ -	$ -	$ -
	PRESTO Single E-purse		73%		$ -	$ -	$ -	$ -	$ -	$ -
	PRESTO Open Payments		12%		$ -	$ -	$ -	$ -	$ -	$ -
	Tickets		1%		$ -	$ -	$ -	$ -	$ -	$ -
	Pass		8%		$ -	$ -	$ -	$ -	$ -	$ -
	Total		100%	480,000		$ -		$ -	$ -	$ -
Child	Cash	1%	0%		$ -	$ -		$ -	$ -	$ -
	PRESTO Single E-purse		0%		$ -	$ -		$ -	$ -	$ -
	PRESTO Open Payments		0%		$ -	$ -		$ -	$ -	$ -
	Tickets		0%		$ -	$ -		$ -	$ -	$ -
	Pass		0%		$ -	$ -		$ -	$ -	$ -
	Total		1%	40,000		$ -		$ -	$ -	$ -
Total Passenger Revenue						$ 8,078,240		$ -	$ 8,078,240	$ -
Revenue Passengers				4,000,000		4,000,000			4,000,000	$ -
Revenue per Passenger						$ 2.02			$ 2.02	$ -

The spreadsheet with the description of each cell can be found in **Appendix A.**

How to use the Model?

The Fare Model analysis spreadsheet allows users to explore various fare change scenarios by adjusting specific data cells related to annual revenue passengers, percentages of Adult, Youth, Senior, and Child passengers (totaling 100%), percentages of fare payment types (totaling 100%), and existing and new fares for each fare category.

1. **Select Annual Total Revenue Passengers** (Input the ridership volume you wish to test. The example model uses 4,000,000 annual revenue passengers vs an estimate of 3,200,000 revenue passengers for 2024.)
2. **Confirm Payment Distribution:** Ensure **Payment Distribution** for Adult, Youth, Senior, and Child passengers total 100%.
3. **Confirm Fare Type Distribution:** Check that each passenger type's fare distribution totals 100%.
4. **Enter Current Fares:** Input the existing fares for Adult, Youth, Senior, and Child.
5. **Enter New Fares:** Input the proposed new fares for Adult, Youth, Senior, and Child.
6. **Note Net Fare Changes:** Review the changes in fares and their impact on total revenue.
7. **Note New Average Revenue per Passenger**: Determine the new average revenue based on the adjusted fares.

The following scenarios illustrate potential revenue changes based on different fare adjustments in the Fare Model (Base numbers are for 2024)[3].

Oakville Transit reviews transit fares annually. The Fare Model may be used to test the impact of various ridership and fare changes.

[3] Cells highlighted in yellow indicate the changes in scenarios.

Scenario 1: Increase in PRESTO Single Ride Discount

- Assumption: Increase PRESTO Single Ride fare by $0.20.
- Impact: Generates an additional $338,720 in revenue per year.

MODEL: Plus $0.20 Adult PRESTO

Revenue by Fare Category

Category	Fare Type	2024 Payment Distribution (%)	2024 Fare Type Distribution (%)	2024 Passengers	2024 Fare	2024 Revenue	Hypothetical Fare	Net Fare Change	Revenue from Hypothetical Fare	Net Revenue Change
Adult	Cash	58%	5%		$ 4.00	$ 464,000	$ 4.00	$ -	$ 464,000	$ -
	PRESTO Single E-purse		73%		$ 3.40	$ 5,758,240	$ 3.60	$ 0.20	$ 6,096,960	$ 338,720
	PRESTO Open Payments		12%		$ 4.00	$ 1,113,600	$ 4.00	$ -	$ 1,113,600	$ -
	Tickets		1%		$ 34.00	$ 78,880	$ 34.00	$ -	$ 78,880	$ -
	Pass		8%		$ 143.00	$ 663,520	$ 143.00	$ -	$ 663,520	$ -
	Total		100%	2,320,000		$ 8,078,240		$ 0.20	$ 8,416,960	$ 338,720.00
Youth	Cash	29%	5%		$ -	$ -	$ -	$ -	$ -	$ -
	PRESTO Single E-purse		73%		$ -	$ -	$ -	$ -	$ -	$ -
	PRESTO Open Payments		12%		$ -	$ -	$ -	$ -	$ -	$ -
	Tickets		1%		$ -	$ -	$ -	$ -	$ -	$ -
	Pass		8%		$ -	$ -	$ -	$ -	$ -	$ -
	Total		100%	1,160,000		$ -		$ -	$ -	$ -
Senior	Cash	12%	5%		$ -	$ -	$ -	$ -	$ -	$ -
	PRESTO Single E-purse		73%		$ -	$ -	$ -	$ -	$ -	$ -
	PRESTO Open Payments		12%		$ -	$ -	$ -	$ -	$ -	$ -
	Tickets		1%		$ -	$ -	$ -	$ -	$ -	$ -
	Pass		8%		$ -	$ -	$ -	$ -	$ -	$ -
	Total		100%	480,000		$ -		$ -	$ -	$ -
Child	Cash	1%	0%		$ -	$ -		$ -	$ -	$ -
	PRESTO Single E-purse		0%		$ -	$ -		$ -	$ -	$ -
	PRESTO Open Payments		0%		$ -	$ -		$ -	$ -	$ -
	Tickets		0%		$ -	$ -		$ -	$ -	$ -
	Pass		0%		$ -	$ -		$ -	$ -	$ -
	Total		1%	40,000		$ -		$ -	$ -	$ -
Total Passenger Revenue						$ 8,078,240		$ 338,720	$ 8,416,960	$ 338,720
Revenue Passengers				4,000,000		4,000,000			4,000,000	$ -
Revenue per Passenger						$ 2.02			$ 2.10	$ 0

Scenario 2: Elimination of PRESTO Single Ride Discount

Assumption: Remove the PRESTO Single Ride discount and increase ticket and pass price to be multiples of the cash fare.

Impact: Generates an additional $1,108,960 in revenue per year.

MODEL: PRESTO Single $4.00

Revenue by Fare Category

Category	Fare Type	2024 Payment Distribution (%)	2024 Fare Type Distribution (%)	2024 Passengers	2024 Fare	2024 Revenue	Hypothetical Fare	Net Fare Change	Revenue from Hypothetical Fare	Net Revenue Change
Adult	Cash	58%	5%		$ 4.00	$ 464,000	$ 4.00	$ -	$ 464,000	$ -
	PRESTO Single E-purse		73%		$ 3.40	$ 5,758,240	$ 4.00	$ 0.60	$ 6,774,400	$ 1,016,160
	PRESTO Open Payments		12%		$ 4.00	$ 1,113,600	$ 4.00	$ -	$ 1,113,600	$ -
	Tickets		1%		$ 34.00	$ 78,880	$ 40.00	$ 6.00	$ 92,800	$ 13,920
	Pass		8%		$ 143.00	$ 663,520	$ 160.00	$ 17.00	$ 742,400	$ 78,880
	Total		100%	2,320,000		$ 8,078,240		$ 23.60	$ 9,187,200	$ 1,108,960
Youth	Cash	29%	5%		$ -	$ -	$ -	$ -	$ -	$ -
	PRESTO Single E-purse		73%		$ -	$ -	$ -	$ -	$ -	$ -
	PRESTO Open Payments		12%		$ -	$ -	$ -	$ -	$ -	$ -
	Tickets		1%		$ -	$ -	$ -	$ -	$ -	$ -
	Pass		8%		$ -	$ -	$ -	$ -	$ -	$ -
	Total		100%	1,160,000		$ -		$ -	$ -	$ -
Senior	Cash	12%	5%		$ -	$ -	$ -	$ -	$ -	$ -
	PRESTO Single E-purse		73%		$ -	$ -	$ -	$ -	$ -	$ -
	PRESTO Open Payments		12%		$ -	$ -	$ -	$ -	$ -	$ -
	Tickets		1%		$ -	$ -	$ -	$ -	$ -	$ -
	Pass		8%		$ -	$ -	$ -	$ -	$ -	$ -
	Total		100%	480,000		$ -		$ -	$ -	$ -
Child	Cash	1%	0%		$ -	$ -		$ -	$ -	$ -
	PRESTO Single E-purse		0%		$ -	$ -		$ -	$ -	$ -
	PRESTO Open Payments		0%		$ -	$ -		$ -	$ -	$ -
	Tickets		0%		$ -	$ -		$ -	$ -	$ -
	Pass		0%		$ -	$ -		$ -	$ -	$ -
	Total		1%	40,000		$ -		$ -	$ -	$ -
Total Passenger Revenue						$ 8,078,240		$ 1,108,960	$ 9,187,200	$ 1,108,960
Revenue Passengers				4,000,000		4,000,000			4,000,000	$ -
Revenue per Passenger						$ 2.02			$ 2.30	$ 0

Scenario 3: Flat Adult Fare with Discounts for Seniors and Youth

Assumption: Set a flat adult fare of $4.00 and apply a 50% discount for seniors and youth.

Impact: Generates an additional $4,356,160 in revenue per year.

MODEL: Seniros & Youth 50% +PRESTO Single $4.00

Revenue by Fare Category

Category	Fare Type	2024 Payment Distribution (%)	2024 Fare Type Distribution (%)	2024 Passengers	2024 Fare	2024 Revenue	Hypothetical Fare	Net Fare Change	Revenue from Hypothetical Fare	Net Revenue Change
Adult	Cash	58%	5%		$ 4.00	$ 464,000	$ 4.00	$ -	$ 464,000	$ -
	PRESTO Single E-purse		73%		$ 3.40	$ 5,758,240	$ 4.00	$ 0.60	$ 6,774,400	$ 1,016,160
	PRESTO Open Payments		12%		$ 4.00	$ 1,113,600	$ 4.00	$ -	$ 1,113,600	$ -
	Tickets		1%		$ 34.00	$ 78,880	$ 40.00	$ 6.00	$ 92,800	$ 13,920
	Pass		8%		$ 143.00	$ 663,520	$ 160.00	$ 17.00	$ 742,400	$ 78,880
	Total		100%	2,320,000		$ 8,078,240		$ 23.60	$ 9,187,200	$ 1,108,960
Youth	Cash	29%	5%		$ -	$ -	$ 2.00	$ 116,000	$ 116,000	$ 116,000
	PRESTO Single E-purse		73%		$ -	$ -	$ 2.00	$ 1,693,600	$ 1,693,600	$ 1,693,600
	PRESTO Open Payments		12%		$ -	$ -	$ 2.00	$ 278,400	$ 278,400	$ 278,400
	Tickets		1%		$ -	$ -	$ 20.00	$ 23,200	$ 23,200	$ 23,200
	Pass		8%		$ -	$ -	$ 80.00	$ 185,600	$ 185,600	$ 185,600
	Total		100%	1,160,000		$ -		$ 2,296,800	$ 2,296,800	$ 2,296,800.00
Senior	Cash	12%	5%		$ -	$ -	$ 2.00	$ 48,000	$ 48,000	$ 48,000
	PRESTO Single E-purse		73%		$ -	$ -	$ 2.00	$ 700,800	$ 700,800	$ 700,800
	PRESTO Open Payments		12%		$ -	$ -	$ 2.00	$ 115,200	$ 115,200	$ 115,200
	Tickets		1%		$ -	$ -	$ 20.00	$ 9,600	$ 9,600	$ 9,600
	Pass		8%		$ -	$ -	$ 80.00	$ 76,800	$ 76,800	$ 76,800
	Total		100%	480,000		$ -		$ 950,400	$ 950,400	$ 950,400.00
Child	Cash	1%	0%		$ -	$ -		$ -	$ -	$ -
	PRESTO Single E-purse		0%		$ -	$ -		$ -	$ -	$ -
	PRESTO Open Payments		0%		$ -	$ -		$ -	$ -	$ -
	Tickets		0%		$ -	$ -		$ -	$ -	$ -
	Pass		0%		$ -	$ -		$ -	$ -	$ -
	Total		1%	40,000		$ -		$ -	$ -	$ -
Total Passenger Revenue						$ 8,078,240		$ 4,356,160	$ 12,434,400	$ 4,356,160
Revenue Passengers				4,000,000		4,000,000			4,000,000	$ -
Revenue per Passenger						$ 2.02			$ 3.11	

Scenario 4: Uniform Fare Across All Categories

Assumption: Implement a $4.00 fare for all passenger categories.

Impact: Generates $7,603,360 in revenue per year.

MODEL: Flat $4.00 Fare

Revenue by Fare Category

Category	Fare Type	2024 Payment Distribution (%)	2024 Fare Type Distribution (%)	2024 Passengers	2024 Fare	2024 Revenue	Hypothetical Fare	Net Fare Change	Revenue from Hypothetical Fare	Net Revenue Change
Adult	Cash	58%	5%		$ 4.00	$ 464,000	$ 4.00	$ -	$ 464,000	$ -
	PRESTO Single E-purse		73%		$ 3.40	$ 5,758,240	$ 4.00	$ 0.60	$ 6,774,400	$ 1,016,160
	PRESTO Open Payments		12%		$ 4.00	$ 1,113,600	$ 4.00	$ -	$ 1,113,600	$ -
	Tickets		1%		$ 34.00	$ 78,880	$ 40.00	$ 6.00	$ 92,800	$ 13,920
	Pass		8%		$ 143.00	$ 663,520	$ 160.00	$ 17.00	$ 742,400	$ 78,880
	Total		100%	2,320,000		$ 8,078,240		$ 23.60	$ 9,187,200	$ 1,108,960
Youth	Cash	29%	5%		$ -	$ -	$ 4.00	$ 4.00	$ 232,000	$ 232,000
	PRESTO Single E-purse		73%		$ -	$ -	$ 4.00	$ 4.00	$ 3,387,200	$ 3,387,200
	PRESTO Open Payments		12%		$ -	$ -	$ 4.00	$ 4.00	$ 556,800	$ 556,800
	Tickets		1%		$ -	$ -	$ 40.00	$ 40.00	$ 46,400	$ 46,400
	Pass		8%		$ -	$ -	$ 160.00	$ 160.00	$ 371,200	$ 371,200
	Total		100%	1,160,000		$ -		$ 212	$ 4,593,600	$ 4,593,600
Senior	Cash	12%	5%		$ -	$ -	$ 4.00	$ 4.00	$ 96,000	$ 96,000
	PRESTO Single E-purse		73%		$ -	$ -	$ 4.00	$ 4.00	$ 1,401,600	$ 1,401,600
	PRESTO Open Payments		12%		$ -	$ -	$ 4.00	$ 4.00	$ 230,400	$ 230,400
	Tickets		1%		$ -	$ -	$ 40.00	$ 40.00	$ 19,200	$ 19,200
	Pass		8%		$ -	$ -	$ 160.00	$ 160.00	$ 153,600	$ 153,600
	Total		100%	480,000		$ -		$ 212	$ 1,900,800	$ 1,900,800
Child	Cash	1%	0%		$ -	$ -		$ -	$ -	$ -
	PRESTO Single E-purse		0%		$ -	$ -		$ -	$ -	$ -
	PRESTO Open Payments		0%		$ -	$ -		$ -	$ -	$ -
	Tickets		0%		$ -	$ -		$ -	$ -	$ -
	Pass		0%		$ -	$ -		$ -	$ -	$ -
	Total	100%	1%	40,000		$ -		$ -	$ -	$ -
Total Passenger Revenue						$ 8,078,240		$ 7,603,360	$ 15,681,600	$ 7,603,360
Revenue Passengers				4,000,000		4,000,000			4,000,000	$ -
Revenue per Passenger						$ 2.02			$ 3.92	

Scenario 5: Reverting to 2022 Fares and Payment Usage

Assumption: Apply 2022 fare structures and fare payment usage rates.

Impact: Generates $3,001,498 in revenue per year.

MODEL: 2022 Fares

Revenue by Fare Category

Category	Fare Type	2024 Payment Distribution (%)	2024 Fare Type Distribution (%)	2024 Passengers	2024 Fare	2024 Revenue	Hypothetical Fare	2022 Payment Distribution (%)	2022 Fare Type(%)	Projected Passengers	Net Fare Change	Revenue from Hypothetical Fare	Net Revenue Change
Adult	Cash	58%	5%		$ 4.00	$ 464,000	$ 4.00	83%	11%		$ -	$ 1,453,243	$ 989,243
	PRESTO Single E-purse		73%		$ 3.40	$ 5,758,240	$ 3.25		76%		$ (0.15)	$ 8,157,977	$ 2,399,737
	PRESTO Open Payments		12%		$ 4.00	$ 1,113,600	$ 4.00		1%		$ -	$ 132,113	$ (981,487)
	Tickets		1%		$ 34.00	$ 78,880	$ 32.50		3%		$ (1.50)	$ 322,025	$ 243,145
	Pass		8%		$ 143.00	$ 663,520	$ 136.50		9%		$ (6.50)	$ 1,014,380	$ 350,860
	Total		100%	2,320,000		$ 8,078,240			100%	$ 3,302,825	$ (8.15)	$ 11,079,738	$ 3,001,498
Youth	Cash	29%	5%		$ -	$ -		13%	11%		$ -	$ -	$ -
	PRESTO Single E-purse		73%		$ -	$ -			76%		$ -	$ -	$ -
	PRESTO Open Payments		12%		$ -	$ -			1%		$ -	$ -	$ -
	Tickets		1%		$ -	$ -			3%		$ -	$ -	$ -
	Pass		8%		$ -	$ -			9%		$ -	$ -	$ -
	Total		100%	1,160,000		$ -			100%	$ 502,545	$ -	$ -	$ -
Senior	Cash	12%	5%		$ -	$ -		5%	11%		$ -	$ -	$ -
	PRESTO Single E-purse		73%		$ -	$ -			76%		$ -	$ -	$ -
	PRESTO Open Payments		12%		$ -	$ -			1%		$ -	$ -	$ -
	Tickets		1%		$ -	$ -			3%		$ -	$ -	$ -
	Pass		8%		$ -	$ -			9%		$ -	$ -	$ -
	Total		100%	480,000		$ -			100%	$ 194,245	$ -	$ -	$ -
Child	Cash	1%	0%		$ -	$ -		0.01%	0%		$ -	$ -	$ -
	PRESTO Single E-purse		0%		$ -	$ -			0%		$ -	$ -	$ -
	PRESTO Open Payments		0%		$ -	$ -			0%		$ -	$ -	$ -
	Tickets		0%		$ -	$ -			0%		$ -	$ -	$ -
	Pass		0%		$ -	$ -			0%		$ -	$ -	$ -
	Total	100%	1%	40,000		$ -		100%	0.01%	$ 385	$ -	$ -	$ -
Total Passenger Revenue						$ 8,078,240					$ 3,001,498	$ 11,079,738	$ 3,001,498
Revenue Passengers				4,000,000		4,000,000				4,000,000		4,000,000	$ -
Revenue per Passenger						$ 2.02						$ 2.77	

Scenario 6: Implementation of Free Fares for All Categories

Assumption: Provide free fares for all passenger categories.

Impact: Results in a loss of $8,078,3240 in revenue per year.

MODEL: Free Fare

Revenue by Fare Category

Category	Fare Type	2024 Payment Distribution (%)	2024 Fare Type Distribution (%)	2024 Passengers	2024 Fare	2024 Revenue	Hypothetical Fare	Net Fare Change	Revenue from Hypothetical Fare	Net Revenue Change
Adult	Cash	58%	5%		$ 4.00	$ 464,000	$ -	$ (4)	$ -	$ (464,000)
	PRESTO Single E-purse		73%		$ 3.40	$ 5,758,240	$ -	$ (3.40)	$ -	$ (5,758,240)
	PRESTO Open Payments		12%		$ 4.00	$ 1,113,600	$ -	$ (4.00)	$ -	$ (1,113,600)
	Tickets		1%		$ 34.00	$ 78,880	$ -	$ (34.00)	$ -	$ (78,880)
	Pass		8%		$ 143.00	$ 663,520	$ -	$ (143.00)	$ -	$ (663,520)
	Total		100%	2,320,000		$ 8,078,240		$ (188.40)	$ -	$ (8,078,240)
Youth	Cash	29%	5%		$ -	$ -	$ -	$ -	$ -	$ -
	PRESTO Single E-purse		73%		$ -	$ -	$ -	$ -	$ -	$ -
	PRESTO Open Payments		12%		$ -	$ -	$ -	$ -	$ -	$ -
	Tickets		1%		$ -	$ -	$ -	$ -	$ -	$ -
	Pass		8%		$ -	$ -	$ -	$ -	$ -	$ -
	Total		100%	1,160,000		$ -		$ -	$ -	$ -
Senior	Cash	12%	5%		$ -	$ -	$ -	$ -	$ -	$ -
	PRESTO Single E-purse		73%		$ -	$ -	$ -	$ -	$ -	$ -
	PRESTO Open Payments		12%		$ -	$ -	$ -	$ -	$ -	$ -
	Tickets		1%		$ -	$ -	$ -	$ -	$ -	$ -
	Pass		8%		$ -	$ -	$ -	$ -	$ -	$ -
	Total		100%	480,000		$ -		$ -	$ -	$ -
Child	Cash	1%	0%		$ -	$ -		$ -	$ -	$ -
	PRESTO Single E-purse		0%		$ -	$ -		$ -	$ -	$ -
	PRESTO Open Payments		0%		$ -	$ -		$ -	$ -	$ -
	Tickets		0%		$ -	$ -		$ -	$ -	$ -
	Pass		0%		$ -	$ -		$ -	$ -	$ -
	Total	100%	1%	40,000		$ -		$ -	$ -	$ -
Total Passenger Revenue						$ 8,078,240		$ (8,078,240)	$ -	$ (8,078,240)
Revenue Passengers				4,000,000		4,000,000			4,000,000	$ -
Revenue per Passenger						$ 2.02			$ -	

5.5. Summary of Potential Revenue Changes

(Based on an example of 4,000,000 annual revenue passengers)

Scenario	Revenue Impact
Increase PRESTO Single Ride Discount by $0.20	+$338,720
Eliminate PRESTO Single Ride Discount	+$1,108,960
Flat Adult Fare with 50% Discounts for Seniors and Youth	+$4,356,160
Uniform $4.00 Fare for All Categories	+$7,603,360
Revert to 2022 Fares and Payment Usage	+$3,001,498
Implement Free Fares for All Categories	-$8,078,3240

These scenarios illustrate the potential financial outcomes of various fare policy adjustments, enabling Oakville Transit to make data-driven decisions that align with both revenue goals and passenger equity.

Low Income Fare Considerations

In 2024, only adults are required to pay a fare. For those using Presto, the individual adult fare is $3.40, and a Monthly Pass costs $143. Seniors, youth, and children ride for free. Cash fares without Presto are $4.00.

The Region of Halton also provides a “Subsidized Pass for Low Income Transit” or SPLIT Pass. The application for the SPLIT Pass is processed online and proof of low-income status is required. Halton Region subsides 50% of the individual SPLIT monthly pass.

Currently, a low-income adult pays full fare or uses a 50% SPLIT Pass, whereas possibly wealthier seniors or youths ride for free.

It is worth noting that Oakville’s population is more affluent than other GTA municipalities. Oakville’s median after-tax income is $108k (compared to $74k for the city of Toronto, and $85k for the GTA). Only 10% of Oakville households are considered low-income (LIM-AT Measure), compared to 17.7% in Toronto. Only 26.4% of Oakville households spend over one-third of their income on shelter costs (compared to 32% in the City of Toronto, 30% for GTA).

This data suggests that there may be less need for free fare programs that are directed at broad demographic population segments and a greater need for a focused approach directed at the low-income population segment.

The challenge for Oakville Transit is to address the specific needs of marginalized low-income residents and sustain or increase revenue to fund the requirements for increased transit service. Increased transit service will serve the entire community and increase access opportunities for low-income individuals.

Fare Policy Considerations

Based on the review of best practices and case studies of relevant fare policies there are key findings that should be considered when developing fare policies:

- Transit fares should be evaluated annually and adjusted in small increments rather than infrequent large adjustments.
- Transit should be priced appropriately at the “value of the service”, relative to the cost of competitive and alternative transportation options.
- Based on empirical studies of fare increase and service expansion elasticities, transit customers value the provision and quality of service higher than the cost of service (deep discounts should not be provided at the expense of reduced service).
- Fare discounts should reflect the transaction costs associated with various fare payment media to provide benefits to the transit agency. Cash transactions impose the greatest cost, and tickets/tokens require material, sales, and distribution costs. Smartcards or Fare Apps (PRESTO) should be encouraged for fewer transactions, higher upload values per transaction and lower processing costs. In addition, smartcard technology allows fares to be rounded to a smaller denominator (i.e. $0.05 rather than $0.25)
- Social issues regarding discounts for child, student, and seniors pricing are a concern across many transit agencies. Although fare discounts should be equitable, they should not erode fare revenues and the ability to provide service.
- Fare increases should be equitable in terms of horizontal equity, such that those who pay also benefit from the additional services. However, increases are generally inequitable across income groups as lower income groups bear a greater burden of the fare increases.
- Fare subsidy programs should focus on user-side subsidies to target individuals, rather than system-wide supply-side subsidies. For example, pass programs for low-income individuals should be considered, rather than deep discounts for all seniors.
- Although discounts for prepayment of multi-ride tickets provide up-front revenue, the discount should be minimized as they also provide customers the benefit of convenience.
- Fare categories in the GTHA are commonly differentiated based on rider characteristics but can also be differentiated based on trip characteristics, including trip distance, trip duration, quality of service, time period, etc.
- The Province of Ontario and Metrolinx are pursuing a Fare and Service Integration strategy aimed at enhancing connectivity, affordability, and convenience for transit travel within the Region.

Conclusion

The analysis presented in this white paper highlights the relationship between fare structures and passenger fare revenue for Oakville Transit. The significant decline in revenue-to-cost ratios post-pandemic underscores the necessity for strategic fare adjustments to ensure financial sustainability. While fare increases may bolster revenue, they must be balanced against the potential impact on passenger numbers, particularly among low-income residents.

The Fare Model scenarios provide valuable insights into how different fare strategies can influence overall revenue. For instance, uniform fare increases, or the removal of discounts can substantially enhance revenue streams. However, such changes must consider the socio-economic diversity of Oakville's population to maintain equitable access to transit services.

Moving forward, Oakville Transit should leverage these findings to develop fare policies that not only address financial challenges but also promote inclusivity and equity.

APPENDIX A: Fare Base Analysis Spreadsheet

MODEL: Fare Base

Revenue by Fare Category

Category	Fare Type	2024 Payment Distribution (%)	2024 Fare Type Distribution (%)	2024 Passengers	2024 Fare	2024 Revenue	Hypothetical Fare	Net Fare Change	Revenue from Hypothetical Fare	Net Revenue Change
Adult	Cash	58%	5%		$ 4.00	$ 464,000	$ 4.00	$ -	$ 464,000	$ -
	PRESTO Single E-purse		73%		$ 3.40	$ 5,758,240	$ 3.40	$ -	$ 5,758,240	$ -
	PRESTO Open Payments		12%		$ 4.00	$ 1,113,600	$ 4.00	$ -	$ 1,113,600	$ -
	Tickets		1%		$ 34.00	$ 78,880	$ 34.00	$ -	$ 78,880	$ -
	Pass		8%		$ 143.00	$ 663,520	$ 143.00	$ -	$ 663,520	$ -
	Total		**100%**	**2,320,000**		**$ 8,078,240**		**$ -**	**$ 8,078,240**	**$ -**
Youth	Cash	29%	5%		$ -	$ -	$ -	$ -	$ -	$ -
	PRESTO Single E-purse		73%		$ -	$ -	$ -	$ -	$ -	$ -
	PRESTO Open Payments		12%		$ -	$ -	$ -	$ -	$ -	$ -
	Tickets		1%		$ -	$ -	$ -	$ -	$ -	$ -
	Pass		8%		$ -	$ -	$ -	$ -	$ -	$ -
	Total		**100%**	**1,160,000**		**$ -**		**$ -**	**$ -**	**$ -**
Senior	Cash	12%	5%		$ -	$ -	$ -	$ -	$ -	$ -
	PRESTO Single E-purse		73%		$ -	$ -	$ -	$ -	$ -	$ -
	PRESTO Open Payments		12%		$ -	$ -	$ -	$ -	$ -	$ -
	Tickets		1%		$ -	$ -	$ -	$ -	$ -	$ -
	Pass		8%		$ -	$ -	$ -	$ -	$ -	$ -
	Total		**100%**	**480,000**		**$ -**		**$ -**	**$ -**	**$ -**
Child	Cash	1%	0%		$ -	$ -		$ -	$ -	$ -
	PRESTO Single E-purse		0%		$ -	$ -		$ -	$ -	$ -
	PRESTO Open Payments		0%		$ -	$ -		$ -	$ -	$ -
	Tickets		0%		$ -	$ -		$ -	$ -	$ -
	Pass		0%		$ -	$ -		$ -	$ -	$ -
	Total		**1%**	**40,000**		**$ -**		**$ -**	**$ -**	**$ -**
Total Passenger Revenue						**$ 8,078,240**		**$ -**	**$ 8,078,240**	**$ -**
Revenue Passengers				**4,000,000**		**4,000,000**			**4,000,000**	**$ -**
Revenue per Passenger						**$ 2.02**			**$ 2.02**	**$ -**