

# THE TOWN OF HALTON HILLS SPECIALIZED TRANSIT PLAN



FINAL DIRECTION REPORT



SUBMITTED BY:  
LEFT TURN RIGHT TURN LTD.

To the attention of:  
The Town of Halton Hills  
July 5, 2021

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# 1 INTRODUCTION

The Town of Halton Hills is located within the Regional Municipality of Halton, in the northwestern end of the Greater Toronto Area. Serving a population of 61,000 residents, the Town has a total of 2,800 active registrants for its ActiVan service. ActiVan provides an accessible transportation service for persons with disabilities and seniors aged 65 and older. ActiVan currently operates eight dedicated vehicles and utilizes a contracted taxi service to deliver service seven days a week from 7:00 AM to 11:00 PM.

Specialized service in Ontario has undergone significant transformation over the past five years. The Accessibility for Ontarians with Disabilities Act (AODA) Integrated Accessibility Standards Regulation (IASR) phased in expanded eligibility requirements in 2017; this, coupled with an aging population, led to increased demand for specialized transit services prior to the COVID-19 pandemic. For the Town of Halton Hills' ActiVan, this period has been particularly dynamic due to a growth in demand and the town's plans to develop a conventional transit service (referred to as the Universal Access Service). Furthermore, in 2018, the town's long-time partner and contractor operating ActiVan discontinued operations, necessitating a rapid move to bring the service in-house.

As a result, Left Turn Right Turn (LTRT) was retained to develop a Specialized Transit Plan to support the town in its transformative journey to enhance mobility within the town and support the broader Halton Hills Transit Service Strategy. The Specialized Transit Plan is driven by the need to evaluate service delivery models, improve service efficiency and customer experience, and to prepare for the changes resulting from the implementation of the Universal Access Service. The plan delivers on these needs in a holistic evaluation of ActiVan's services.

The Specialized Transit Plan was developed in two phases. Figure 1 outlines the key tasks involved in each phase of the plan. Phase One began in May 2020 and was completed in the fall of 2020, with a Mid-term Directions report presented and approved by Council on September 28, 2020. The Mid-term Directions report summarized the short-term plan and presented the findings of the current state assessment and made recommendations that impacted the 2021 operating budget. The

Phase 1	Phase 2
<p>2021 - Short-term recommendations:</p> <ul style="list-style-type: none"><li>• Service delivery model for ActiVan.</li><li>• Service improvements to ensure compliance with the Accessibility for Ontarians with Disabilities Act (AODA).</li></ul>	<p>2021-2031 – Planning for the future:</p> <ul style="list-style-type: none"><li>• Assessing demand and creating service standards to improve customer experience.</li><li>• Conducting public consultation to obtain input.</li><li>• Developing medium and long-term recommendations to address customer priorities and future demand.</li></ul>

Figure 1 - Overview of the Specialized Transit Plan

Mid-term Directions report reviewed the decision to bring operations in-house and recommended a service delivery model to be used going forward. The report also detailed recommendations to address AODA gaps and identified related quick wins to improve eligibility processes and operational efficiencies.

Phase Two began in October 2020 and focused on medium and long-term service improvements. LTRT evaluated the service beyond the 2021 budget year and developed service standards, forecasted ridership to 2031 and developed recommendations to improve service efficiency and quality. This Final Directions Report summarizes ActiVan’s long-term vision and plan to meet demand, improve service efficiency and customer service for the next 10 years.

## 2 STAKEHOLDER ENGAGEMENT

The development of the Specialized Transit Plan involved review of existing studies and plans (see Appendix A for list of documents reviewed), extensive staff discovery sessions, internal stakeholder meetings and public engagement. Central to the project were two virtual open houses conducted to obtain public input about customer experience that fed into the recommendations. Figure 2 outlines the various stakeholders engaged throughout the plan.



Figure 2 - Stakeholders engaged throughout the plan

Stakeholders, including town staff, public and customers, the Accessibility Advisory Committee, municipal peer agencies, and community partners who provide services to ActiVan’s customers were engaged throughout both phases of the Specialized Transit Plan.

The first public consultation was a virtual open house which involved a pre-recorded PowerPoint presentation informing the public of the customer-facing recommendations presented to and accepted by Council in Phase One. The presentation also highlighted service standards being proposed as part of Phase Two. Customers and residents were also asked to complete a survey to provide feedback on the proposed service standards, travel patterns and challenges they face with the current service. The survey had 82 respondents and revealed that respondents are happy with the ActiVan service and would like to see improvements in the trip booking times and more information and better coordination regarding cross boundary travel. The key takeaways from the first public survey are summarized in Figure 3 below.

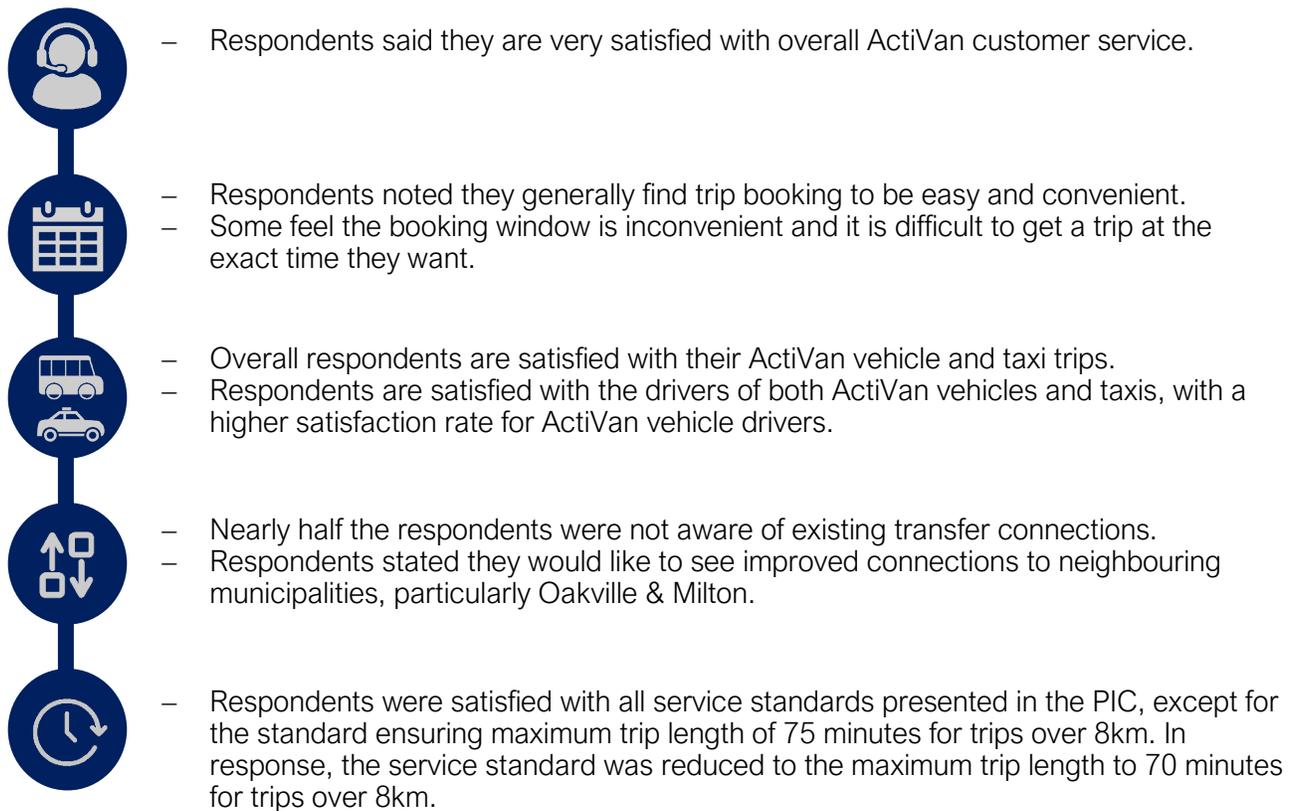


Figure 3 - Key takeaways from first public survey

The project team incorporated this feedback into the finalization of the service standards and areas of improvement in the service. Once final recommendations were developed, a second virtual open house was held to inform the public of the proposed recommendations and receive feedback through an online survey. This survey had 71 respondents and the results showed public support for proposed customer-facing recommendations in this plan, as outlined in Figure 4 below.

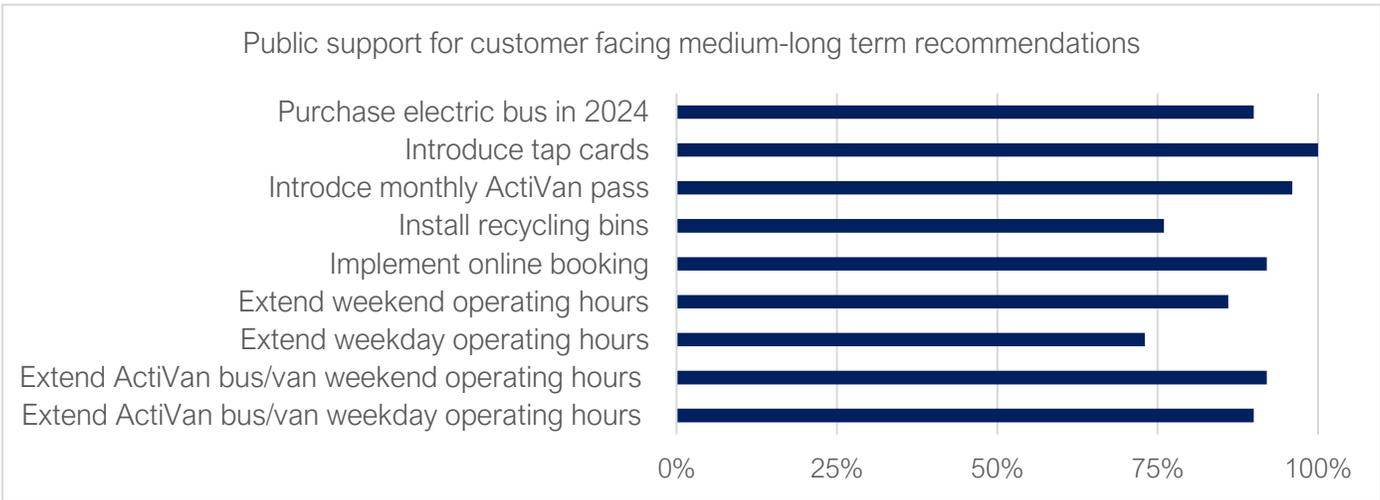


Figure 4 - Survey results showing public support for proposed customer-facing recommendations

The responses from the survey also included suggestions to the proposed recommendations that were taken into consideration. For example, the initial recommendation of maintaining ActiVan’s weekend operating hours from 7:00am to 11pm was changed to extend from 6:00am to midnight based on public feedback. Detailed summaries from both public surveys can be found in Appendix B and C, respectively.

### 3 KEY FINDINGS

The remote discovery sessions in Phase One showed that ActiVan staff have a strong dedication to serve customers and are eager to make required changes to improve efficiency and customer service. Both the staff and the stakeholders provided valuable insight into the challenges throughout both phases. Subsequent analysis of qualitative and quantitative data on the current operational processes of ActiVan resulted in the key findings outlined in the Figure 5 below.



Figure 5 - Key findings from current state assessment and stakeholder engagement

Details of the key findings and the recommendations from both phases of the plan are detailed in the following sections.

### 3.1 EXCELLENT CUSTOMER SERVICE

ActiVan staff are dedicated to providing high quality and timely service to their customers. ActiVan views its relationship with its customers as a top priority and continuously strives to improve it. The current state assessment revealed that providing timely and considerate customer service and fostering a positive relationship with ActiVan customers is one of the top priorities of ActiVan staff. Analysis of customer complaints in 2019 showed very few complaints about the service. Of the 80,000 trips delivered 2019, only 24 complaints were received regarding poor service. Of the complaints received, the majority were related to contracted taxi services concerning on-time performance and no-shows.

### 3.2 EFFICIENT OPERATIONAL PROCESSES

ActiVan has been applying many best practices in establishing processes to ensure efficient operations. No show rates are low and scheduling processes are effective. Staff reported that the scheduling software has been working well with the exception of efficiency challenges in rescheduling trip change requests. ActiVan also creates trip manifests for taxis which is a best practice that helps to maintain consistent service levels.

However, there are opportunities to further improve efficiencies in service planning and scheduling. For example, capacity-related challenges have led to some gaps in delivering according to AODA requirements and have limited ActiVan from providing a higher level of service (e.g., service on weekends and same day bookings). Recommendations to address these gaps were made in Phase One, approved by Council and are currently being implemented. On-time performance is another area with opportunities for improvement. In 2019, on-time performance was 71% which is low compared to industry standards. Recommendations to address this challenge and optimize scheduling, service efficiency and service quality have been recommended in this report.

### 3.3 A NEW APPROACH TO SERVICE DELIVERY

One of the key objectives of the Specialized Transit Plan during Phase One was to assess the most effective service delivery model going forward for Halton Hills. The current model with contracted, in-house driver services is well-regarded by ActiVan management. However, in anticipation of future growth and

increased costs, three alternate service delivery models (in-house, contracted and turn-key models) were considered. Six key criteria including customer satisfaction and potential cost savings and efficiencies were evaluated for each model and upon analysis, the in-house service delivery model was recommended and approved by Council. ActiVan is currently in the process of bringing its drivers in-house.

### 3.4 MISALIGNMENT WITH THE AODA

ActiVan's current policies and processes with respect to eligibility and operations are generally aligned with the AODA. Given its unique situation of being the only mode of public transportation in Halton Hills, ActiVan has done an excellent job in both customer service, efficient operational processes, and AODA compliance.

However, there are areas in the eligibility process, service design and operational practices that ActiVan should improve on in order to better align with the requirements of the AODA. Areas of improvement in the eligibility process include aligning with AODA eligibility categories and establishing an independent appeals process. Areas of improvement in service design and operational practices include enhancing transfer connections and updating booking and scheduling practices. These Council approved recommendations were a key Phase One components of the plan and are currently being implemented by ActiVan.

### 3.5 CHALLENGING CROSS-BOUNDARY TRAVEL

ActiVan's current service does not provide efficient cross-boundary trips. The current state assessment revealed challenges with transfer connections including those to conventional services to access medical facilities in Milton, Mississauga, and Oakville. Routes to and from the facilities in these municipalities were often circuitous and customers were not aware of connecting services. Survey results also showed that customers would like more information and opportunities for cross-boundary travel. To address these concerns, recommendations were made in Phase One to update the ActiVan website with cross boundary travel information and introduce new transfer connections.

### 3.6 PREPARING FOR UNIVERSAL ACCESS SERVICE

The Town of Halton Hill's Transit Service Strategy recommends introducing a Universal Access Service (UAS). Upon implementation, UAS will impact ActiVan's eligibility and operational processes, policies and ridership. The ridership projections for ActiVan for the next 10 years in Phase Two took into consideration

the impacts of UAS and dissolving the Taxi Scrip program, as recommended by the Transit Service Strategy. In addition, the Transit Service Strategy's recommendation to contract out UAS and operate administration and dispatch functions in-house will impact the evaluation of additional resources, training, and capital expenditures. To address these impacts, recommendations have been made in Phase Two to integrate UAS trip booking with ActiVan's contact centre operations and scheduling capabilities when the current software is replaced at the end of its life.

### 3.7 GROWING DEMAND FOR THE SERVICE

The COVID-19 pandemic has impacted current demand and is expected to have an impact on ridership in the next 1-3 years. Beyond that, however, ridership is expected to re-bounce, and demand is anticipated to grow substantially. In the next 10 years, ridership on ActiVan is expected to grow from 51,000 trips in 2022 to 86,000 trips by 2031. In order to meet the demand, recommendations have been made in Phase Two for ActiVan to increase its service hours, fleet and leverage technologies to deliver an efficient service.

### 3.8 FOCUS ON NET ZERO COMMITMENT

The focus on sustainability is one of the top Council priorities for the Town of Halton Hills. In recent years, Council has enforced a series of policies and tasks aimed to reduce energy usage and GHG emissions. Specifically pertaining to fleet, Council has stated in the Climate Change Resolution No.2019-0088 the plan to transition to electric vehicles wherever possible, and as soon as possible. Discussion with Town staff revealed that ActiVan is dedicated to its Net Zero Commitment by 2031 and is resolved to transition to an electric fleet when it becomes feasible to do so. One of the objectives of Phase Two of the Specialized Transit Plan was to evaluate the requirements and Capital costs to electrify ActiVan's fleet. The various electrification considerations are discussed in further detail in section 5.3.1 of this report and reflected in the Capital budget in section 9.2.

## 4 SHORT TERM RECOMMENDATIONS & MIDTERM DIRECTIONS REPORT

Phase One recommendations were presented to and accepted by Council in September 2020 and are focused on selecting a service delivery model to apply going forward and addressing gaps in AODA compliance. Figure 6 summarizes the Phase One recommendations that have been approved as part of the 2021 budget and are currently being implemented.

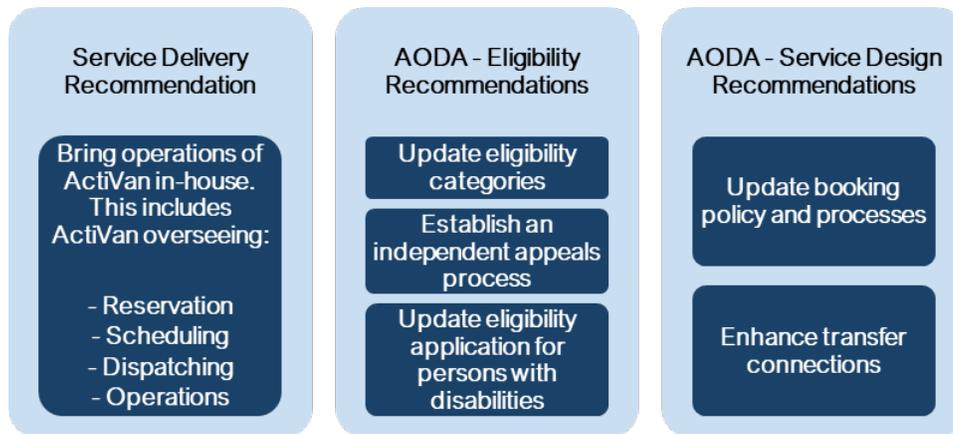


Figure 6 - Phase One Council approved recommendations for 2021

The Phase One recommendations listed above are described in further detail in the following sections.

#### 4.1 SERVICE DELIVERY RECOMMENDATION

One of the key objectives of Phase One was the analysis of service delivery model options and the recommendation of a model for ActiVan to utilize moving forward. As shown in Figure 7, three relevant models were considered for Halton Hills: in-house, split structure and turnkey. The three models vary in terms of the level responsibility that a transit agency provides in service provision.

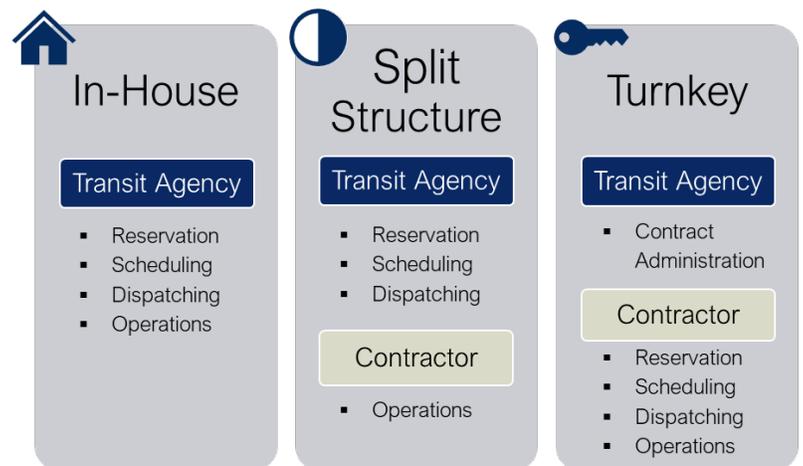


Figure 7 - Summary of service delivery models

A quantitative evaluation framework was developed to assess the models based on six key weighted criteria. Figure 8 outlines the six criteria developed, weighted, and scored to evaluate the models. The criteria were developed based on service model decision making in comparable communities, a literature review of service delivery models, professional expertise and consideration of local factors discussed with Town staff.

Evaluation Criteria
Customer Satisfaction
Potential cost savings and efficiencies
Ease of Implementation
Flexibility of service delivery
Minimizing operational and organizational interfaces
Innovation and modernization

Figure 8 - Service delivery model evaluation criteria

Figure 9 outlines the recommended service delivery model based on evaluation of the above listed criteria. The analysis of the various models showed that the in-house option proves an excellent choice in minimizing organizational interfaces, enabling service delivery flexibility and most importantly maximizing customer satisfaction. Due to the customer centric nature of specialized transit and its role as an essential service, customer satisfaction is weighted higher than other criteria. While an in-house model does not score high in terms of cost-efficiency, the higher level of service it does provide to transit customers and the community alike, in conjunction with its resiliency and sustainability make it the most attractive option. The detailed evaluation and scoring of the models are outlined in the Mid-Term Directions Report, available on the Town of Halton Hills website.



Figure 9 - Selected service delivery model for ActiVan

## 4.2 ELIGIBILITY-RELATED RECOMMENDATIONS

Another key objective of Phase One was to evaluate ActiVan’s policies and processes with respect to eligibility in accordance with the Accessibility for Ontarians with Disabilities Act (AODA). Our assessment revealed that ActiVan’s current eligibility policies and processes are generally aligned with the AODA. However, there are a few areas in which ActiVan can better align with the AODA in the short-term and after Universal Access Service is implemented. Recommendations to bridge AODA gaps include aligning terminology with regards to eligibility conditions, establishing an appeals process and updating current applications. Figure 10 outlines these Phase One eligibility-related recommendations that are Council approved and currently being implemented.

- **Update Eligibility Categories**
  - Update 'permanent' eligibility category name to state 'unconditional eligibility'
- **Establish an independent appeals process**
- **Update Eligibility Application for Persons with Disabilities**
  - Create new eligibility application form for persons with disabilities
  - Update application form for seniors

**Eligibility Recommendations**



Figure 10 – Phase One Council-approved eligibility related recommendations

### 4.3 TRIP BOOKING RECOMMENDATIONS

In addition to eligibility, ActiVan’s operational processes were also evaluated on both their alignment with the AODA and efficiency. The AODA requires agencies to accept trips up to three hours before end of service day. The current state assessment revealed that the practice of requiring customers to book trips 48 hours in advance was misaligned with the AODA. As such, it was recommended that ActiVan change its booking process and implement additional booking related recommendations to increase efficiencies and customer experience. Figure 11 outlines these Phase One booking related recommendations that are Council approved and currently being implemented.

- **Update booking policies and processes**
  - Introduce weekend capacity to:
    - accept bookings and schedule trips
    - respond to customer inquiries
    - schedule the night before instead of morning before
  - Reduce current booking window from 30 days to seven days and accept trips up to 3 hours before end of service day

**Trip Booking Recommendations**



Figure 11 – Phase One Council-approved trip booking related recommendations

## 4.4 TRANSFER CONNECTION RECOMMENDATIONS

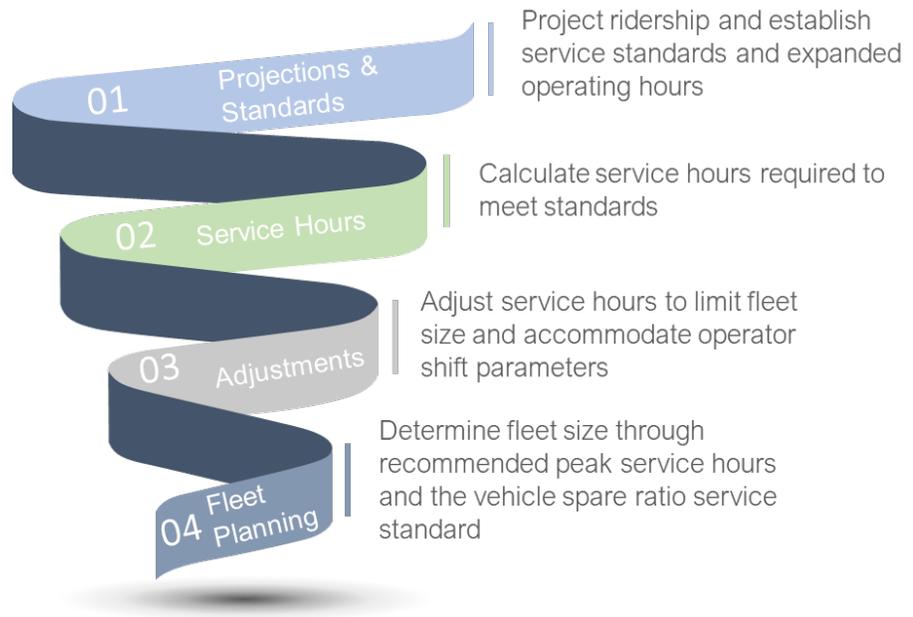
One of the key findings of the current state assessment revealed challenges with the current transfer connections. While there is no direct AODA misalignment with the current transfer connections, there are opportunities to better align with the AODA's requirement of facilitating coordinated services by enhancing current problematic transfer connections. As such, proposed enhancements to transfer connections were approved by Council in Phase One. In addition to transfer connections, recommendations to provide better cross boundary information to customers and improve scheduling cross boundary trips were also proposed. Figure 12 outlines these Phase One transfer connection related recommendations that are Council approved and currently being implemented.



Figure 12 – Phase One Council-approved transfer connections related recommendations

# 5 SERVICE AND ASSET PLAN

This section outlines the ActiVan service and asset plan over the next 10 years. The plan addresses projected growth in demand and aims to improve service efficiency, service quality and meet Town goals. Consideration is given to COVID-19 effects in the development of this plan. These effects are discussed in more detail in section



5.3.1. Figure 13 provides a simplified overview of how the service and asset plan was developed.

Figure 13 - Service Plan and Asset Plan Development Approach

Ridership projections and service standards form the foundation of the service plan and together are used to calculate the service hours required to meet standards. Several other service recommendations, including expanding operating hours and better matching of service to demand further help to shape the calculation of service hours in meeting standards. The calculated service hours are then adjusted to limit fleet size and accommodate operator shift parameters. The final recommended service hours are then used to determine fleet size. This is done by applying the vehicle spare ratio service standard to the recommended peak service hours or recommended peak vehicles. Staffing calculations are related to the recommended service hours with adjustments to account for operational and administrative considerations.

## 5.1 CURRENT STATE OF SERVICE

ActiVan service is currently provided through three delivery models, an in-house dedicated service using vans and buses, an ad-hoc taxi service and Taxi Scrip. Both the ad-hoc taxi service and Taxi Scrip will be referred to as non-dedicated services in this document as the taxis do not solely carry ActiVan passengers.

### *Taxi Scrip*

Currently, Taxi Scrip encompasses roughly 33% of trips provided by ActiVan. Although, overall perceptions of the service are positive, the 2019 Transit Service Strategy recommended discontinuing the program upon the implementation of the Universal Access Service. Furthermore, the Transit Service Strategy anticipated that the users of the Taxi Scrip program who are not eligible for the ActiVan service will transition to utilizing the Universal Access Service.

### *Ad-hoc Taxi*

Currently, taxi providers are used to both supplement dedicated services during core hours and to provide the only ActiVan service during low-demand periods. These taxi-only periods are as follows:

- Weekdays 7:00AM to 7:30AM & 6:00PM to 11:00PM
- Weekends 7:00AM to 8:00AM & 4:00PM to 11:00PM

Analysis of customer complaints in 2019 showed very few complaints about the service. Of the 80,000 trips delivered in 2019, only 24 complaints were received regarding poor service. However, of the complaints received, the majority were related to contracted taxi services concerning on-time performance and no-shows. Issues have arisen regarding taxis failing to arrive within the pick-up window or not at all and also due to poor driver customer service. Another significant concern is the limited capacity of accessible taxis. It is reported that it can be difficult to schedule a trip with a mobility device on the taxi service. The issue becomes particularly problematic during taxi-only service hours where limitation in accessible vehicle capacity is particularly acute.

### *Dedicated ActiVan Service*

Dedicated ActiVan vehicles are advertised as currently operating between the following periods:

- Weekdays 7:30AM to 6:00PM
- Weekends 8:00AM to 4:00PM

Service is often provided slightly outside those hours. Service planning is done to vary service according to demand as the daily provision of vehicles is somewhat dependent on trip requests before the day of

service. However, the hourly allocation of vehicles rarely varies by more than 1 from the average. The average daily revenue service hours by time period are outlined in Figure 14 below.

Hour of Day	Weekday	Saturday	Sunday
7	2		
8	5	2	2
9	5.25	2	2
10	5.25	2	2
11	5.25	2	2
12	5.25	2	1.25
13	5	2	.75
14	5	1.25	
15	5		
16	5		
17	2.5		
18	.5		

Figure 14 - 2019 average daily revenue vehicle service hours by time period

While service is planned to fluctuate slightly daily, service throughout any given day is fairly constant with tapering occurring at the start and ends of the day. For example, most weekdays will have five dedicated vehicles on the road between 7:30AM and 5:00PM. This service provision does not perfectly match demand, which peaks between 8:00AM and 11:00AM and again between 3:00PM and 4:00PM. The latter is the highest ridership period with the school rush being a particular demand pinch point. The inability to attain an ActiVan ride is most reported during this PM peak period.

Due to this mismatch of service relative to demand, ridership productivity and cost-efficiency is quite high during the peak periods and significantly lower in the mid-day off-peak period. Figure 15 shows ActiVan’s demand by hour and day of week, while Figures 16 and 17 show ridership productivity and cost efficiency during those same times.

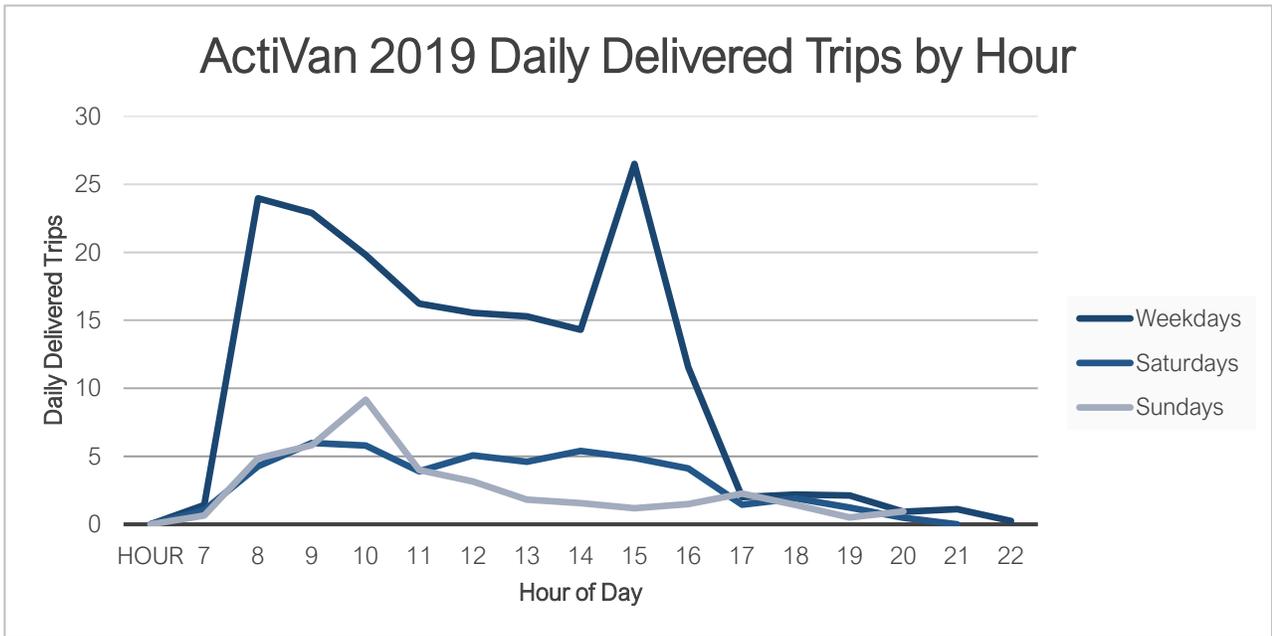


Figure 15 – 2019 daily delivered trips by hour of day and day of week

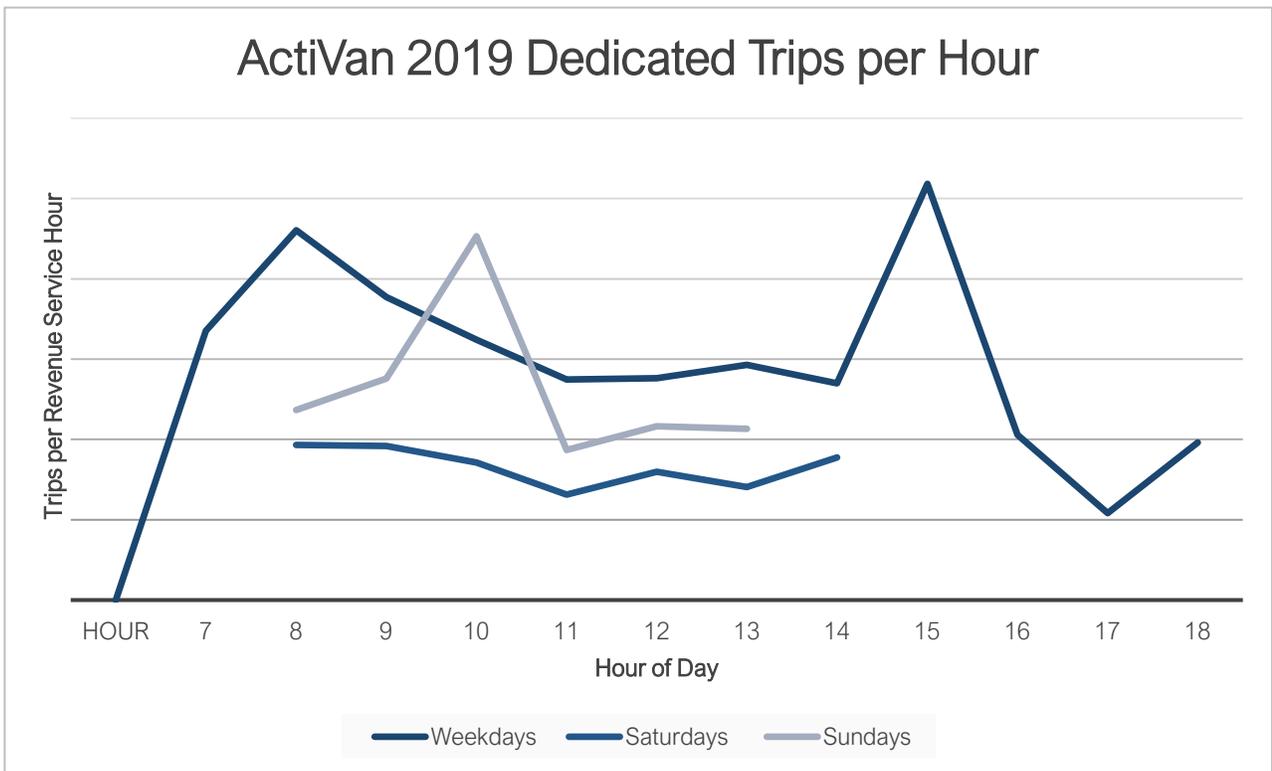


Figure 16 – 2019 dedicated vehicle trips per service hour by hour of day and day of week

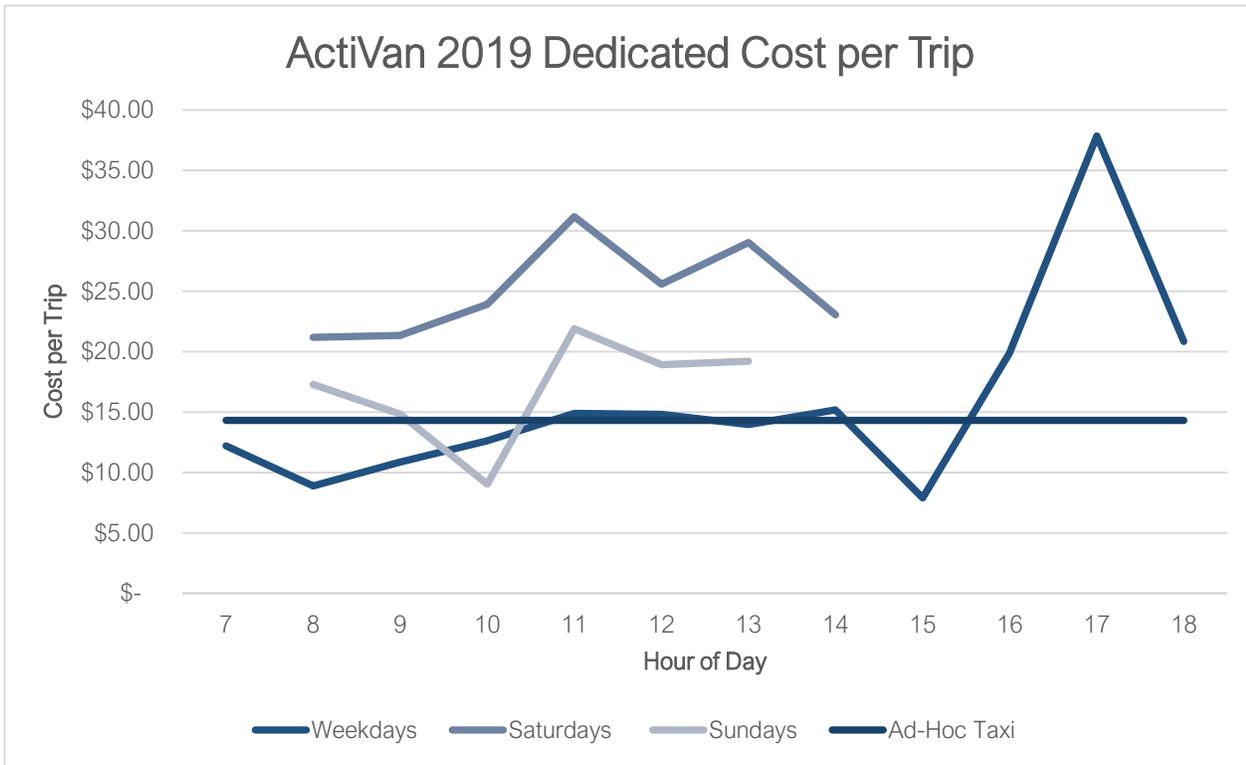


Figure 17 – 2019 dedicated vehicle cost per trip by hour of day and day of week. Ad-hoc taxi cost per trip is also shown but it was a flat rate regardless of time period at \$14.81

Another variation in demand that is currently not accounted for in service is seasonal. February, the summer months and the December holiday season all have significantly below average ridership as shown by the daily trips for each month in 2019 in displayed in Figure 18.

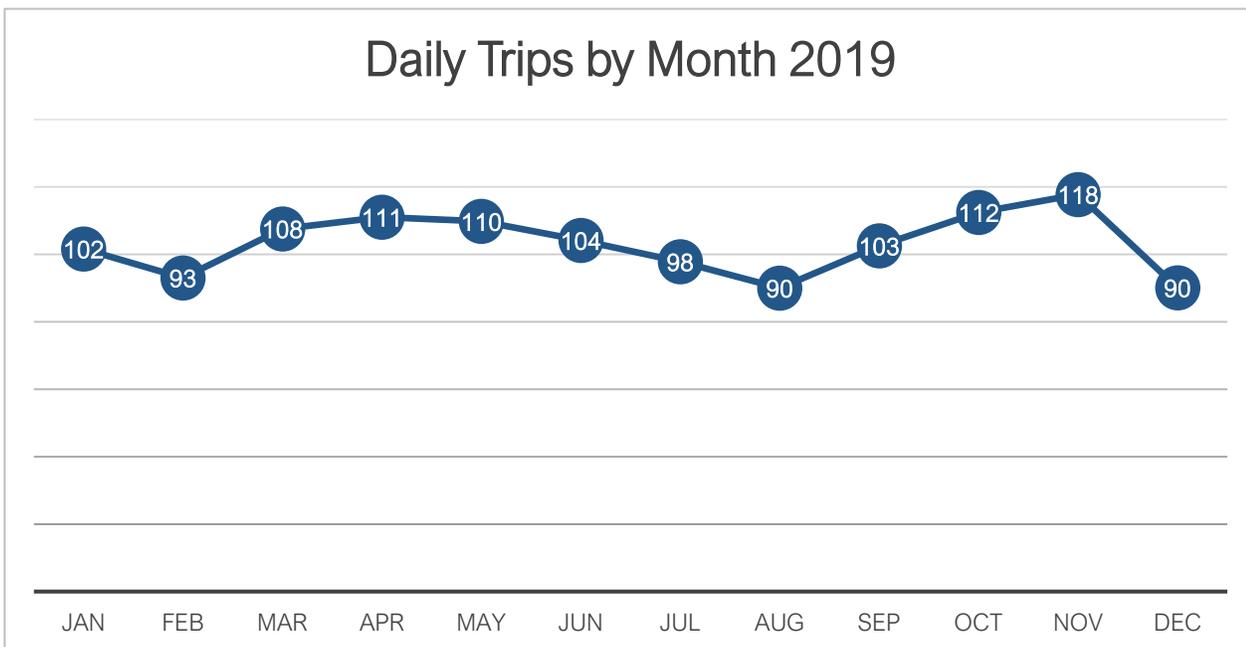


Figure 18 – 2019 daily trips by month

## Efficiency of Dedicated ActiVan Service vs. Ad-hoc Taxis

In terms of cost-efficiency, ad-hoc taxis differ from the dedicated service in several facets. During peak periods, the dedicated ActiVan service can pool trips in a more efficient manner. During low demand periods, the ad-hoc taxi service becomes more cost-efficient as dedicated vehicles cannot pool riders as effectively and have greater periods of slack time. Figure 19 shows the cost-efficiency comparison between the two service models by time period.

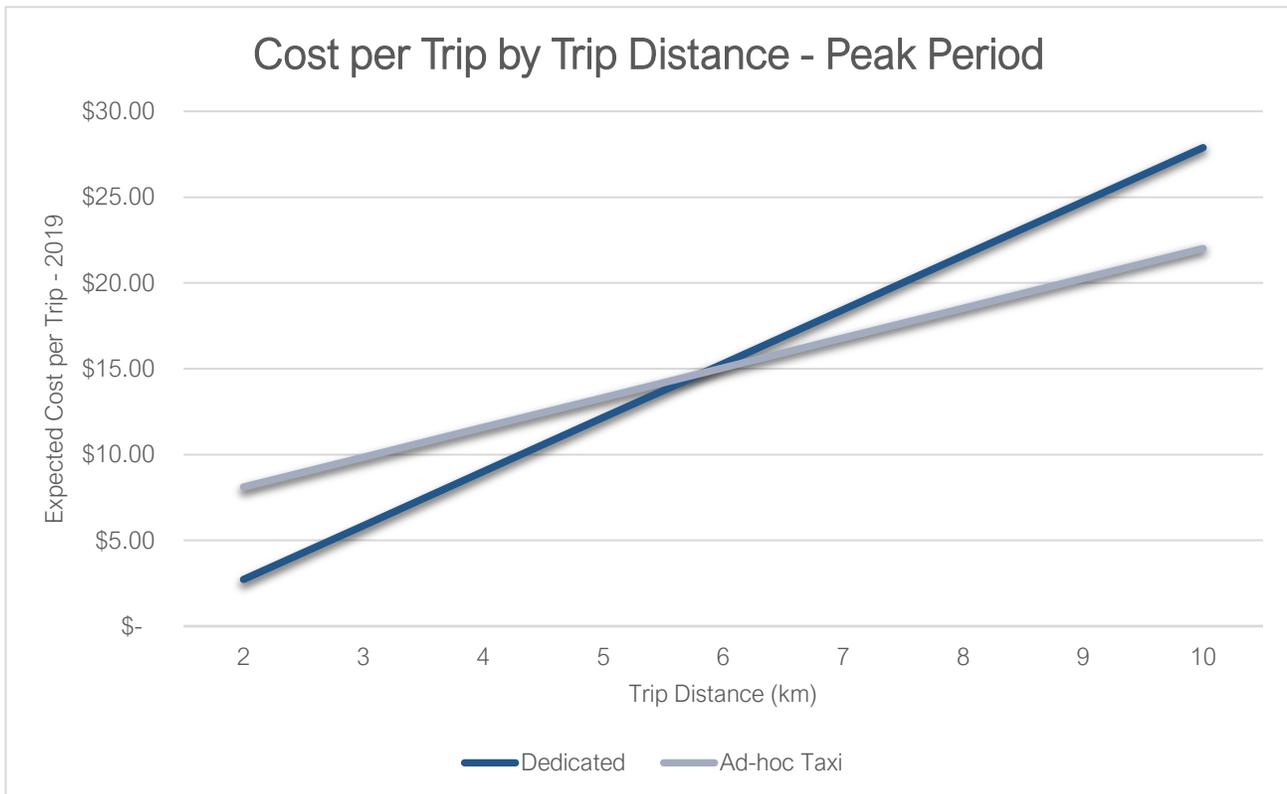


Figure 19 – Cost per trip by trip distance for dedicated and non-dedicated services during the peak period. (Weekdays 8-11 AM & 3-4 PM)

The other significant difference in cost-efficiency between the two service models is the length of a trip. Generally, the dedicated service is more efficient in serving short trips as they often represent trips in urban areas that can be pooled more efficiently. Longer rural trips are typically pooled less efficiently. Further decreasing potential efficiency for longer trips are time duration caps that are being recommended as a service standard. This relationship only applies when there is sufficient demand in relation to service levels to pool trips efficiently. During peak periods (i.e., weekdays 8:00AM-11:00AM & 3:00PM-4:00PM) in 2019, ad-hoc taxis had better cost per trip on average after 6km. A notable exception to this general relationship is trips between Acton and Georgetown which can pool trips efficiently on a dedicated vehicle while being

significantly longer than 6km. Figure 19 displays the peak period relationship between cost and trip distance between the two service delivery models.

## 5.2 SERVICE STANDARDS

Service standards were developed to guide ActiVan in the design of its policies and practices towards effective achievement of its goals. They were developed with consideration to peer and industry standards and best practices, and an assessment of current challenges, including public engagement input, current ActiVan performance and an effort to maintain or surpass the current customer experience. The standards played an important role in guiding the development of the service and asset plan and other recommendations in later sections of this report. The standards are intended to broadly cover all areas of ActiVan functions and measures of success and are broken down into five key focus areas. It is recommended that ActiVan enact a policy of standards detailed below.

### Eligibility Standards

Figure 20 outlines the recommended eligibility standards for ActiVan. Eligibility standards help balance a positive customer experience through the eligibility process and create an effective process that directs individuals towards an appropriate transit service. The AODA legislates the high end of the first two standards while the third standard was shaped by an evaluation of peer rates. These standards will become increasingly important as UAS is introduced. Currently, ActiVan has no appeals process and does not conduct functional assessments due to the absence of conventional transit.



Figure 20 - Recommended standards for eligibility standards

## Service Efficiency Standards

Figure 21 outlines the recommended service efficiency standards for ActiVan. The service efficiency standards are important measures of overall cost-efficiency and service planning and scheduling efficiency. These standards help guide the planning of various service types (dedicated vs. non-dedicated) and service levels of the dedicated service. Dedicated service refers to the service provided by ActiVan vans and buses. The non-dedicated service refers to supporting taxi service trips and potentially future UAS trips by ActiVan customers and booked through ActiVan.

General measures of cost-efficiency are expected to decline in the future. This is due to increasing labour costs for operators and less efficient service provision due to the introduction of UAS. The latter is caused by a greater proportion of non-ambulatory passengers upon UAS's introduction. Non-ambulatory passengers take longer to load and unload and therefore push up the cost per trip. The implication of this is that ActiVan will be required to boost the amount of service it provides relative to trips if it is to maintain its current service quality.

The last three standards in this set are important factors that need to be balanced to achieve efficient scheduling and service provision.



Figure 21 - Recommended standards for service efficiency standards

## Service Quality Standards

Figure 22 outlines the recommended service standards for ActiVan. These standards help ensure ActiVan's high level of service quality. Trips per capita is a higher-order measure of service quality as an increasing level of ridership indicates that individuals find the service useful and pleasant. Current on-time performance is notably far below the recommended and industry standards at 71% in 2019.

Setting trip length caps in scheduling is important to effectively balance the service quality of shorter trips with maximizing your scheduling efficiency. Currently, customers are, for the most part, satisfied with the

lengths of their trips. In 2019, 99% of trips under 8km were completed in 35 minutes or less, while 99% of trips over 8km were completed in 72 minutes or less. The service standard reflects a desire to maintain the current level of service quality and public feedback into the standards.



Figure 22 - Recommended standards for service quality standards

### Customer Service Standards

Figure 23 outlines the recommended customer service standards for ActiVan. The customer service standards help ensure efficient and quality of interactions between ActiVan and its customers. Standards on complaints and compliments also provide measures of service quality.

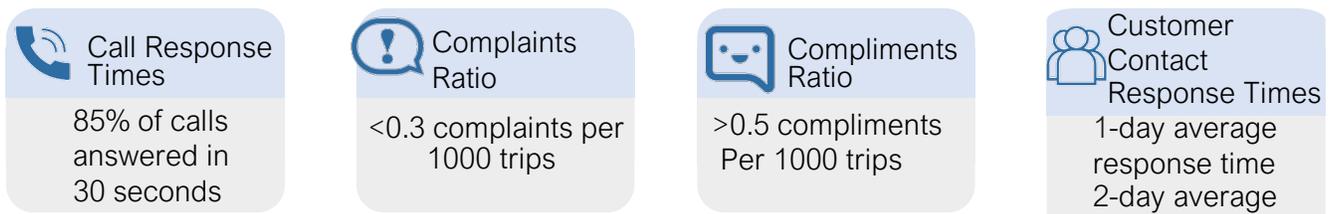


Figure 23 - Recommended standards for customer service standards

## Operations Standards

Figure 24 outlines the recommended operational service standards for ActiVan. These are standards that, if met, help ensure efficient, reliable and safe operations. The ridership by non-dedicated service standard is an important balance between the flexibility and efficiency in certain situations provided by a non-dedicated service and their lower overall efficiency and service quality. This standard is important to guiding how many trips are expected to be served by ActiVan vehicles and the number of vehicles necessary to do so. The spare vehicle of 25% is set as a maximum, with the actual spare ratio as close that maximum as possible.

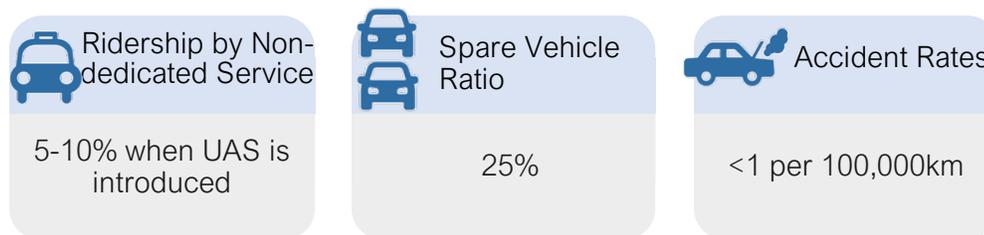


Figure 24 - Recommended standards for operations standards

## 5.3 PROJECTED GROWTH

ActiVan ridership is closely tied to levels of population, employment and the proportion of seniors in the population. All three factors are expected to grow significantly over the next 10 years, pushing up expected demand for ActiVan. The COVID-19 pandemic has affected current demand and is expected to limit ridership in the next 1-3 years relative to pre-pandemic trends. Over those years ridership should rebound as normal travel patterns return and reach pre-pandemic ridership levels next year. Beyond that, ridership is expected to continue to see substantial growth due to the factors outlined above. Figures 25 and 26 outline projected ridership to 2031.

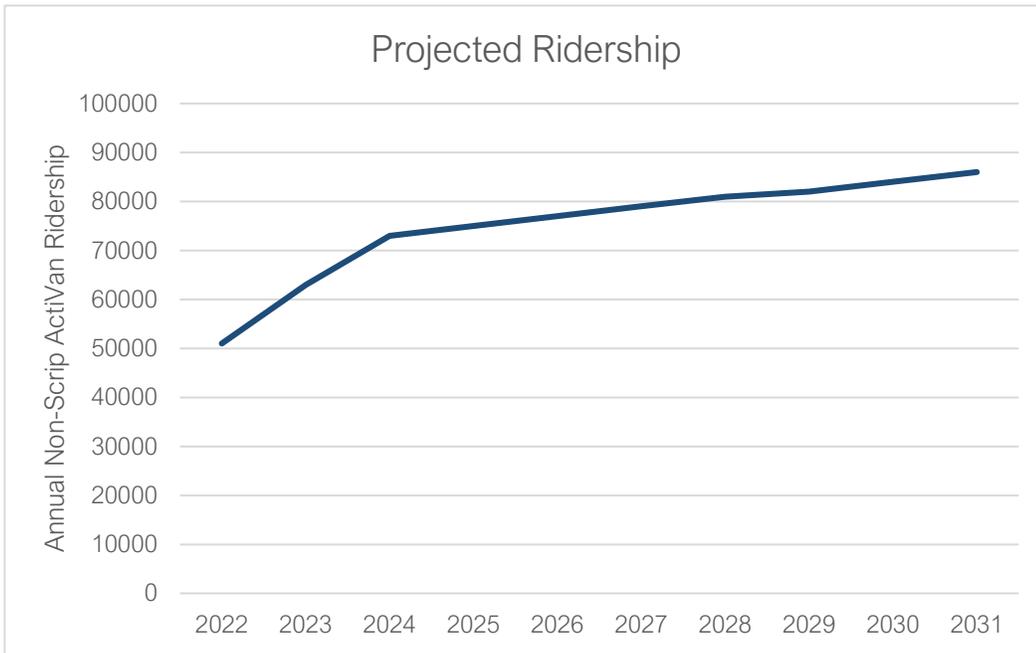


Figure 25 - Projected growth in ActiVan trips (not including Taxi Scrip trips)

Year	ActiVan Accessible Vehicle Trips	Non-dedicated service trips (Ad-hoc taxi or UAS)	Taxi Scrip Trips	Total ActiVan Trips
2019	47000	4000	29000	80000
~				
2022	47000	4000	31000	82000
2023	57000	6000	36000	99000
2024	67000	6000		73000
2025	69000	7000		75000
2026	70000	7000		77000
2027	72000	7000		79000
2028	74000	7000		81000
2029	75000	7000		82000
2030	77000	7000		84000
2031	79000	7000		86000

Figure 26 - Projected growth in annual trips by service type. While UAS is expected to be introduced in the 3rd or 4th quarter of 2023, calculations here assume a full-year of Taxi Scrip

### 5.3.1 METHODOLOGY

Ridership projections are based on the following six factors that have a significant and clear impact on ridership:

1. Population projections
2. Employment projections
3. Seniors population projections
4. UAS related eligibility changes
5. Fare changes
6. Expanded operating hours and dedicated vehicle span of service

Demographic projections were drawn from the Halton Region Best Planning Estimates. The COVID-19 pandemic has added significant uncertainty to transit planning. In terms of ridership, several opposing determinates of future ridership are strengthening. It is expected that increased telecommuting rates, safety fears and an increase in private car purchases and more dispersed housing purchases will have negative impact on transit in the near term. However, stagnant incomes, increasing inequality and greater investment in active transportation will positively impact ridership. On balance, it is likely that the former factors will prove more influential in the short-term.

These trends, however, are likely to be muted for ActiVan. Specialized transit's more transit-dependent customers are less likely to alter their travel behaviour, and commute trips form a small percentage overall ridership. Thus, no long-term COVID-19 trend adjustment was applied in projecting long-term ridership.

Two other potentially relevant factors were also not included in informing these projections due to uncertainty in the scale of their impact. First, ActiVan is planning to move its minimum booking window from the previous 48 hours to 3 hours before end of service day. Reductions in the minimum booking window are positively correlated with ridership growth, however the scale of the correlation is uncertain. Second, the introduction of UAS could lead to the loss of ActiVan ridership if UAS provides an enhanced level of curb-to-curb service. As the scale of these factors is uncertain and opposing, they were not included as part of the projection model. It should be noted that the model does project the ridership effects resulting from the eligibility-related changes of a UAS implementation. In so doing, it is consistent with conventional ridership projections developed in the Town of Halton Hills Transit Service Strategy.

The following outlines the methodology taken to forecast ActiVan ridership from these factors.

**1. Regression Analysis and 1<sup>st</sup> stage ridership projections**

A multi-variable linear regression was conducted to determine the relationships between ActiVan ridership and various demographic factors including population, employment and age within the Town of Halton Hills. Population and employment densities were also analyzed through regression but their relationship to ridership was found to be insignificant. The regression analysis was conducted on data from 2017 to 2019 and broken down to the Dissemination Area geographic level. The analysis resulted in the linear equation output shown in Figure 25 which was applied to Town projections for 2026 and 2031. Ridership growth from 2019 to 2026 and then from 2026 to 2031 was annualized and applied to 2019 annual ridership as a base to provide yearly projections. Figure 27 shows the regression equation for daily ActiVan calculated and used.

Variable	Coefficient
Intercept	-4.086
Employment	0.003
Percentage of Population Aged 65 Years and older	6.709
Percentage of Population Aged 85 Years and older	52.183
Population	0.002
<b>Significance F</b>	<b>6.86E-61</b>

Figure 27 - Regression equation for daily ActiVan Trips

**2. Adjust for UAS-related eligibility changes**

Due to the introduction of UAS, eligibility for ActiVan will shift towards a more functional limitation-based perspective. This will move some current and would-be ActiVan riders to UAS service. This includes all Taxi Scrip trips and a proportion of users aged 65 and over that do not have functional limitations in using conventional transit. Except for the Taxi Scrip trips, the eligibility changes are expected to be grandfathered, allowing current ActiVan users to remain.

UAS adjustments were applied to the first stage ridership projections above. Taxi Scrip trips were subtracted as their current proportion of total trips from projected ridership. A key assumption in estimating eligibility related ridership loss was that the proportion of lost trips can be understood by the non-

ambulatory trip rate. It is expected that all new ActiVan applicants would match the non-ambulatory ratio of peer specialized transit providers with conventional transit and comparable eligibility practices. The peer ratio was found to be 36%. New applications were assumed to grow at the same rate as calculated in the first stage projections. New ambulatory applicants were then reduced to meet the peer ratio from the year of UAS's introduction. An average trip per applicant was then applied. The yearly total of lost applicant trips was summed with the previous year's lost trips to provide a total amount of a year's lost trips to due to the eligibility changes. This was done because the applicants who would not now be eligible in year one would also not be making trips in the following years. This amount was subtracted from the ridership projection until the total non-ambulatory trip ratios matched the peer average.

### ***3. Adjust for ridership growth due to fare changes***

Two recommended fare changes, the introduction of a \$100 monthly pass and the setting of a single fare trip to \$4 for all trips are expected to have a significant effect on ridership. More information on these fare recommendations is found in Section 5.7: Fare Policy and Section 7: Process and Policy Recommendations on page 49.

To adjust for these fare changes, 2019 ridership by client was analyzed to assess what proportion of clients and trips would use a monthly pass. It was assumed that all clients averaging 23 trips or over a month would purchase the monthly pass and that their trips would increase by 14%. A fare elasticity of -0.2, that was drawn from Todd Litman's *Transit Price Elasticities and Cross-Elasticities* as an industry average, was applied to those trips that would still pay single fare changes. The average fare for these is expected to increase by approximately 30%. These changes in ridership are then applied to the total ridership figure.

### ***4. Calculate ridership increase from expanded operating hours and dedicate vehicle span of service***

Recommended expansions to operating hours and dedicate vehicle span of service. More information on these recommendations is found in the following section 5.4 Service Plan. Ridership for new hours of service was projected through an evaluation of the hourly percentage of daily ridership for peer agencies with service during these hours and then applied to 2019 daily ActiVan ridership. It was assumed that ActiVan's hourly trip distribution will match that of the peer agencies. Due to difference in service quality and fares it was assumed that hours served by dedicated ActiVan vehicles would result in 3 times the ridership as those hours served only by a non-dedicated service such as ad-hoc taxis.

There is uncertainty regarding the population projections used for this study due to the delay in anticipated growth based on Halton Region’s Official Plan and Halton Region’s Integrated Growth Management Strategy. Revised projections may reduce the ridership projections but are expected to be small enough to not affect the recommendations in this study.

### 5.4 SERVICE PLAN

The following section details the 10-year service plan and the methods used in its development. The plan recommends service levels and how that service should be provided. The service plan is highlighted by four key recommendations as shown in Figure 28.

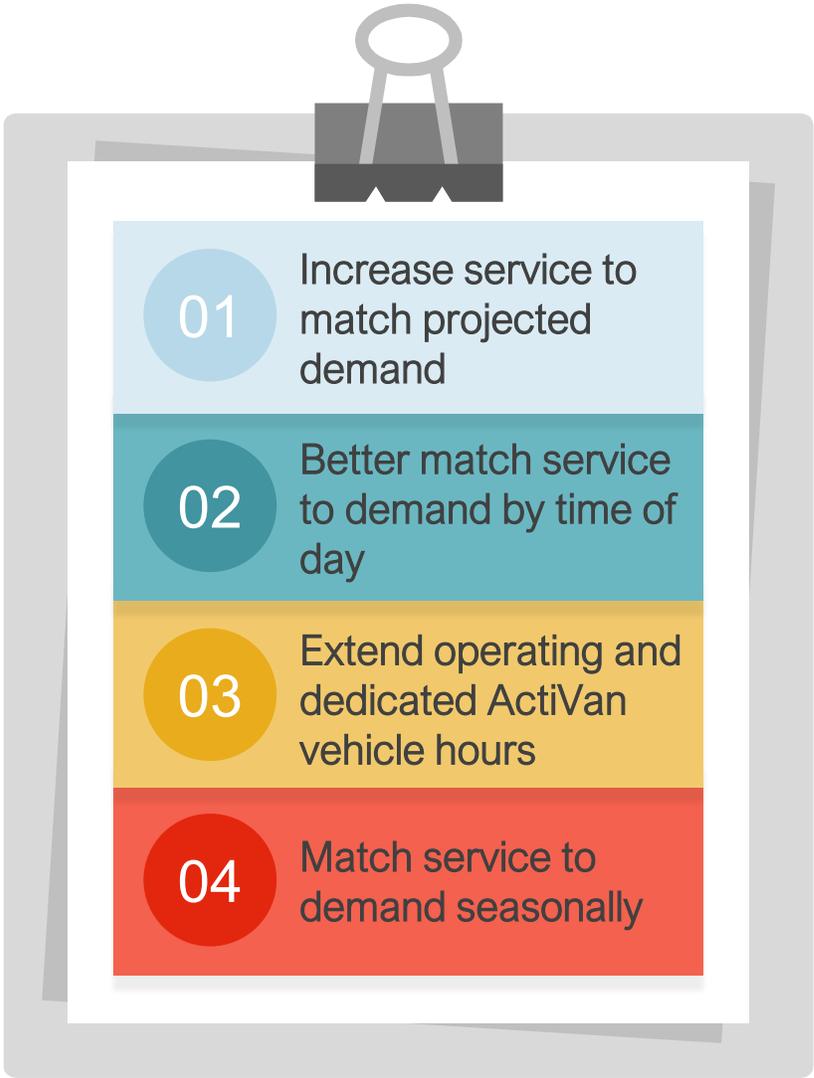


Figure 28 - Key service plan recommendations

Figure 29 highlights how service hours are planned to increase to meet projected demand.

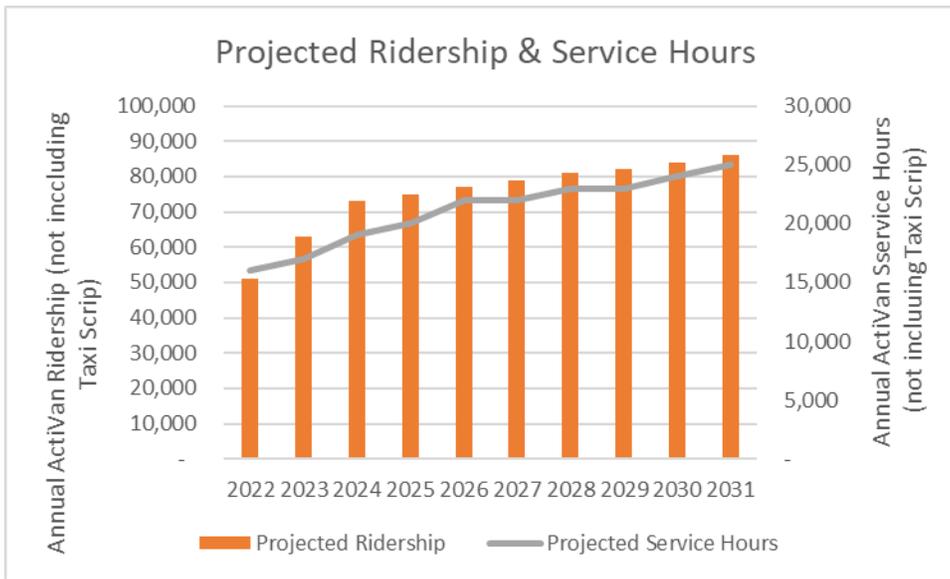


Figure 29 - Projected annual ridership and vehicle service hours (not including Taxi Scrip)

### Service hours required to meet standards

The first step in planning for service was to calculate the required service hours that would meet the established service standards and considering the projected demand. A key assumption in doing so was to better match service to demand by time of day and day of week. As identified in section 5.1, Current State of Service, current service by time day does not closely follow demand. To better match service to demand by time of day, the projected ridership growth rates developed in section 5.3 (Not including step 4, the adjustment for expansion of operating hours and dedicated vehicle span of service) were applied to the 2019 average daily delivery trips by hour of day for weekdays, Saturdays and Sundays, respectively. Figure 30 shows the results of these calculations.

Hour	2019			2026 Projected Daily Trips			2031 Projected Daily Trips		
	Weekdays	Saturdays	Sundays	Weekdays	Saturdays	Sundays	Weekdays	Saturdays	Sundays
5									
6									
7	7	1	1	9	1	1	10	2	1
8	24	4	5	32	6	6	36	6	7
9	23	6	6	30	8	8	34	9	9
10	20	6	9	26	8	12	29	9	14
11	16	4	4	21	5	5	24	6	6
12	16	5	3	21	7	4	23	7	5
13	15	5	2	20	6	2	23	7	3
14	14	5	2	19	7	2	21	8	2
15	27	5	1	35	6	2	39	7	2
16	12	4	1	15	5	2	17	6	2
17	2	1	2	3	2	3	3	2	3
18	2	2	1	3	3	2	3	3	2
19	2	1	0	3	2	1	3	2	1
20	1	0	1	1	1	1	1	1	1
21	1	No Service		1	No Service		2	No Service	
22	0			0			0		

Figure 30 – 2019 and initial ridership projections by hour of day and day of week for 2026 and 2031. Demand is later adjusted to account for recommended service span extension. 2019 numbers represent average trips delivered by dedicated vehicle or ad-hoc taxi within a given hour of day and day of week.

Required service hours to meet the trips per hour standard of 2.5-4 were then calculated for each hour of the day for weekdays, Saturdays and Sundays, respectively. The midrange number of 3.25 was used in division. Figure 31 shows the results of this calculation.

Hour	2026 Required Service Hours			2031 Required Service Hours		
	Weekdays	Saturdays	Sundays	Weekdays	Saturdays	Sundays
7	2.7	0.4	0.3	3.0	0.5	0.3
8	9.8	1.7	2.0	10.9	1.9	2.2
9	9.3	2.4	2.4	10.4	2.7	2.7
10	8.1	2.4	3.7	9.0	2.6	4.2
11	6.6	1.6	1.6	7.4	1.8	1.8
12	6.3	2.1	1.3	7.1	2.3	1.4
13	6.2	1.9	0.7	7.0	2.1	0.8
14	5.8	2.2	0.6	6.5	2.5	0.7
15	10.8	2.0	0.5	12.1	2.2	0.5
16	4.7	1.7	0.6	5.3	1.9	0.7
17	0.8	0.6	0.9	0.9	0.7	1.0
18	0.9	0.8	0.6	1.0	0.9	0.6
19	0.9	0.5	0.2	1.0	0.6	0.2
20	0.4	0.2	0.4	0.4	0.2	0.4
21	0.4	0.0	0.0	0.5	0.0	0.0
22	0.1	0.0	0.0	0.1	0.0	0.0

Current dedicated service hours	
---------------------------------	--

Figure 31 - Required service hours to achieve 3.25 trips per hour with projected ridership. For example, 10.8 revenue vehicle hours are required to achieve 3.25 trips per hour given the projected demand. The figure does not represent a recommendation but displays a step in planning for service.

### Extend operating and dedicated ActiVan vehicle hours

Extending operating and dedicated vehicle service span will enable ActiVan to address current accessibility issues, provide more convenient transportation options for customers and meet legislative requirements. The recommended hours are planned to effectively capture projected demand and better align with planned Universal Access Service (UAS) operating hours and those of adjacent transit services.

A key aspect in providing reliable transportation is the provision of service during the diverse times that an individual requires transportation. By extending its operating hours, ActiVan becomes a more feasible transportation option for more people. Operating hours can be extended using a non-dedicated service (ad hoc taxi) with costs directly tied to the demand experienced. Demand can then be monitored, and dedicated service expanded, as necessary.

The AODA also requires specialized transit to operate during all hours during which the conventional transit service is operating. UAS is a conventional service that is planned to operate on weekdays from 6:00 AM. This requires an extension of ActiVan’s operating hours. Furthermore, other services in adjacent municipalities and in Halton Hills extend beyond ActiVan’s current operating hours. Service in Milton and Peel begins at approximately 5:00 AM and 4:00 AM respectively. Service in the latter extends to 2:00AM. GO Transit in Halton Hills operates between 4:00 AM and 1:00 PM. Extending ActiVan operating hours would enhance customers’ ability to connect to these services.

The dedicated vehicle service span is recommended for expansion to address the accessibility concerns of ad hoc taxi-only operating hours highlighted in Section 5.1. Current and projected demand helped guide the determination of the hours of expansion. Current demand of 3 trips per hour was selected as a threshold for introducing new service as it would reasonably allow for some trip pooling to occur. Hours were refined through demand projections including to ensure the non-dedicated mode share represented 5 to 10% of total trips as stipulated in the service standards. Vehicle service hours are then adjusted to meet the trips per hour service standard for the extended period. Figure 32 outlines the recommended changes to operating hours.

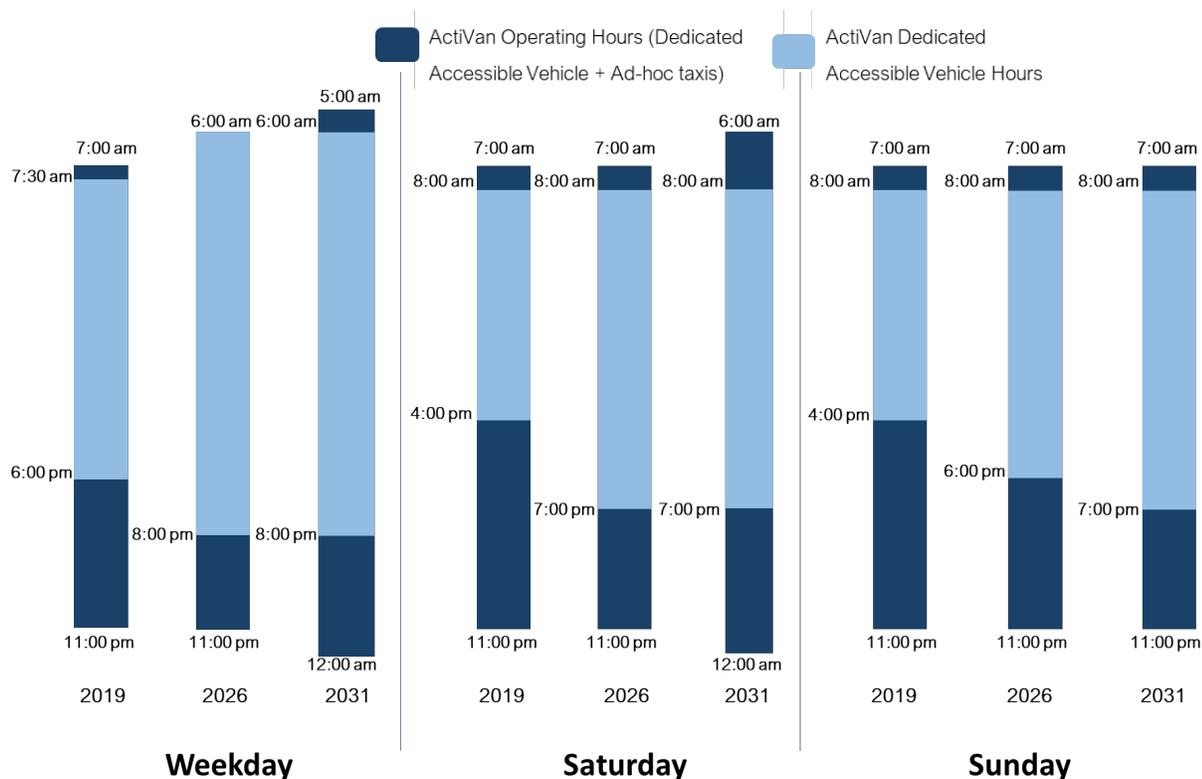


Figure 32 - Current and proposed operating hours for ActiVan

## **Adjust service hours to limit fleet size and accommodate operator shift parameters**

Vehicle service hours are then adjusted to limit fleet size and accommodate operator shift parameters. To plan for operator shifts it was assumed that the maximum time for a shift was 8 hours and the minimum time for shift piece was 3 hours. It was also assumed that shift pieces could be combined to make a split shift. A split shift is two working segments that are separated by an unpaid segment of time. ActiVan currently does use split shifts but with only one unpaid hour. This limits ActiVan's ability to effectively match service to demand by time of day and to address the daily peaking in travel. To improve service efficiency, splits are recommended in this plan as being up to 8 hours of work and spread out over a maximum of 11 hours.

Fleet size is directly tied to peak hour vehicle requirements which itself correlates to vehicle service hours. Planned vehicle service hours are reduced during this peak hour in consideration of the capital cost of extra vehicles. For this peak hour, a 4.25 trips per hour threshold was applied. A higher trips per hour standard during this time period is also supported by the recommendation in Section 7, to direct longer trips to ad-hoc taxis during peak periods. This recommendation increases dedicated vehicle productivity during these times, allowing for a higher trips per hour threshold without sacrificing service quality.

To guide fleet purchase decisions, ActiVan should monitor demand (trips + unaccommodated requests) per service hour on weekdays between 8-10AM and 3-4PM. Peak vehicle capacity should ensure that the higher of the two trips per service hour rates lies between 3.85 and 4.25.

Both the operator shift and limiting fleet size adjustments to service hours flatten the planned level of service throughout the day compared to demand, specifically for the 3pm peak period. Figure 31 shows this effect and the better planned matching of service to demand by time of day by displaying the percentage distribution of the demand, current service and recommended future planned service throughout an average weekday. For example, nearly 14% of current weekday trips occur between 8am and 9am. However, only 8.5% of weekday ActiVan service hours are delivered during this time period. The service plan proposes an increase in the relative number of vehicles on the road during this peak demand period. This would increase the percentage of weekday service between 8am and 9am to 12% and 13% in 2026 and 2031, respectively.

It is recommended that, on a quarterly basis, ActiVan review service plans according to demand by hour of day and day of week to enhance service efficiency and quality. This is outlined in Figure 33 below.

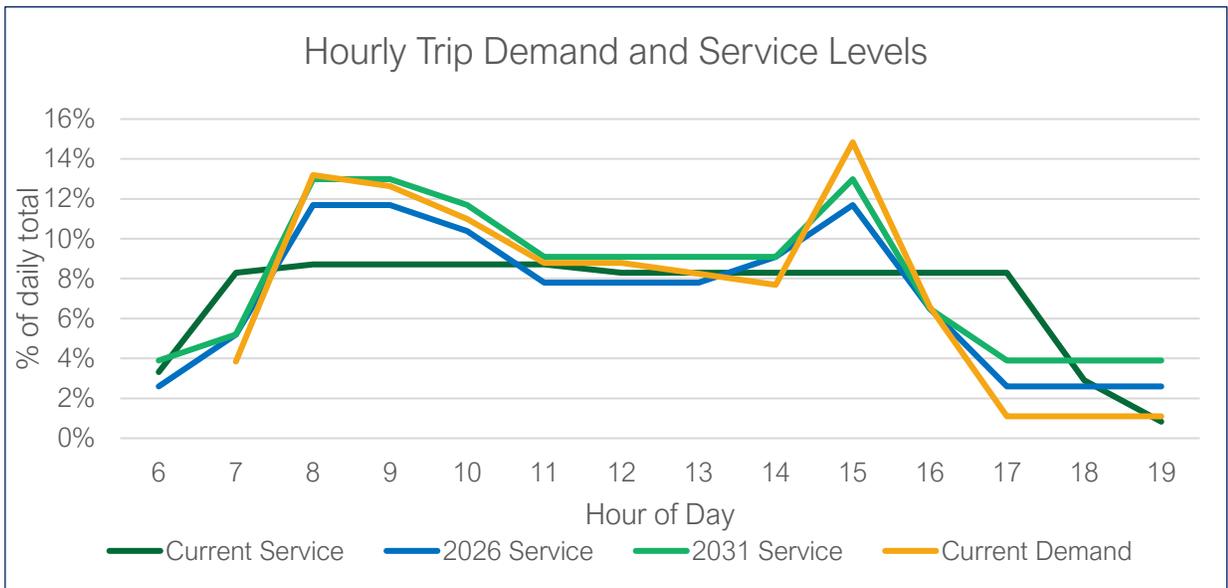


Figure 33 - The hourly % of daily weekday trips and vehicle service hours for current and planned service

The recommended vehicles by hour of day and day of week are presented in the Figure 34 below.

Current and Recommended Vehicles in Service by Time Period									
	Weekday			Saturday			Sunday		
Hour	Current vehicles in service	2026 Proposed vehicles in service	2031 Proposed vehicles in service	Current vehicles in service	2026 Proposed vehicles in service	2031 Proposed vehicles in service	Current vehicles in service	2026 Proposed vehicles in service	2031 Proposed vehicles in service
6		2	3						
7	5	4	4						
8	5	9	10	2	1	2	2	2	2
9	5	9	10	2	2	2	2	2	3
10	5	8	9	2	2	2	2	3	4
11	5	6	7	2	2	2	2	2	2
12	5	6	7	2	2	2	1	2	2
13	5	6	7	2	2	2	1	2	2
14	5	7	7	2	2	2	1	2	2
15	5	9	10	2	2	2	1	2	2
16	5	5	5		2	2		2	2
17	3	2	3		2	2		2	2
18	1	2	3		2	2			2
19		2	3						

Figure 34 - Vehicles in service by hour for current and planned service

Recommended vehicles approximately match the number of service hours in any given hour of day. These recommended vehicles reflect the aforementioned calculations used to determine appropriate levels of service hours by hour of day and day of week.

### **Match service to demand seasonally**

The final aspect to the service plan is adjusting service hours to meet the seasonal fluctuations in demand shown in Section 5.1. Service levels are planned to decline in summer and over the December holidays to reflect reduced demand during those periods. Annual service hours are adjusted in this document accordingly. It is recommended that ActiVan annually review seasonal fluctuations in demand and adjust service plans accordingly.

## 5.5 FLEET PLAN

The fleet plan was developed to align with the current vehicle retirement process of seven years and maintain the current ratio of vans to buses. The plan also recommends the purchase of additional vehicles to support the demand detailed in section 4.1 of this report. Based on the service plan, including targeting the spare vehicle ratio standard of 25%, ActiVan's fleet size needs to increase by 60% in the next 10 years, from eight vehicles in 2022 to 13 by 2031. Figure 35 below summarizes the proposed fleet plan.



	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
<b>Replacement vehicles</b>										
MV 1 (Replaced with ProMaster's)	1	1								
Bus	1		1				1	1		2
ProMaster			1		1		1	1	2	1
<b>New Vehicles</b>										
Bus			1					1		
ProMaster		1			1			1		
<b>Total vans in fleet</b>	5	6	6	6	7	7	7	8	8	8
<b>Total buses in fleet</b>	3	3	4	4	4	4	4	5	5	5
Peak period fleet capacity	6	7	8	8	9	9	9	10	10	10
Spare vehicles	2	2	2	2	2	2	2	3	3	3
<b>Total fleet</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>10</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>13</b>	<b>13</b>	<b>13</b>
<b>Replacement Vehicle Purchases</b>										
<b>New Vehicle Purchases</b>										

Figure 35 - Proposed fleet plan

While this plan provides overall fleet guidance, due to uncertainties in future ridership it is recommended that demand be tracked on a yearly basis to guide vehicle purchases. Peak vehicle capacity should ensure that the busiest peak hour trips per service hour rate lies between 3.85 and 4.25. New vehicles should be purchased when peak hour demand (trips + unaccommodated requests) per service hour reaches 4.2. Additional vehicle purchases should also be made to ensure the spare ratio service standard is met.

**Maintain the current van to bus ratio for all new vehicle purchases**

The proposed fleet plan is based on extended the current van to bus ratio of 5:3. The following details the justification for doing so.

The current eight ActiVan vehicles are roughly distinguished by the Town of Halton Hills into two classifications:

- 1. Buses (Capacity greater than 10) – 3 Vehicles
- 2. Vans (Capacity less than 10) – 5 Vehicles

The two classes of vehicles both present some benefits and challenges in the provision of service. The buses have limited flexibility in reaching all the places that ActiVan services including many parking lots and private driveways. However, the buses tend to be more efficient in moving customers as they can pool more riders, creating the efficiency benefits of mass transit in higher density locations and periods. Trips per hour by vehicle type are show in Figure 36 below.

Trips per Hour by Vehicle Type - 2019		
Time Periods	Van	Bus
All time Periods	2.6	2.9
Peak Periods	3.3	3.8

Figure 36 - Ridership productivity by vehicle type

In addition to the access shortcoming of the buses, their capital costs are also greater. Estimated replacements costs for the van and bus respectively are \$120,000 and \$150,000.

The current ratios of vans to buses seems to be striking a productive balance between effectively pooling large groups of riders and enabling effective access to where ActiVan needs to serve and capital cost limitation. This is demonstrated in the high trips per hour rate that ActiVan currently has and the indication

from staff, stakeholders and customers that current ActiVan access is not a problem. It is therefore recommended to continue with the current bus/van ratio in any new vehicle purchase.

### **Replace the current 3 seat vans with 6 seat vans**

Another fleet plan assumption is that the current 3 seat vans will be replaced by the current 6 seat vans. The van fleet class is composed of MVs and Dodge ProMasters. The MVs are smaller with a maximum capacity of 3 ambulatory passenger and 1 passenger with a wheelchair. The ProMasters can accommodate 6 ambulatory passengers with 1 passenger with a wheelchair or 3 ambulatory passengers with 2 passengers with a wheelchair. While the ProMasters are bigger, they still are able to navigate through tight areas to a similar extent as the MVs. The MVs have also been found to be more problematic from a maintenance perspective. Due to these considerations, ActiVan should aim to replace their MVs with ProMasters.

### 5.5.1 ELECTRIFICATION OF ACTIVAN'S FLEET

As part of the Council's Climate Change Resolution and the Town of Halton Hills' Low Carbon Transition Strategy, ActiVan has a directive to have a fully electrified fleet by 2031. Electric vehicles not only reduce greenhouse gas (GHG) emissions and are more environmentally friendly than diesel/gasoline vehicles, they are also more efficient to operate with lower maintenance costs. In order to meet the Council's direction to go fully electric by 2031, it is recommended that ActiVan procure battery electric buses (BEBs) for all new bus purchases and replacements starting in 2024.

While technology is continuously changing for BEBs, they are still in the early stage of maturity, especially for electric vehicles used in specialized transit. At present, indoor storage is a key requirement necessary to support an electric fleet. In order to facilitate a transition beginning in 2024, substantial investments in supporting infrastructure would be required by the Town of Halton Hills prior to the delivery of multiple battery-electric buses.

It is recommended that an electric bus feasibility study be conducted in 2022 to assess detailed requirements of transitioning to an electric fleet. This includes an assessment of facility, infrastructure, maintenance and operations processes and training and all associated costs. The facility analysis should evaluate the infrastructure requirements that will enable the construction of the new facility to support an electric fleet. This involves assessing the power upgrades required to charge a full fleet, facility layout analysis to ensure sufficient space for charge stations, backup generator and operational layout to ensure efficient mid-day charging and vehicle pull-in and pull-out procedures. Consideration of a safe high voltage zone may also be required during maintenance of vehicles as electric vehicles are high voltage. Prior to deployment, it is recommended that the town's maintenance staff and operators obtain BEB-related training. The maintenance of BEBs differ from a traditional gasoline or diesel bus, as electric vehicles do not have as many moving parts (e.g. engine, transmission), and require new procedures with regards to charging and battery maintenance. Given their high voltage, maintenance technicians will also require high-voltage training in order to perform maintenance and repairs.

Bus operators will require training to drive battery electric buses. Although research suggests there is little difference in operating a BEB, training is still recommended to help drivers become comfortable with electric buses (as apprehension of new technology is expected). Training also helps to reinforce good driving habits to optimize the efficiency of electric buses by increasing battery life and decreasing operating and maintenance costs. The feasibility study should determine the operational requirements for electric

buses including potential changes in the scheduling process to ensure required charging levels. The feasibility study will also analyze advances in technologies, reductions to greenhouse gas emissions and updated assessment of costs associated with transitioning to an electric fleet.

Finally, battery optimization is crucial to efficient operations of electric vehicles. Therefore, monitoring battery use upon deployment and ensuring timely maintenance, and a process to safely dispose batteries at the end of their life will become an essential part of maintenance and operations. Figure 37 below highlights the key considerations in the transition to a fully electric fleet.

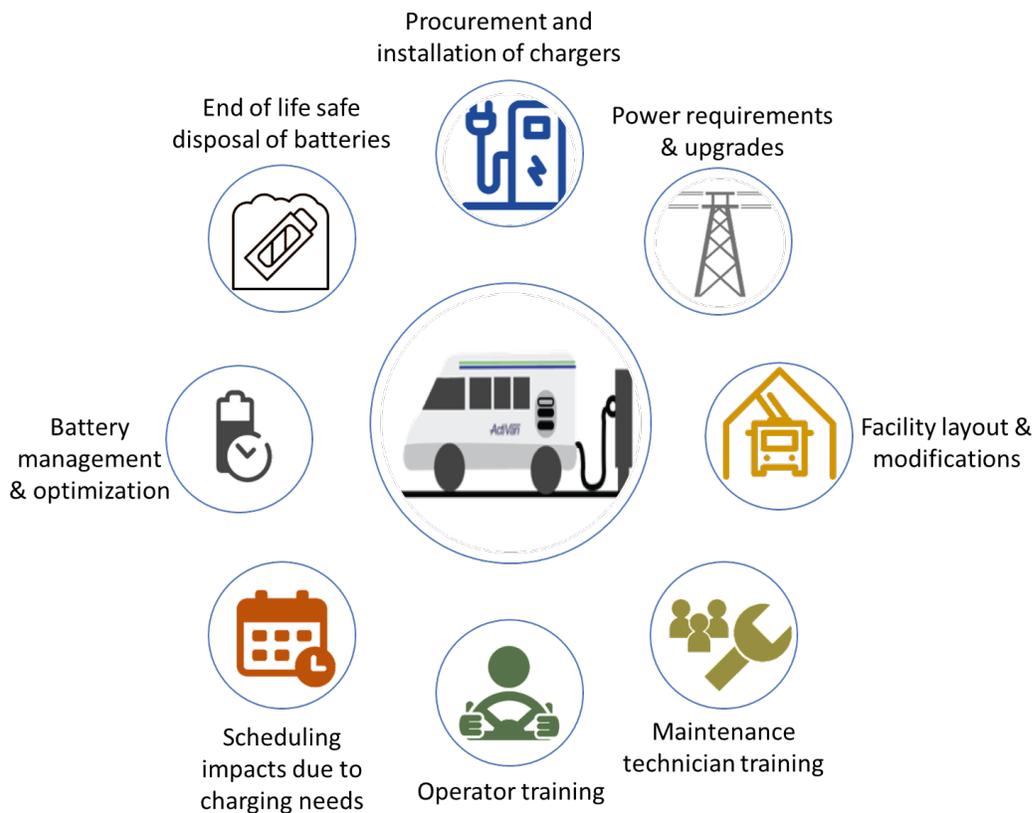


Figure 37 - Electric fleet considerations

Two budget scenarios have been developed (detailed further in Section 9 of the report) to compare the costs and timelines of procuring BEBs based on the availability of a new or temporary facility for indoor storage of the fleet in either 2024 or 2029.

Scenario 1 (resulting in full electrification by 2031) is based on the assumption that a new garage facility is completed by 2024, or that the town secure a temporary facility capable of housing the entire ActiVan fleet.

Scenario 2 (resulting in full electrification by 2035) is based on the assumption that a new garage facility is completed by 2029. In this scenario ActiVan would secure a temporary, albeit smaller, facility in 2024 to support procurement of one (1) BEB to serve as a pilot.

In both cases, once a facility is secured and vehicle procurement is underway, the town would also be required to purchase and install a battery electric charger (standard chargers can typically support two buses at a time). Next steps would be to provide maintenance technician and operator training prior to vehicle deployment as described in the section above. The high-level steps to deploying the first BEB is outlined in Figure 38 below.

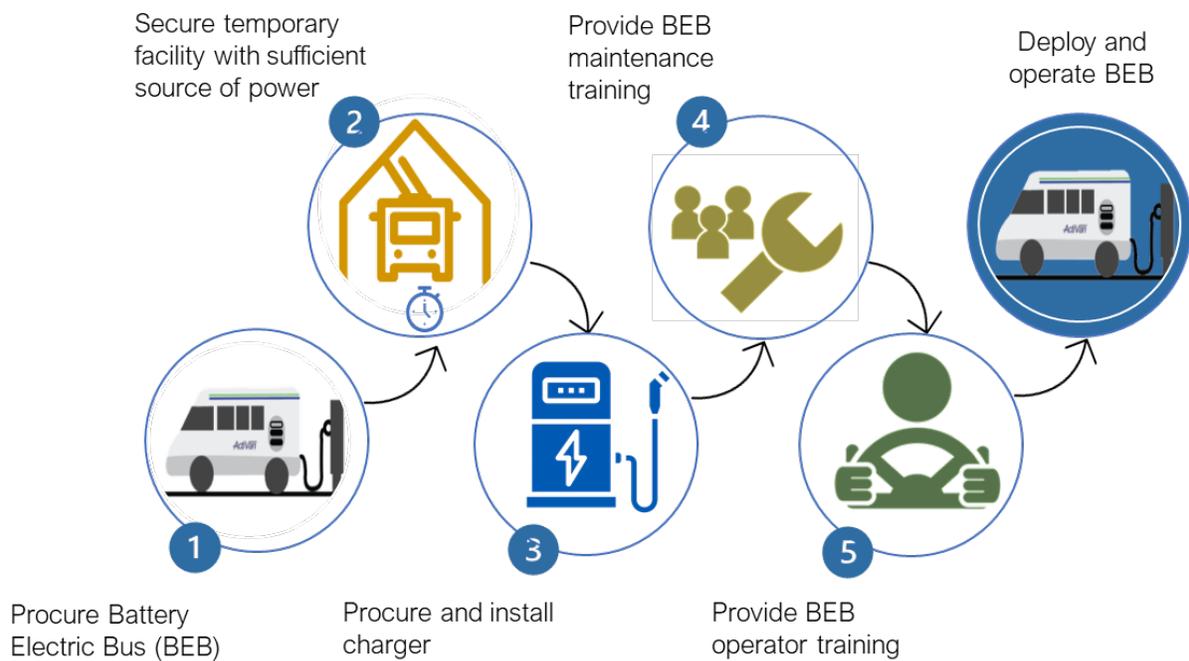


Figure 38 - Requirements to support the operation of BEB in a temporary facility

## 5.6 STAFFING PLAN

Staffing changes are needed to meet rising service provision. Most growth in operator staffing is planned for full-time positions. Proposed operator staff was calculated using the operator shift parameters and service hours set out in the service plan. In addition to the base requirement of operators required to provide the service stipulated in the service plan is an on-call spare operator percentage. A spare operator percentage of 28 was used for each shift. The percentage



was drawn from industry research and balances effective shift coverage with cost efficiency. The proposed staffing plan operators, shown in Figure 39, is intended to act as a guide for planning purposes. An annual review of operating staffing should be conducted that considers the service being planned.

Operators		
	Full Time	Part-time
2020	3	8
2021	3	8
2022	4	8
2023	4	8
2024	5	8
2025	6	8
2026	8	6
2027	8	6
2028	9	6
2029	9	7
2030	9	7
2031	10	7

Additional administrative staff demand is expected to meet rising service demand, increased managerial responsibilities due to in-house operators, and added eligibility-related responsibilities due to the introduction of UAS. To plan for administrative staffing, peer agencies were assessed on an administrative staff per trip basis. Planned administrative staff was also informed by an assessment of added responsibilities to the plans outlined in this report.

Figure 39 - Proposed Staffing Plan - Operators

The addition of one full-time administrative staff position, an ActiVan Coordinator, is planned for 2023 to coincide with the additional work required in the lead-up to the launch of UAS and the subsequent eligibility-related tasks that will be required. The Coordinator would provide support to the Manager on customer-side work. This would include coordinating eligibility, providing support on customer issues and analytical support to scheduling and service planning.

## 5.7 FARE POLICY

ActiVan's current fare structure is divided into two fare categories. This includes a \$3 per trip fare during dedicated vehicle hours and a \$4 per trip fare during ad-hoc taxi-only hours. This time-based fare

distinction does not align with peer transit agencies. ActiVan customers have indicated confusion over the \$3 and \$4 split fare and expressed a desire to change the fare structure. The 2019 Town of Halton Hills Transit Service Strategy recommends ActiVan's fare be set at a flat rate of \$3.75. However, this would be less the \$4 fare charged by Milton Transit, which is a significant cross-boundary destination.

Monthly fare passes are considered an industry best practice that reduce costs and improve transportation freedom and choice for those who rely on a specialized transit service the most. Similar to other bulk purchase price discounts, when priced appropriately, a monthly pass can also improve revenues. Introducing monthly passes to help off-set the impact of single-fare increases is strategy that has been used successfully in other jurisdictions. Lastly, monthly passes provide a minor benefit in reducing on-board fare transaction time. Respondents in this plan's second survey were strongly supportive of a monthly pass introduction.

The planning of fare policy changes was guided by the following three objectives:

1. Having a simple fare structure that is easy to understand by customers;
2. Maximizing fare revenue; and
3. Maximizing ActiVan ridership.

While increasing ridership is not an explicit ActiVan goal, it is an indicator of the added value that a monthly pass would create for customers dependant on the service. Monthly passes increase the number of trips taken by current ActiVan users, which indicates that those users have developed a greater sense of freedom and choice to travel when they want and need to. It is also an indication of greater transportation equity, as those who are currently dependent on ActiVan are also likely those with the least transportation choice.

Upon evaluation of various flat fare values, a flat fare of \$4 per trip is being recommended to simplify the fare structure and ensure consistency with Milton Transit. In order to determine the monthly pass fare, the \$4 per trip fare was used as a base assumption. The monthly passes of adjacent transit agencies and best practices in monthly pass factors were also analyzed. A monthly pass factor is the number of single fare trips needed to reach the monthly pass cost (i.e. a single fare of \$2 and a monthly pass of \$50 equals a pass factor of 25).

To align with best practices and peer agencies, it was determined that a monthly pass fare should fall in the range of \$90-\$120 or translate to a pass factor of 22 to 30. Ridership and revenue were then modelled based on several prices within that range to determine the optimal price point achieve the fare policy objectives. The results of this analysis revealed that a \$100 monthly fare will provide an optimal balance of increase in ridership and revenue. With a \$100 monthly fare it is expected that approximately 8% of current customers who make up 49% of current trips would use the monthly pass and see their costs decrease. As a result, ridership is projected to increase by 3% and revenue by 32% due to the two fare changes. These recommended fare policy changes are further summarized in section 7.

## 6 TECHNOLOGY RECOMMENDATIONS

Technology is an essential part of planning for the future and modernizing the way service is delivered to enhance efficiency and customer experience. Figure 40 below outlines the technology vision for ActiVan in the next years. These technology recommendations are made to enhance service delivery through improved scheduling capabilities, alternative methods of trip booking, modernized payment methods and support electrification.

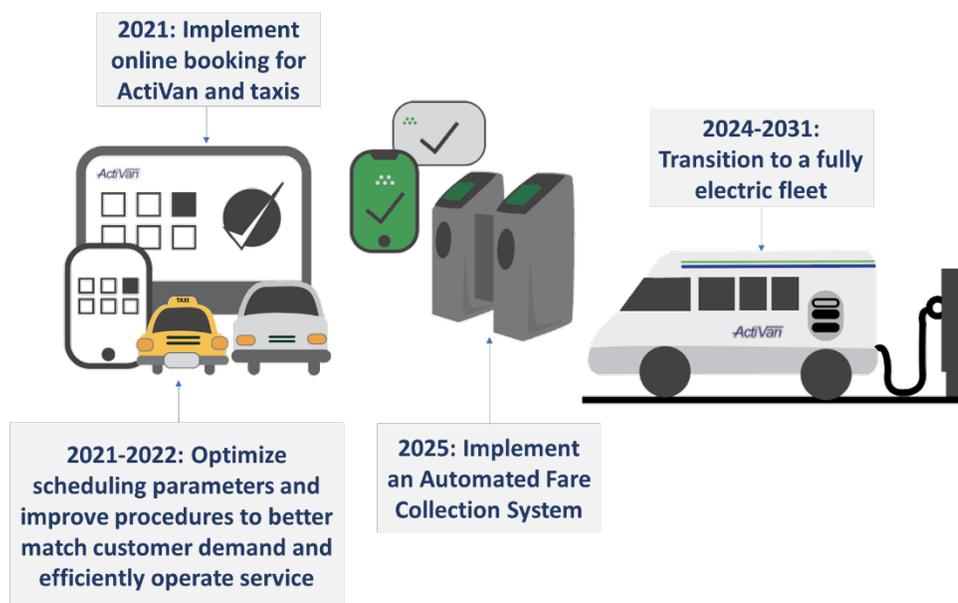


Figure 40 - Technology vision of ActiVan

Details of the above recommendations are provided below.

## Technology Recommendations

2021

### Implement online booking



ActiVan is currently in the process of rolling out TripSpark upgrades, a key component of these upgrades is implementing online booking. The online booking system will enable customers to book trips at any time, extending the ability to book outside of office hours. The online system will also increase efficiencies in the reservation process for ActiVan. It is recommended that ActiVan design the system to be simple and intuitive for its customers to use and provide customers with extensive marketing and training to ensure they are aware of and are comfortable using the system.

2021

### Review TripSpark features and implement user training



The TripSpark application is feature-rich and requires training and retraining to keep aware of new tools and updates within the software.

Doing so has the potential to significantly enhance booking and scheduling efficiently and better enable performance monitoring. Over the next ten years, significant advances are expected in automated and on-demand booking and scheduling. It will be important for ActiVan to keep pace with advances in TripSpark features to maximize cost-efficiency and service quality. It is recommended that enhancements begin in 2021 with greater participation in the TripSpark user community. In 2022, it is recommended that ActiVan improve the process for changing trip times in booking and for a health check and user training with TripSpark. The review and updating of speed and load time parameters are also planned for 2022.

2022

### Conduct electrification feasibility study



It is recommended that ActiVan conduct a detailed feasibility study to assess advances in electric bus technology, power requirements, facility layout and upgrades to support an electric fleet. The feasibility study will also consider changes to maintenance procedures, scheduling impacts, analysis of greenhouse gas emissions and costs to operate an electric fleet.

2023

### Extend current scheduling and dispatch software contract



The current system support agreement expires at the end of 2022. ActiVan is recommended to extend the current scheduling and dispatch software contract to provide vendor support and warranty through to the planned end-of-life in 2025.

2022

### Begin transition of fleet to electric vehicles



It is recommended that the town begin its transition to an electric fleet with the purchase of battery electric vehicles and charging infrastructure in 2024. BEB chargers will also need to be procured and installed to charge the fleet. Details for the transition to the electric fleet are provided in Section 5.5.1.

2025

### Replace scheduling and dispatch software



The current scheduling and dispatch system is anticipated to reach end-of-life at the end of 2025. Prior to the end-of-life, ActiVan is recommended to plan, procure and implement the new system. It is also recommended that ActiVan consider integrating scheduling and dispatching capabilities for the Universal Access Program with the ActiVan service. This integration can achieve efficiencies by maximizing on the investment of its systems and enable the Town of Halton Hills to deliver an integrated service that is cohesive in its operations.

2025

### Implement an Automatic Fare Collection System



It is recommended that ActiVan implement an Automated Fare Collection (AFC) system on its buses to offer customers additional options to pay their fares and provide ActiVan with a modernized and efficient way to collect and manage fares. The AFC would complement the existing fareboxes on the buses by adding payments methods that could include tap cards, credit card and mobile payments. The AFC system would involve the installation of validators onboard the bus to accept tap payments and the implementation of a central software system to process the transactions.

2031

### Fully transition to an electric fleet



The recommendation to fully transition ActiVan's fleet to electric vehicles relies on the construction of a new facility by 2024. With a completed facility built to support an electric fleet, multiple BEB procurements and chargers can be made starting in 2024 to ensure complete transition by 2031.

## 7 PROCESS AND POLICY RECOMMENDATIONS

The following section details the various process and policy recommendations identified through staff discussions, stakeholder engagement and public surveys. These recommendations range from short (2021-2022), medium (2023-2025) and long-term (up to 2031) periods and focus on various functions that impact service delivery. These functions are listed in Figure 41 below.

The recommendations include changes to:

- processes in scheduling, maintenance and operations;
- eligibility processes and fare policy; and
- organizational communications strategies.



Figure 41 - Summary of processes and policies recommendations

These recommendations are made to enhance the customer experience and improve the efficiency in which ActiVan delivers its service. Details of specific recommendations in each function is provided below.

## Scheduling and Service Planning Recommendations

2021



### Review hourly ActiVan demand quarterly to guide the provision of dedicated service

To effectively implement the recommended service plan, on-going monitoring of hourly trip demand, including from a day of week and seasonal perspective is necessary. It is recommended that ActiVan monitor hourly trip demand on quarterly basis to guide the hourly provision of service. This hourly analysis should be distinguished between weekdays, Saturdays and Sundays. Seasonal variations can be monitored on an annual basis.

2021



### Use taxis for trips over 10km and with one non-urban origin or destination (2021)

Trip distance plays a part in the cost-efficiency relationship between the dedicated ActiVan service and non-dedicated service (Ad-Hoc Taxis). As shown in Section 5.1, dedicated ActiVan vehicles are generally more cost-efficient to use on shorter trips where they can more effectively pool riders. Longer rural-based trips, however, are more cost-efficiently served by a non-dedicated service where rider pooling is challenging. This cost-efficiency difference only applies to peak periods where there is sufficient dedicated capacity to handle all the trips.

Assigning longer rural trips to a non-dedicated (Taxi or UAS) service during peak periods (8-11AM & 3-4PM) will therefore enable ActiVan vehicles to:



Deliver more trips per hour



Improve service quality

Non-ambulatory and cross-boundary trips do not apply to this practice. Due to the limited capacity of accessible vehicles within the non-dedicated fleet, non-ambulatory passengers face barriers to using that service. Cross-boundary trips are recommended for exemption to reduce confusion. Rural is defined in this practice as a trip with either an origin or destination outside of Acton or Georgetown. The

recommendation would not increase the proportion of taxi trips being delivered but would make the division of service mode usage more efficient.

2022

### Optimize scheduling by updating speed and load time parameters in TripSpark



On-time performance is currently below the designated service standard. This is mostly caused by early arrivals. Early arrivals were listed during public engagement as a minor concern. A potential cause for these early arrivals is the speed and load time parameters in the TripSpark scheduling algorithm that do not reflect actual conditions. It is recommended that ActiVan conduct a review of these parameters.

More accurate speed and load parameters could also lead to enhanced scheduling efficiency. To ensure accurate speed parameters, current travel speeds should be reviewed from both peak vs. off-peak and rural vs. urban perspectives, as they capture ActiVan's largest speed variations.

## Fleet, Maintenance and Operations Recommendations

2021

### Recycling bins on ActiVan buses



As an initiative to reduce the amount of waste materials in the community during travel, it is recommended that ActiVan install recycling bins on buses. This increases the incentive for passengers to sort their trash by having recycling bins available and accessible on-board.

2023

### Adjust maintenance processes to ensure availability of ActiVan vehicles



The current process used to maintain and repair ActiVan's vehicles has led to challenges in ActiVan's service efficiency as vehicles are sometimes not available to go into service.

Town staff also identified that the dedicated maintenance technician hours (approximately 1/3 of a full-time technician) for ActiVan is consistently surpassed. Currently, Public Works is undergoing a process to implement a maintenance ticketing system to prioritize and manage maintenance activities. As such, it is recommended that ActiVan staff be engaged consistently to ensure that the protocols, timelines and technician hours required to maintain transit vehicle are considered.

2023

### **Integrate Universal Access Service (UAS) booking with ActiVan contact centre**



The 2019 Transit Service Strategy recommended that administration and dispatch of the Universal Access Program remain in-house with ActiVan to ensure the UAS customer service standards are maintained to that of ActiVan. As such, it is recommended that ActiVan's contact centre be utilized to also handle UAS trip bookings. Sharing contact centre resources for both ActiVan and UAS will realize operational efficiencies, provide a more consistent customer service and enable ActiVan to monitor ridership and growth of the UAS program.

## **Eligibility, Registration and Fare Policy Recommendations**

2021

### **Update registration card format**



The current registration cards are printed in-house on paper and laminated for customer use. Staff have identified that the current format and materials used have led the cards to be easily damaged. Therefore, it is recommended that ActiVan purchase a dedicated ID card printer to design and print registration cards on more durable materials.

2021

### **Introduce a support person application for customers without disabilities who request a support person**



Currently, applicants using the "Persons with a Disability" form are required by a health care professional to indicate if they require a support person. However, this question is not asked in the eligibility application for seniors. This has led to subjective decision-making by reservationists when a customer without disability requests a support person for their trip. In order to serve all customers that require a support person, it is recommended that ActiVan develop a separate support person request form requiring a health care professional to indicate if a customer requires a support person. It is also recommended that this form be utilized until the UAS is in place. Once UAS is in place, only one eligibility application will be utilized for all applicants regardless of age and will capture the need for a support person.

2022/  
2024

### Revise mini user guide & online user guide

The mini user guides and online user guides are recommended to be revised periodically in order to ensure the information is updated and consistent. With the various Phase One and Two recommendations happening in 2021 and 2022, it is recommended that the guides be updated to reflect new changes to customer service.



It is also recommended that the guides be updated again after UAS is in place and with the introduction of conditional eligibility to reflect new changes to customer service.

2022

### Update fare structure to a flat fare of \$4 for all time periods



Currently, customers are required to pay either \$3 or \$4 in fare depending on whether they are travelling during taxi-only hours or not. To be consistent with best practices and be in alignment with its peer Milton Transit, it is recommended that ActiVan update its fare structure to a flat fare for all time periods at \$4. This fare structure update will help to make payment consistent and seamless for customers.

2022

### Introduce \$100 monthly passes



Currently, ActiVan fares are only paid on a trip-by-trip basis, which becomes costly for frequent riders. A monthly pass can help to reduce costs and increase transportation freedom and choice for those who rely on it the most. Introducing a monthly pass is also an effective means for decreasing the impact of the single fare increase. It is expected that approximately 8% of current customers who make up 49% of current trips would use the monthly pass and see their costs decrease. As a result, ridership is projected to increase by 3% and revenue by 32% due to the two fare changes. Several different monthly fare rates were analyzed but the \$100 fare provided the best balance of maximizing revenues while also increasing ridership and thereby indicating transportation value for current and potential users.

2024

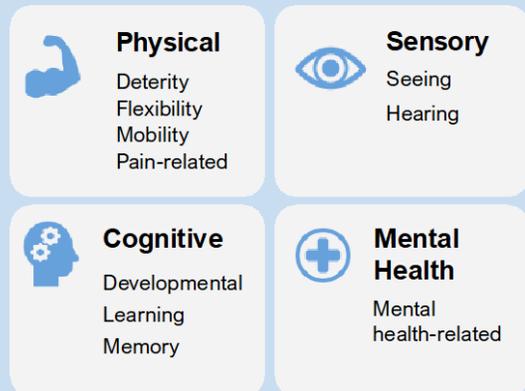
### Update eligibility policy to focus on customers with disabilities



Upon the implementation of the UAS, it is recommended that ActiVan revamp its eligibility policy to focus on persons with disabilities. Specifically, it is recommended that ActiVan

eliminate its application for Seniors and youth taxi scrip program and instead have one updated application for all persons with a disability(ies).

To reflect industry best practices, it is recommended the application questions be updated to reflect the 'social model of disability', where disability is viewed as the interaction between a person and the barriers in their environment that result in functional limitations to use conventional transit options. As such, the application should be updated to assess the applicants' physical, cognitive, mental health, sensory and other functional limitations and barriers that prevent them from using the UAS.



2024

### Introduce conditional category for eligibility



ActiVan currently does not have the need for a conditional eligibility category in its eligibility assessment due to the lack of a conventional transit system in the Town of Halton Hills.

Applicants eligible for the specialized service are either granted unconditional or temporary eligibility. However, to better align with the AODA's requirement of having conditional as one of the eligibility categories, it is recommended that ActiVan introduce conditional categories of eligibility (starting with seasonal eligibility), once the Universal Access Service (UAS) is in place. This change in eligibility criteria should be implemented with travel training measures to support customers who will be using the UAS when their conditional eligibility does not apply.

2024

### Develop a simple eligibility decision guide/toolkit



Currently, most of ActiVan's customers are granted unconditional eligibility based on their medical conditions and age (eligibility if over 65). Once the UAS is in place, eligibility assessments will need to be redesigned to reflect the alternative travel options that applicants will have and assess them based on their functional limitations to use UAS. As such, it is recommended that ActiVan develop a simple eligibility decision guide to determine eligibility criteria of its applicants in an

objective manner. The guide should be developed to assess the answers to the questions in the application regarding the applicants' functional limitations to use the UAS.

## Organizational Communications Recommendations

2021



### **Establish regular quarterly meetings with Halton Region transit partners to collaborate and improve coordination of services**

Our public engagement survey results revealed that current customers experience challenges with cross boundary travels. One of the needs identified by customers is better coordination between cross boundary transfers. To address this challenge, it is recommended that ActiVan establish quarterly meetings with its peers including Oakville Transit, Burlington Transit and Milton Transit to discuss opportunities to better coordinate cross boundary travel through convenient and consistent types of transfer points. It is also recommended that these meetings be utilized to collaborate with the peers to find opportunities to improve customer experience through consistent policies and improve efficiencies in service delivery by sharing best practices.

2022



### **Establish a point person for ActiVan Communications**

ActiVan's current relationship with the town's Communications Department is one of its only inter-department relationships that is not facilitated by a dedicated point person. Transit best practices have increasingly highlighted the need for effective communication of service disruptions and other operational and policy messaging to riders as well as enhanced marketing. ActiVan staff have highlighted the challenges in having access to communications resources which has impacted the timely and effective communications with the public. Therefore, it is recommended that ActiVan advocate for a dedicated point person within the Communications Department to support ActiVan.

2022



### **Engage senior leadership to learn about ActiVan**

Currently, Town leadership does not have a full understanding of the complexities in running the ActiVan service. As a result, ActiVan staff have experienced difficulties in acquiring additional resources and capacity to efficiently operate their service. As such, it is recommended that ActiVan staff engage senior leadership to share ActiVan's challenges, successes and needs through periodic workshops and updates.

# 8 IMPLEMENTATION PLAN

2021

<p><b>Scheduling &amp; Service Planning</b></p> <ul style="list-style-type: none"> <li> Review hourly ActiVan demand quarterly to guide the provision of dedicated service</li> <li> Use taxis for trips over 10km and with one non-urban origin or destination in peak periods</li> </ul>	<p><b>Fleet, Maintenance &amp; Operations</b></p> <ul style="list-style-type: none"> <li> Maintain the current van to bus ratio for all new vehicle purchases</li> <li> Replace the current 3 seat vans with 6 seat vans</li> <li> Install recycling bins on ActiVan buses</li> </ul>	<p><b>Technology</b></p> <ul style="list-style-type: none"> <li> Implement online booking</li> <li> Review TripSpark features and implement user training</li> </ul>	<p><b>Eligibility, Registration &amp; Fare Policy</b></p> <ul style="list-style-type: none"> <li> Update registration card format</li> <li> Introduce a support person application for customers without disabilities who request a support person</li> </ul>	<p><b>Organizational Communications</b></p> <ul style="list-style-type: none"> <li> Establish regular quarterly meetings with Halton Region transit partners</li> </ul>
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2022

<p><b>Scheduling &amp; Service Planning</b></p> <ul style="list-style-type: none"> <li> Optimize scheduling by updating speed and load time parameters in TripSpark</li> <li> Extend ActiVan vans/buses service: <ul style="list-style-type: none"> <li><u>Weekdays</u> Start: 7am End: 6pm</li> <li><u>Saturdays</u> Start: 8am End: 5pm</li> </ul> </li> </ul>	<p><b>Fleet, Maintenance &amp; Operations</b></p> <ul style="list-style-type: none"> <li> Conduct electrification feasibility study</li> </ul>	<p><b>Eligibility, Registration &amp; Fare Policy</b></p> <ul style="list-style-type: none"> <li> Revise mini user guide &amp; online user guide</li> <li> Update fare structure to a flat fare of \$4 for all time periods and introduce \$100 monthly passes</li> </ul>	<p><b>Organizational Communications</b></p> <ul style="list-style-type: none"> <li> Establish a point person dedicated to ActiVan marketing and communications</li> <li> Engage Senior leadership to learn more about ActiVan services</li> </ul>
<p><b>Technology</b></p>			

2023

<p><b>Scheduling &amp; Service Planning</b></p> <ul style="list-style-type: none"> <li> Extend ActiVan hours: <ul style="list-style-type: none"> <li><u>Weekdays</u> Start: 6am End: 11pm</li> </ul> </li> </ul>	<p><b>Fleet, Maintenance &amp; Operations</b></p> <ul style="list-style-type: none"> <li> Adjust maintenance processes to ensure availability of ActiVan vehicles</li> <li> Integrate Universal Access Service (UAS) booking with ActiVan contact centre</li> </ul>	<p><b>Technology</b></p> <ul style="list-style-type: none"> <li> Extend current scheduling and dispatch software contract</li> </ul>
<p> <b>Implement Universal Access Service</b></p>		

Recommendations with a positive environmental impact

2024

Scheduling & Service Planning



Extend ActiVan vans/buses service:  
Weekdays  
Start: 7am End: 7pm  
Saturdays  
Start: 8am End: 6pm

Fleet, Maintenance & Operations

Technology



Begin transition of fleet to electric vehicles

Eligibility, Registration & Fare Policy



Update eligibility policy to focus on customers with disabilities



Introduce conditional category for eligibility



Revise mini user guide & online user guide



Develop a simple eligibility decision guide/ toolkit

2025

Scheduling & Service Planning



Extend ActiVan vans/buses service:  
Weekdays  
Start: 7am End: 8pm  
Saturdays  
Start: 8am End: 7pm  
Sundays  
Start: 8am End: 5pm

Technology



Scheduling and dispatch software replacement



Implement an Automated Fare Collection (AFC) system

2026

Scheduling & Service Planning



Extend ActiVan vans/buses service:  
Weekdays  
Start: 6am End: 8pm  
Sundays  
Start: 8am End: 6pm

2027

Scheduling & Service Planning



Extend ActiVan hours:  
Weekdays  
Start: 5am End: 12am  
Saturdays  
Start: 6am End: 12am

2028

Scheduling & Service Planning



Extend ActiVan vans/buses service:  
Sundays  
Start: 8am End: 7pm

2031

Fleet, Maintenance & Operations

Technology



Fully transition to electric fleet

Recommendations with a positive environmental impact

Figure 42 - Implementation Plan

## 9 BUDGET

### 9.1 OPERATING BUDGET

Figure 43 outlines the proposed operating budget for the next 10 years. Operating budget expenses include administrative, maintenance, fuel and staffing costs for dedicated vehicles and contract costs for Taxi Scrip and taxis used on an ad-hoc basis to supplement service. Revenue encompasses ticket revenue from ActiVan vehicles and Taxi Scrip, rental revenue and payments from Halton Region to support reduced fares for low-income residents. No changes were projected to the provincial funding contribution, which is likely a conservative estimate. The contributions are tied to growing ActiVan trips and there is expected to be a continuing trend of increasing provincial spending on transit. Expected operating budgets are presented in the table below in 5-year increments from 2021. Year 2022 and 2024 are included as they present significant variations in the expected operating budget after fare changes and the introduction of UAS are assumed, respectively. The significant drop in 2024 revenue is attributable to the discontinuation of Taxi Scrip planned upon the implementation of the Universal Access Program.

Year	2019	2022	2024	2026	2031
Operating Expenses	\$ 1,300,000	\$ 1,950,000	\$ 1,920,000	\$ 2,160,000	\$ 2,520,000
Taxi Scrip Revenue	\$ 130,000	\$ 160,000	-	-	-
All Other Operating Revenue	\$ 160,000	\$ 170,000	\$ 230,000	\$240,000	\$ 270,000
Net Operating Cost Before Contributions	\$ (1,020,000)	\$ (1,620,000)	\$ (1,700,000)	\$ (1,920,000)	\$ (2,250,000)
Provincial Funding Contribution (Gas Tax)	\$ 566,000	\$ 595,000	\$ 595,000	\$ 595,000	\$ 595,000
<b>Total Municipal Cost</b>	<b>\$ (450,000)</b>	<b>\$ (1,025,000)</b>	<b>\$ (1,095,000)</b>	<b>\$ (1,325,000)</b>	<b>\$ (1,655,000)</b>

Figure 43 - Proposed operating budget

## 9.2 CAPITAL BUDGET

In order to meet the directive to transition to a fully electric fleet by 2031 and align with the seven-year replacement cycle of current vehicles, transition to an electric fleet must begin in 2024. The most challenging pre-requisite for the town would be provision of an indoor storage facility and charging infrastructure to support electric vehicles. Given the timeframes required to build a new facility, the town will be required to lease an appropriately-sized temporary facility.

Alternatively, the Town of Halton Hills could take the strategic approach to defer electrification of ActiVan. Deferring full electrification of the fleet to 2035 would allow the town to plan and build a new facility for 2029 to support all of the town's varied fleets. This would avoid carrying costs of a temporary lease and would also allow the town to monitor how the battery-electric bus market evolves in the coming years.

Two scenarios were introduced in Section 5.51, and each have been provided in Figure 44 and 45 below to outline the capital budgets required investments reflecting the full electrification by 2031 and 2035. Facility costs are not included in the estimates.

Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Standard Vehicle Purchase - Replacement	\$280,000 1 Van, 1 Bus	\$125,000 1 Van	-	-	-	-	-	-	-	-
Standard Vehicle Purchase - Fleet Addition	-	\$125,000 1 Van	-	-	-	-	-	-	-	-
Electric Vehicle Purchase - Replacement	-	-	\$440,000 1 Van, 1 Bus	-	\$205,000 1 Van	-	\$480,000 1 Van, 1 Bus	\$495,000 1 Van, 1 Bus	\$450,000 (2 Vans)	\$810,000 (1 Van, 2 Buses)
Electric Vehicle Purchase - Fleet Addition	-	-	\$250,000 1 Bus	-	\$205,000 1 Van	-	-	\$495,000 1 Van, 1 Bus	-	-
Electric Vehicle Charger Purchase	-	-	\$280,000 2 Chargers	-	\$150,000 1 Charger	-	\$150,000 1 Charger	\$310,000 2 Chargers	\$160,000 1 Charger	-
Scheduling Software Purchases (TripSpark)	\$20,000	-	-	\$170,000	-	-	-	-	-	-
Automated Fare System	-	-	-	\$150,000	-	-	-	-	-	-
UAS Integration	-	-	\$50,000	-	-	-	-	-	-	-
Miscellaneous Purchases	\$3,000	-	-	-	-	-	-	-	-	-
<b>Total Capital Cost</b>	<b>\$303,000</b>	<b>\$250,000</b>	<b>\$1,020,000</b>	<b>\$320,000</b>	<b>\$560,000</b>	<b>\$0</b>	<b>\$630,000</b>	<b>\$1,300,000</b>	<b>\$610,000</b>	<b>\$810,000</b>

Figure 44 - Scenario 1: Full fleet electrification by 2031 – Assumes garage facility availability by 2024

Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Standard Vehicle Purchase - Replacement	\$280,000 1 Van, 1 Bus	\$125,000 1 Van	\$130,000 1 Van	-	\$135,000 1 Van	-	\$320,000 (1 Van, 1 Bus)	-	-	-
Standard Vehicle Purchase - Fleet Addition	-	\$125,000 1 Van	\$160,000 1 Bus	-	\$135,000 1 Van	-	-	-	-	-
Electric Vehicle Purchase - Replacement	-	-	\$250,000 (1 Bus)	-	-	-	-	\$495,000 1 Van, 1 Bus	\$450,000 (2 Vans)	\$810,000 (1 Van, 2 Buses)
Electric Vehicle Purchase - Fleet Addition	-	-	-	-	-	-	-	\$495,000 1 Van, 1 Bus	-	-
Electric Vehicle Charger Purchase	-	-	\$140,000 1 Charger	-	-	-	-	\$310,000 2 Chargers	\$160,000 1 Charger	\$160,000 1 Charger
Scheduling Software Purchases (TripSpark)	\$20,000	-	-	\$170,000	-	-	-	-	-	-
Automated Fare System	-	-	-	\$150,000	-	-	-	-	-	-
UAS Integration	-	-	\$50,000	-	-	-	-	-	-	-
Miscellaneous Purchases	\$3,000	-	-	-	-	-	-	-	-	-
<b>Total Capital Cost</b>	<b>\$303,000</b>	<b>\$250,000</b>	<b>\$730,000</b>	<b>\$320,000</b>	<b>\$270,000</b>	<b>\$0</b>	<b>\$320,000</b>	<b>\$1,300,000</b>	<b>\$610,000</b>	<b>\$970,000</b>

Figure 45 - Scenario 2: Full fleet electrification by 2035 – Assumes garage facility completion by 2029 and temporary accommodations in 2024

## 10 CLOSING REMARKS

The Town of Halton Hills is a growing municipality, with motivated town staff who continuously strive to improve the quality of living for all residents. ActiVan staff are very well regarded among the public for their dedication and care to ensuring customers have a great transportation experience. Although the COVID-19 pandemic will negatively impact the rate of growth in ridership in next 1-3 years, ridership is expected to rebound and substantially grow in the next ten years. This increase in demand necessitates investment in infrastructure and technologies to ensure the town is at the forefront of innovation and unparalleled customer experience.

With a growing population and expanding employment opportunities, the Town of Halton Hills is a hub for innovation and opportunity. The planned implementation of the Universal Access Program is an exciting venture for the town's residents who will experience an emerging trend in on-demand transit innovations within the Region of Halton Hills. For ActiVan, the UAS brings about a realm of opportunities to deliver a modern, unified and efficient service.

The Specialized Transit Plan was developed with short, medium and long-term solutions to improve service efficiency and transform the customer experience from registration, to trip booking, to trip delivery. In addition to growing demand, the need for sustainability is also a key factor that is driving the town's priorities. As such, environmental sustainability through green initiatives like electrification is a key aspect of the plan.

The town's forward-thinking attitude and appetite for improvement enables ActiVan to not only provide an efficient service but also transform the customer experience. The next 10 years for ActiVan and its customers will be transformative in the way service is delivered and experienced. The Specialized Transit Plan enables ActiVan to prepare for growth, improve efficiencies and modernize its services so its customers can travel seamlessly and sustainably within and beyond the Town of Halton Hills.

# APPENDIX A: REVIEW OF PLANS AND STUDIES

To gain a full understanding and context developing the Specialized Transit Plan, LTRT undertook a comprehensive review of previous related studies, summarized in the following sections.

### 1.1 TRANSIT SERVICE STRATEGY (2019)

The Transit Service Strategy evaluates the need for and feasibility of conventional transit service in the Town of Halton Hills. The Strategy builds on existing ActiVan specialized transit service and Regional GO Transit services and recommends a phased approach to meet the current and future mobility needs of the community. The strategy proposes four levels of service improvements with progression based on demand. Level one represents the current service with ActiVan and the TaxiScrip program and each subsequent level builds off the previous one. Level two introduces the Universal Access Service (UAS) which provides subsidized taxi/Transit Network Company service for all residents, in addition to ActiVan and in replacement of TaxiScrip. Level three builds on level two and introduces a limited fixed-route bus service while level four expands the fixed route bus service with a larger coverage based on demand. The four levels are summarized in Figure 1 below.

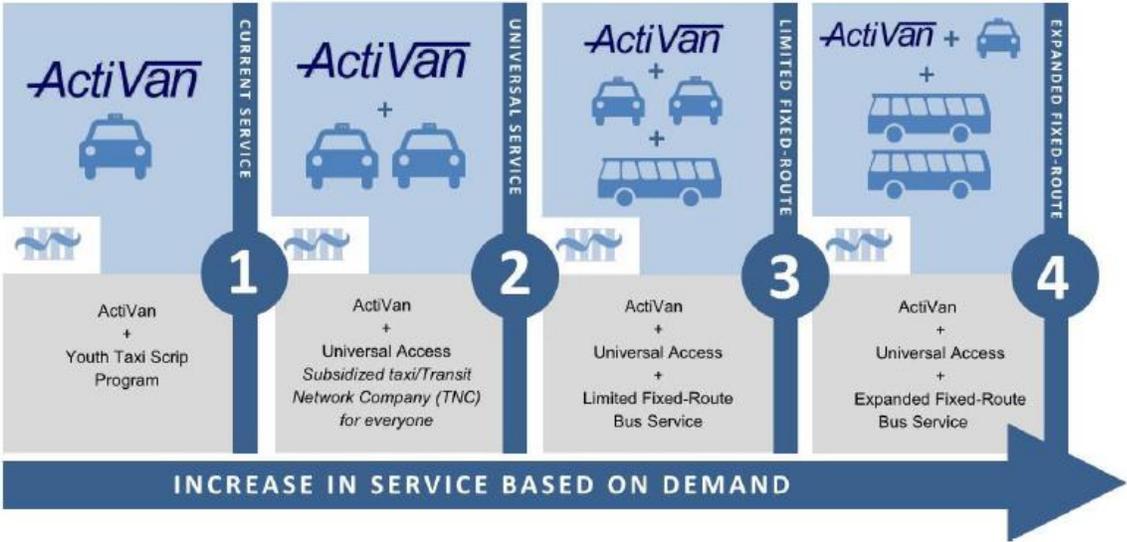


Figure 1 - Summary of the proposed levels of transit service in the Town of Halton Hills

The Strategy recommends the fare to be set at \$3.75 for both ActiVan and UAS with UAS customers paying \$1 for each additional kilometre over 10 kilometres. This served as input to the financial analysis to the recommendations in phase 2 of the Specialized Transit Plan.

The Transit Service Strategy also impacted the ridership forecast and recommendations to support future demand, service coverage and programs (i.e. travel training) that ActiVan should consider. Potential conventional transit locations include the following:

- Healthcare Services, e.g., medical centres/offices, hospitals
- Schools / Community Hubs, e.g., community centres, churches, and libraries

- Commercial areas, e.g., business parks and/or shopping centres
- Recreation, e.g., sport facilities, large parks, and conservation areas
- Existing transit connections
- Existing hubs (major nodes) of other nearby transit services
- Proposed developments, both commercial and residential

While the majority of these locations are within Halton Hills, others are outside of the Town's borders. The Plan recommends that the UAS service area include all of Halton Hills and key destinations outside Halton Hills, specifically Lisgar, Milton, and Mount Pleasant GO stations. As such, ActiVan's service boundary was reviewed to ensure alignment with the Planned UAS.

As Universal Access Service and fixed route services are implemented, ActiVan can explore adapting a Family of Services (FoS) model where a portion of a customer's journey is delivered by the Universal Access or fixed route service. This was taken into consideration in the ridership forecasts in phase 2 of the Specialized Transit Plan.

## 1.2 TOWN OF HALTON HILLS TRANSPORTATION MASTER PLAN (2011)

The Town of Halton Hills Transportation Master Plan (TMP) was developed to identify broad strategies to meet transportation challenges to the year 2031. The Plan integrates municipal transportation planning with environmental assessment objectives and land use planning to identify transportation improvements. The primary purpose of the TMP is to guide the Town's transportation-related decision making and provide direction for its discussions and negotiations with other agencies and governments. The goals and objectives of the TMP are as follows:

- Address existing transportation challenges;
- Identify the policies, programs and investments required to support planned growth and development;
- Identify and evaluate opportunities to increase / encourage active transportation modes (including cycling and pedestrian facilities);
- Identify required infrastructure improvements; and
- Provide a transportation system that offers travel choices, encourages walking and cycling, and balances the needs of all users.

The TMP identifies the need to support long term inter-municipal transit services (connecting urban areas, employment areas, GO stations and mobility hubs). The Plan also recommends that the Town maximize personal mobility choices by ensuring that individuals are aware of their travel options, understand how to use them, and are willing to do so.

## 1.3 TOWN OF HALTON HILLS OFFICIAL PLAN (2008)

The Town of Halton Hills Official Plan (OP) is a high-level document made to provide the Town with a general vision and polices for growth up to 2031. Specific to transit, the OP encourages the use

and expansion of ActiVan and promotes transit-supportive land uses in Nodes, Corridors and new development areas. The OP also states that Council shall review the need for a municipal transit system and coordinate transportation planning efforts with Regional, Provincial, and Federal transportation initiatives.

## 1.4 VISION GEORGETOWN-GUIDING PRINCIPLES (2014)

Vision Georgetown is an aspiring new community in Halton Hills that will be home to over 19,000 residents in the coming years. The growth and development of the community will be guided by 14 principles, 3 of which relate to the need for active transportation and transit services in the community and are listed as follows:

- To design a community that is connected internally and integrated with the rest of Georgetown, and other surrounding communities, through a network of roads, paths and trails;
- To provide wide range of residential commercial, and institutional users, in a manner that reduces the need for an automobile to meet the daily needs of life, and
- To establish a transportation system that safely and efficiently accommodates different forms of travel (including automobiles, walking and cycling) and plans for future public transit.

## 1.5 MAYOR’S COMMUNITY ENERGY STRATEGY (2015)

The Mayor’s Community Energy Strategy gives direction in pursuing energy efficiency, reducing greenhouse gas emissions, and promoting the use of renewable energy in Halton Hills. This document is organized into two components being the Local Action Plan (LAP) and the Corporate Energy Plan (CEP). The LAP considers land use, transportation patterns, and other factors across the Town to analyze energy use and GHG emissions. While the CEP monitors the sustainability and efficiency of existing and proposed Town facilities.

## 1.6 HALTON HILLS STRATEGIC ACTION PLAN (2014-2018)

The Halton Hills Strategic Action Plan (2014-2018) is the predecessor of the Halton Hills Strategic Action Plan (2031). The 2014 Strategic Action Plan sets out eight priorities for the Town to pursue from 2014 to 2018, with the most pertinent priority for the purposes of the Specialized Transit Plan being “Transportation/mobility”. The three action items most relevant to transit listed under this priority are:

- Explore with the Region of Halton, inter and intra-regional transit to connect Acton and Georgetown to the rest of Halton, neighboring municipalities, and the Greater Golden Horseshoe;
- Plan the Vision Georgetown community to be ‘transit ready’ and foster active transportation; and
- Develop a Public Transit Strategy to address the needs of all potential users.

## 1.7 METROLINX – THE BIG MOVE (2008)

The Big Move is a Regional Transportation Plan (RTP) by Metrolinx detailing 10 strategies for the future of transportation within the GTHA. It contains strategies, priority actions and supporting policies required to achieve the future vision, as well as an Investment Strategy to finance the transportation system and its short and long-term goals.

The RTP's transportation related goals are to increase transportation choices and interconnectedness. Transportation choices entails people having a wide range of options available to them for getting around regardless of age, means or ability, including walking, cycling, public transit and automobiles. Interconnectedness involves improved connections and service within the GTHA and to/from regional, provincial, and international terminals and facilities.

Of the Plan's 10 key strategies, the three relevant to the Specialized Transit Plan are:

### Strategy 5 - Create a Customer-First Transportation System

- Make regional travel more convenient and barrier-free as travelers transfer between modes, services and across municipal boundaries.
- Coordinate schedules among transit service providers, including demand-responsive services for persons with disabilities.

### Strategy 6 – Implement an Integrated Transit Fare System

- Implement a region-wide integrated transit fare system by 2012 that allows users to pay a seamless, integrated fare for all transit systems across the region. This led to the implementation of the PRESTO fare card.

### Strategy 8 – Universal Access

Develop a region-wide strategy and local implementation strategies to improve specialized transit coordination and delivery, and address:

- Opportunities to accelerate the achievement of AODA compliance in transit facilities;
- Integration of eligibility criteria;
- Improved training for transit agencies;
- Expansion of traveler education programs for those who are unsure about using
- Accessible conventional transit services; and
- Coordination of services with transportation providers in the health care sector.

## 1.8 THE ROAD TO CHANGE- HALTON REGION TRANSPORTATION MASTER PLAN (2011)

The Road to Change-Halton Region Transportation Master Plan (HRTMP) seeks to provide guidance on the development of a balanced and sustainable transportation system that will meet the Region's transportation needs safely, effectively and cost efficiently to 2031. The HRTMP

emphasizes the importance of maximizing the use of transit and other alternatives to reduce the need for trips made using single occupant vehicles.

Specific to intra-regional transit, the HRTMP seeks to ensure that 15 to 20% of all peak period trips within the Region are accommodated by public transit by 2031. The TMP also speaks about introducing Bus Rapid Transit (BRT) services along Dundas Street and Trafalgar Road and that major transit infrastructure studies regarding the implementation of the BRTs are underway. The TMP further identifies the need for more communication across the municipalities in the Region and recommends collaboration between the Region, local municipalities, and Metrolinx to develop an inter-municipal transit strategy for Halton in the short, medium, and long term.

## 1.9 MOBILITY MANAGEMENT STRATEGY FOR HALTON (2016)

The Mobility Management Strategy for Halton was developed on the premises of mobility-as-a-service and provides guidance on Region-wide transportation growth from 2016 to 2041 while taking into consideration other regional and provincial policies and timeframes. The key areas of focus of the Strategy are as follows:

- Alignment with Metrolinx Big Move and Regional Express Rail (RER) plans;
- Coordinated regional urban mobility;
- Customer-centric technology-based services;
- Intra/interregional transit connectivity;
- Integration of mobility options; and
- Support transit oriented urban growth.

Furthermore, the Mobility Management Strategy also speaks about the development of a Transit Priority Mobility Network, featuring key transit priority corridors, nodes, and mobility links throughout the Halton Region. The Mobility Network's primary purpose is to enhance connectivity across the Region and promote active transportation. It is also expected that the Mobility Network will bring other opportunities such as implementing new transit technologies, introducing HOV lanes, and more transit-oriented growth

The recommendations in the Specialized Transit Plan are made with regards to the Region's progress in the focus areas above as well as in the introduction of the Mobility Network.

## 1.10 CORPORATE FLEET MANAGEMENT STRATEGY (2019)

The Corporate Fleet Management Strategy (CFMS) is developed to provide guidance on delivering fleet management (FM) services within the Town of Halton Hills. The Strategy is created in hopes of incorporating overarching organizational visions and goals into FM practices as well as enhancing the efficiency of the FM business process. The Strategy can be broken down into 11 key recommendations that are categorized into the four components of the FM business processes which are procurement, operations, maintenance, and disposal/replacement.

## 1.11 HALTON HILLS ACTIVAN MASTER PLAN (2014)

The Halton Hills ActiVan Master Plan was created in response to a recommendation made in the Transportation Master Plan (2011). The ActiVan Master Plan examines ActiVan services and operational processes as of 2014 and provides recommendations for improving the system. It also outlines various options for implementing transit services catered to youth.

The 2014 Master Plan addresses the needs of seniors to determine if they are being met by the ActiVan Service provided. The age for seniors to use the ActiVan Service is 65, while the Town allows seniors to join the Seniors Centres and their programs at age 55. The Master Plan considers the findings of the Youth Needs Study currently underway to determine whether this specialized service could also meet the transportation requirements of youth in the Town.

## 1.12 TOWN OF HALTON HILLS STRATEGIC PLAN (2020)

The Town of Halton Hills Strategic Plan guides the actioning of activities that will uphold the Town's commitment to the values and attributes that make Halton Hills one of the best places to live. The Plan's vision embraces small town living at its best and aims to foster a Town that is:

- Characterized by spectacular countryside, natural heritage, cultural heritage and small-town feel;
- Enriched by a unique blend of urban and rural interconnected communities and neighbourhoods; and
- Supported by prosperous employment areas.

The Plan's mission is to plan for a vibrant urban and rural community that will delivery a broad range of public service while providing leadership on issues of concern in-line with the following eight values:

1. Foster a Healthy Community
2. Preserve, Protect and Enhance Our Environment
3. Protect and Enhance Our Agriculture
4. Foster a Prosperous Economy
5. Preserve, Protect and Promote Our Distinctive History
6. Preserve, Protect and Enhance Our Countryside
7. Achieve Sustainable Growth
8. Provide Responsive, Effective Municipal Government

The eight directions are further complemented each by a set of priorities and/or focus areas with specific goals to achieve. Transportation is one of these priorities with an aim to enable residents to move around freely by achieving the following goals:

- Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
- Take urgent action to combat climate change and its impacts

## 1.13 CORPORATE ASSET MANAGEMENT POLICY (2018)

The Corporate Asset Management Policy introduces an organization-wide asset management approach named the Corporate Asset Management (CAM) program. The CAM program seeks to take a holistic approach to asset management and requires that all assets be treated as essential components in an interrelated system rather than isolated parts. The CAM program is guided by the following four fundamental goals:

- Providing efficient, effective and sustainable service to meet the needs of our community;
- Optimizing asset value while minimizing lifecycle costs;
- Managing risks to service delivery; and
- Committing to continual improvement of the CAM program.

In addition to these four goals, the Policy sets out the following objectives that the CAM program will adhere to:

- Customer focused
- Innovative
- Fact-based decision making
- Optimal
- Whole lifecycle perspective
- Integrated system focused
- Forward looking & sustainable
- Regulatory compliant
- Risk-based

## 1.14 ASSET MANAGEMENT PLAN (2014)

The Asset Management Plan identifies the steps the Town is taking in managing transportation infrastructure assets until 2023. Transportation infrastructure assets accounted for in this Plan include road, bridges, and culverts. The Plan outlines the desired levels of service to be obtained through transportation infrastructure and details the Town's strategies in managing assets throughout their lifecycle, encompassing methods of inspection, routine maintenance, and renewal. The Plan also lists the budgets and expenditures of previous years and provides the capital and operating budget forecasts from 2014 to 2023 as well as various sources for funding the expected expenses.

## 1.15 HALTON REGION OFFICIAL PLAN (2018)

The Halton Region Official Plan (HROP) was created to give a clear vision as to how physical development should take place in Halton in the long term. It introduces goals, objectives, and policies in support of achieving the Region's vision. The HROP first outlines the geographic, economic, and demographic context of Halton Region. It then speaks about the guidelines in place for developments on the Region's distinct land use designations. The fourth section mainly pertains

to the environmental and cultural heritage protection measures enforced in the Region. The final section outlines the implementation of necessary tasks in order to realize the vision set out in the HROP.

The importance of establishing adequate public transit facilities was emphasized in the HROP. Halton Region has an ambitious target of ensuring that the use of public transit accounts for at least 20% of all daily trips made by 2031. To reach this target, the Region encourages the implementation of active transportation and public transit infrastructure as well as a compact growth pattern in urbanized areas. To improve intra-regional connectivity, the Region is currently investigating the necessity and feasibility of a single transit operating authority across the Region.

The Specialized Transit Plan is mindful of Regional objectives and makes recommendations that align with the Region's vision for transit services.

## 1.16 MILTON TRANSIT SERVICES REVIEW AND MASTER PLAN UPDATE (2019)

The Milton Transit Services Review and Master Plan Updates seeks to provide an assessment of Milton's Transit services and to provide guidance for the future of Milton Transit from 2019 to 2023. The document reviews the status of Milton's transit service, analyzes the market for the future of transit in Milton, outlines service and performance standards, and offers recommendations in the short, medium, and long terms. Specifically pertaining to transit services connecting with neighboring municipalities, Milton Transit is looking to work with the Town of Halton Hill to introduce a transit route that connects Milton GO station to Toronto Premium Outlets and Lisgar GO station in the near term (2020-2022). Although the Plan does not make references to ActiVan or Universal Access Service, it does reference connecting Halton Hills to key destinations such as the Toronto Premium Outlets and GO Stations.

## 1.17 METROLINX GO RAIL STATION ACCESS PLAN (2016)

The GO Rail Station Access Plan is an update to the 2013 GO Transit Rail Parking and Station Access Plan in response to the Provincial commitment to Regional Express Rail (RER), which will increase GO service and support the development of new stations throughout the GO rail network. The Plan identifies the need to facilitate and ensure seamless and accessible integration of conventional and specialized transit. It particularly calls out the increased reliance on specialized transit to provide first mile and last mile service as a feeder to conventional services for customers with disabilities. This serves as input into the Specialized Transit Plan with regards to enhancing transfer connections to neighbouring municipalities.

APPENDIX B: VIRTUAL OPEN HOUSE SURVEY 1 RESULTS

APPENDIX C: VIRTUAL OPEN HOUSE SURVEY 2 RESULTS

# Specialized Transit Plan Survey

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## **SURVEY RESPONSE REPORT**

27 June 2017 - 03 January 2021

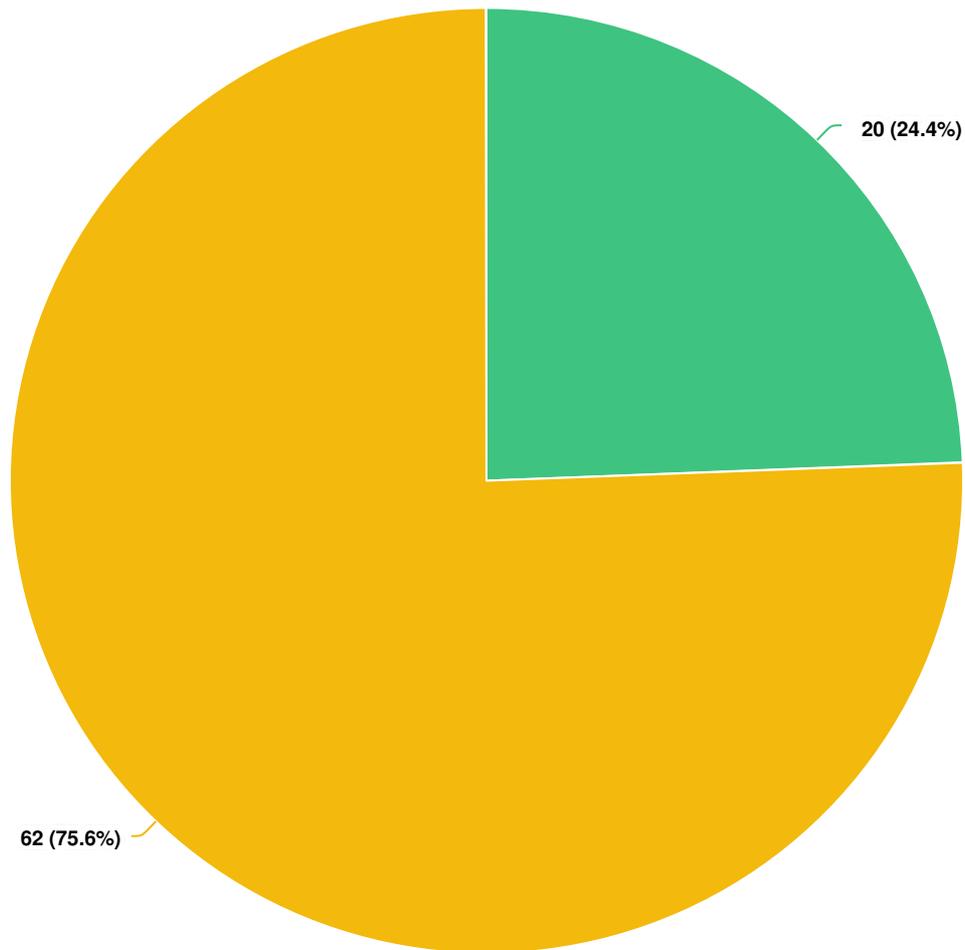
### **PROJECT NAME:**

Specialized Transit Plan



SURVEY QUESTIONS

**Q1** Are you a customer with ActiVan?

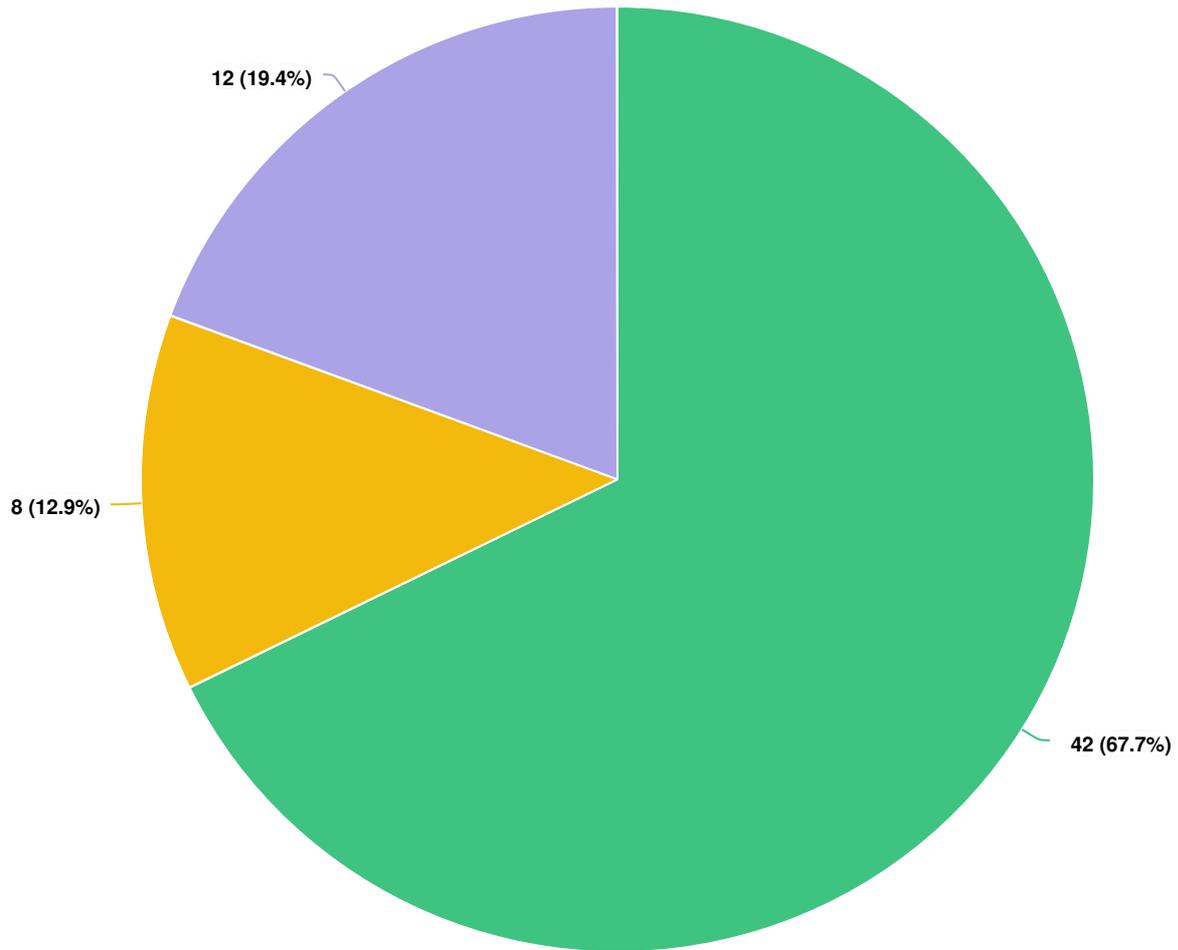


**Question options**

- Yes
- No

*Mandatory Question (82 response(s))  
Question type: Radio Button Question*

**Q2** | If you are not a customer with ActiVan, please select your interest in the ActiVan program.

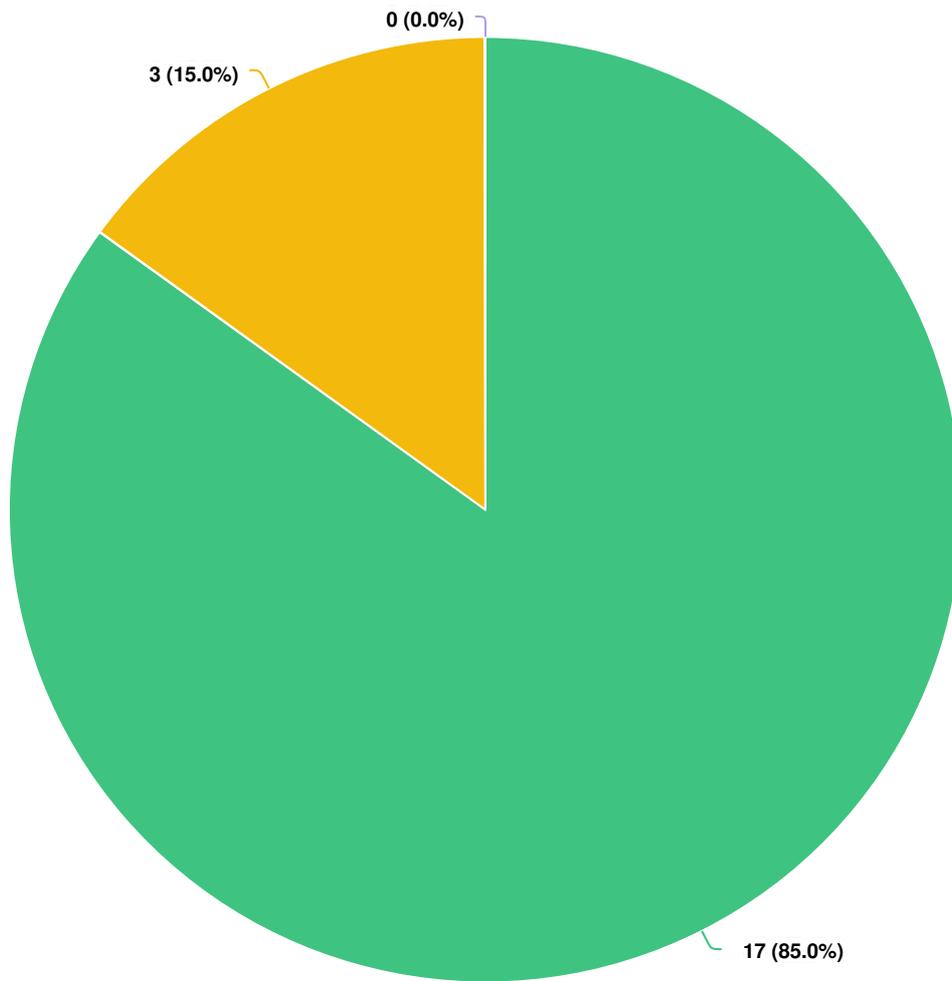


**Question options**

- I plan to use the service in the future
- I provide service or support in the community that depends on ActiVan
- I have a family or a friend that uses ActiVan

*Mandatory Question (62 response(s))  
Question type: Radio Button Question*

**Q3** How did you qualify for ActiVan services?

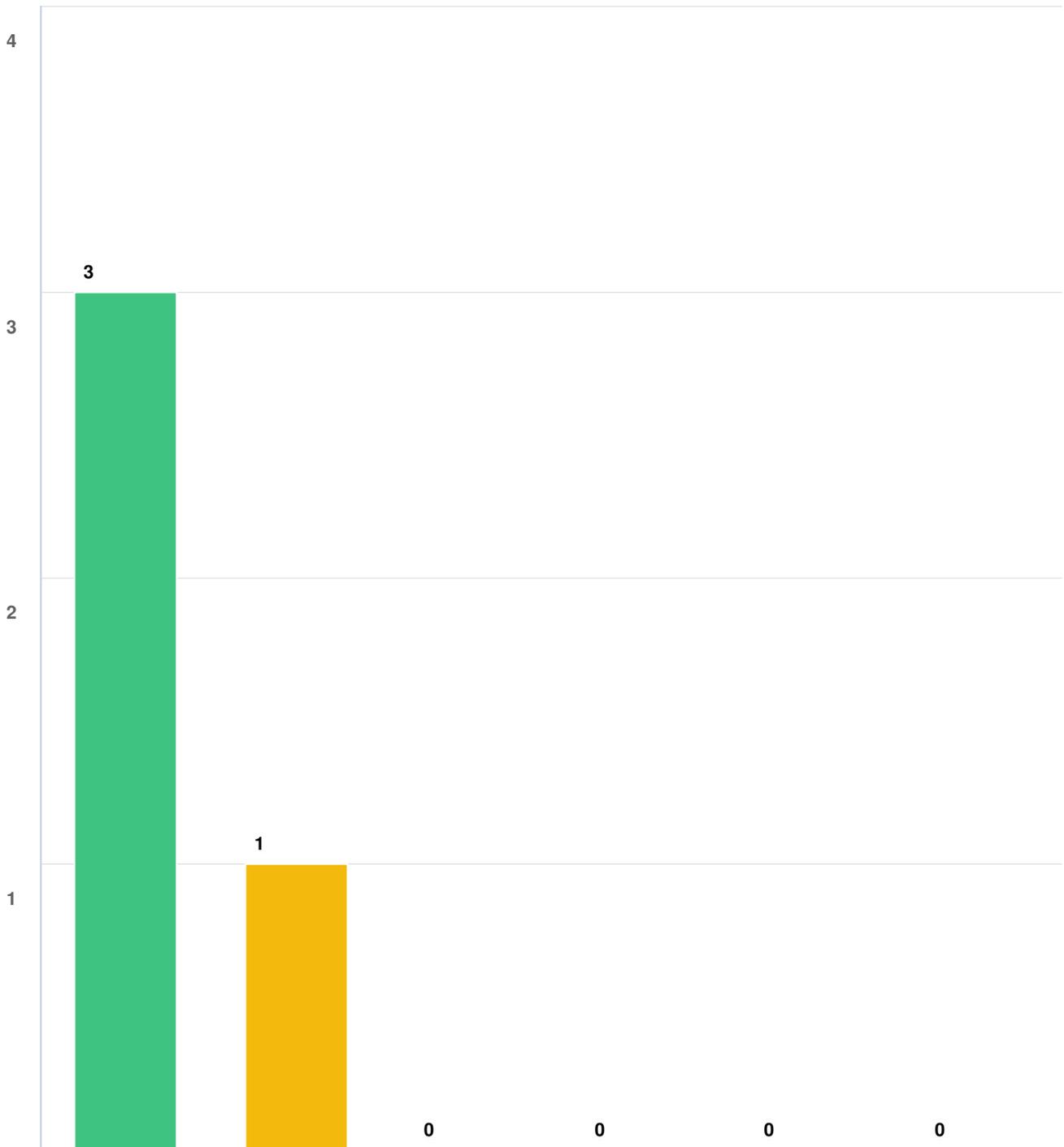


**Question options**

- I am over 65 years old
- I have a disability
- I prefer not to say

Mandatory Question (20 response(s))  
Question type: Radio Button Question

**Q4** If you have a disability, please select all that apply.

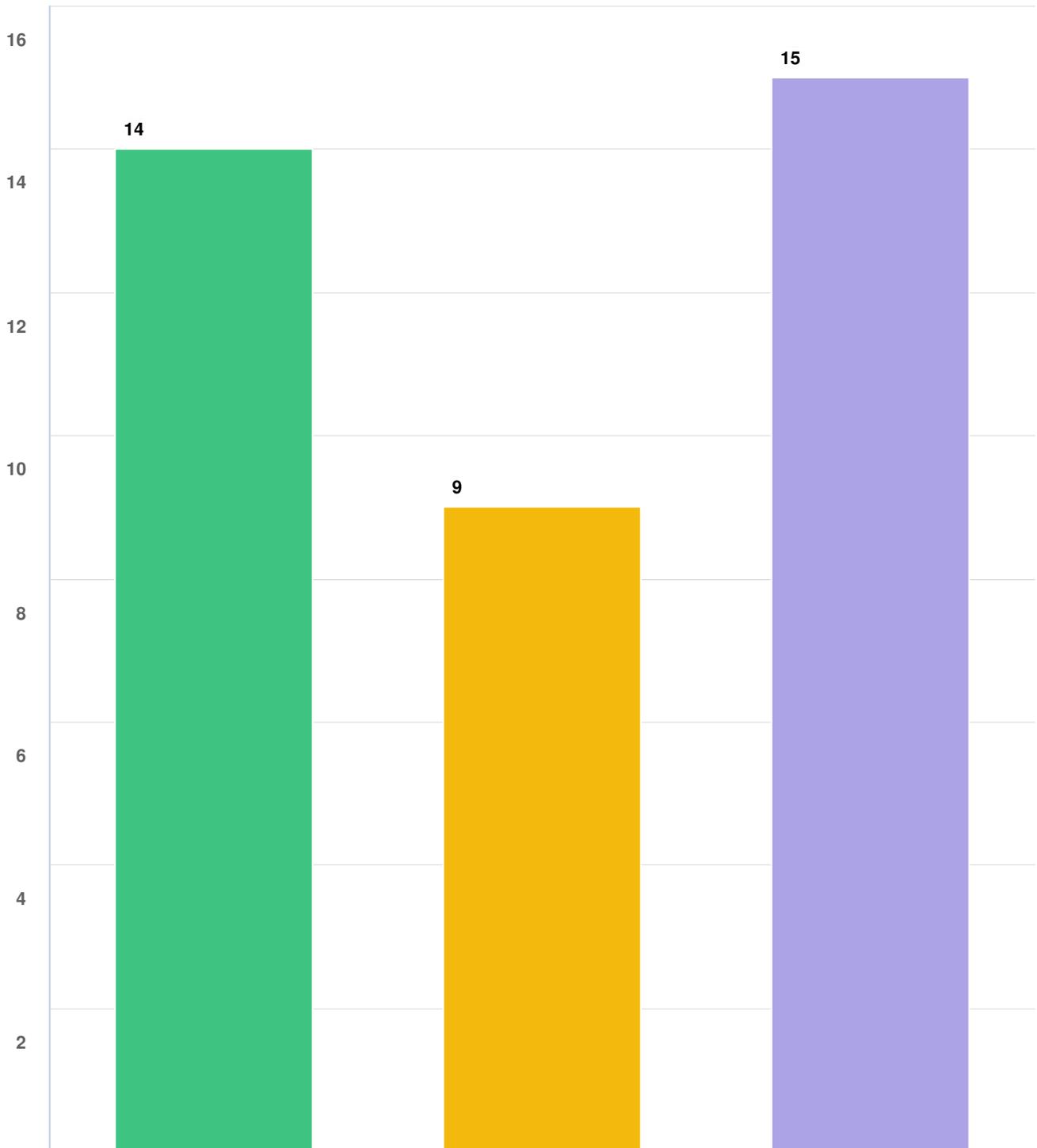


**Question options**

- Cognitive disability
- Physical disability
- Sensory disability
- Mental health disability
- Prefer not to say
- Other (please specify)

*Optional question (3 response(s), 79 skipped)  
Question type: Checkbox Question*

**Q5** Which of the ActiVan services have you used in the past? Select all that apply



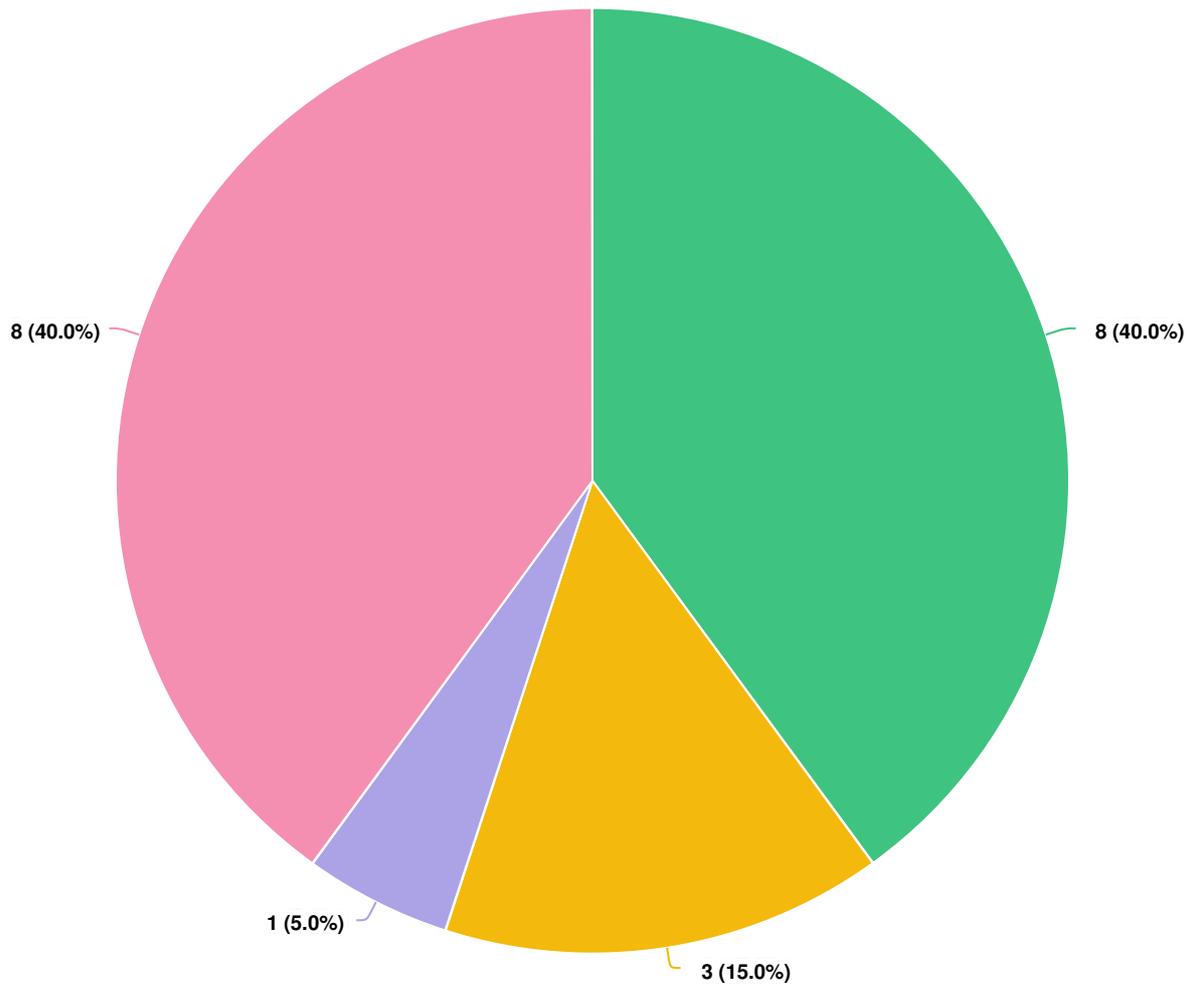
**Question options**

- ActiVan accessible vehicles
- Taxi that has been booked by the ActiVan
- Taxi Scrip program

Mandatory Question (20 response(s))

Question type: Checkbox Question

**Q6** Prior to the COVID-19 pandemic, how often did you use ActiVan or the Taxi Scrip program?

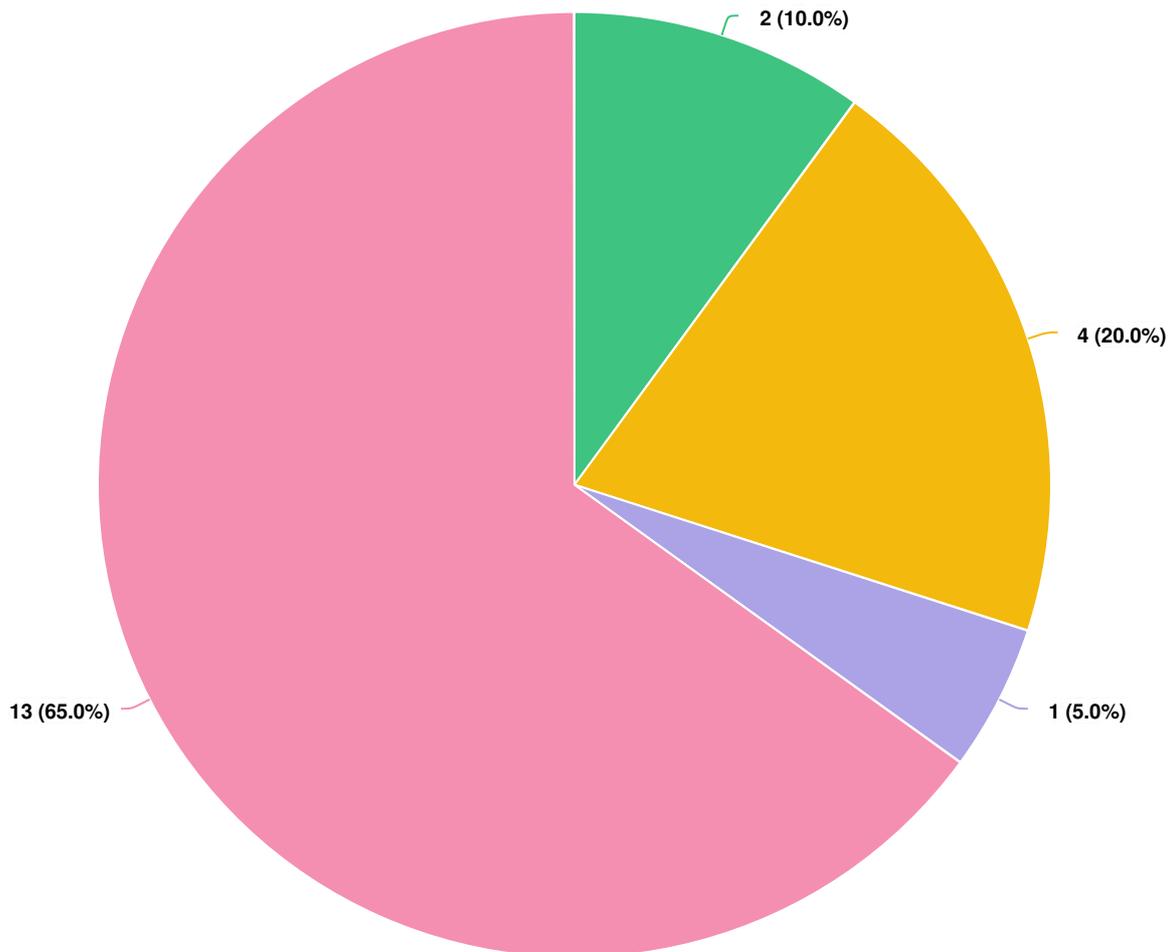


**Question options**

- Multiple times per week
- Once a week
- Once a month
- A few times a year or less

Mandatory Question (20 response(s))  
Question type: Radio Button Question

**Q7 | During the COVID-19 pandemic, how often are you using ActiVan or the Taxi Scrip program?**

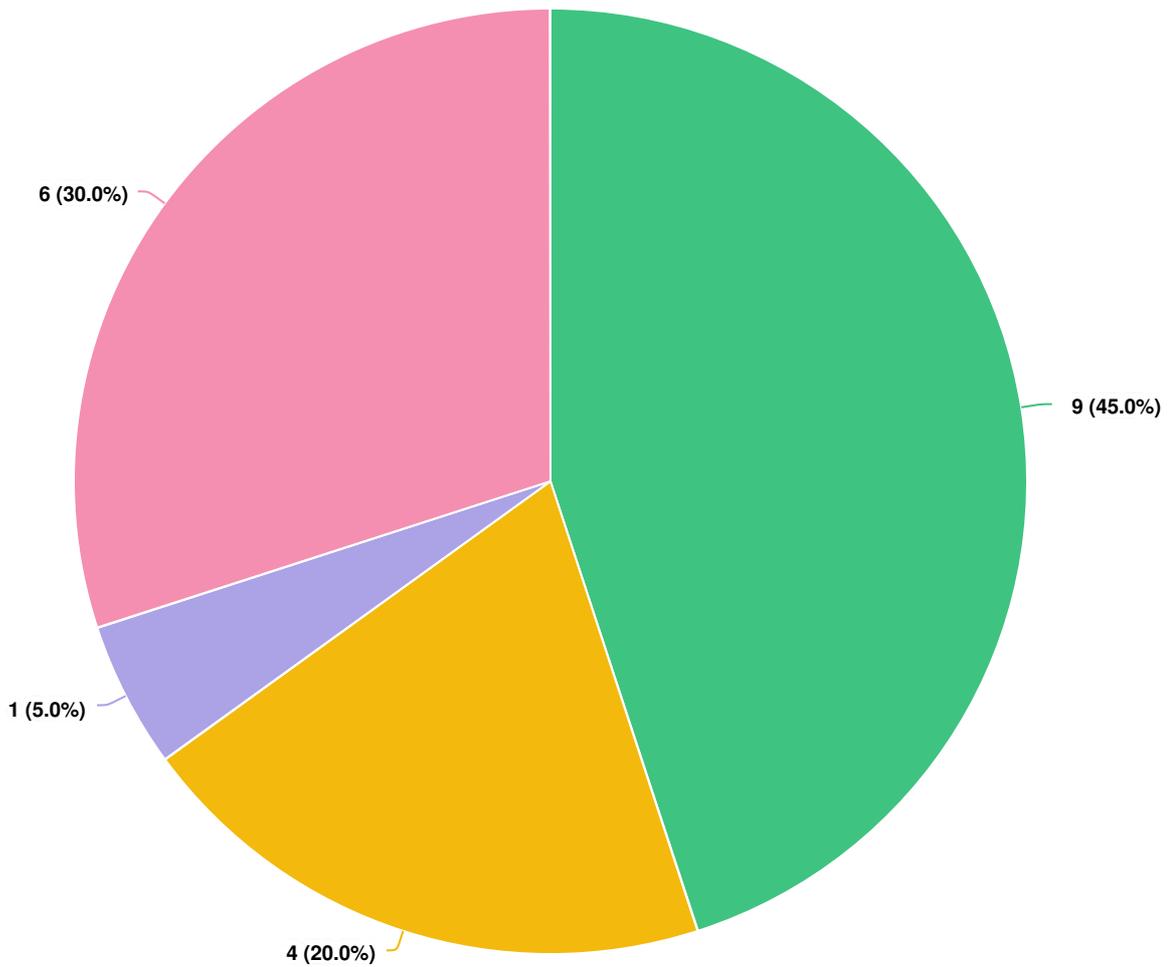


**Question options**

- Multiple times per week
- Once a week
- Once a month
- I have not used ActiVan in the last 6 months

Mandatory Question (20 response(s))  
Question type: Radio Button Question

**Q8** When the COVID-19 pandemic is over, I will:

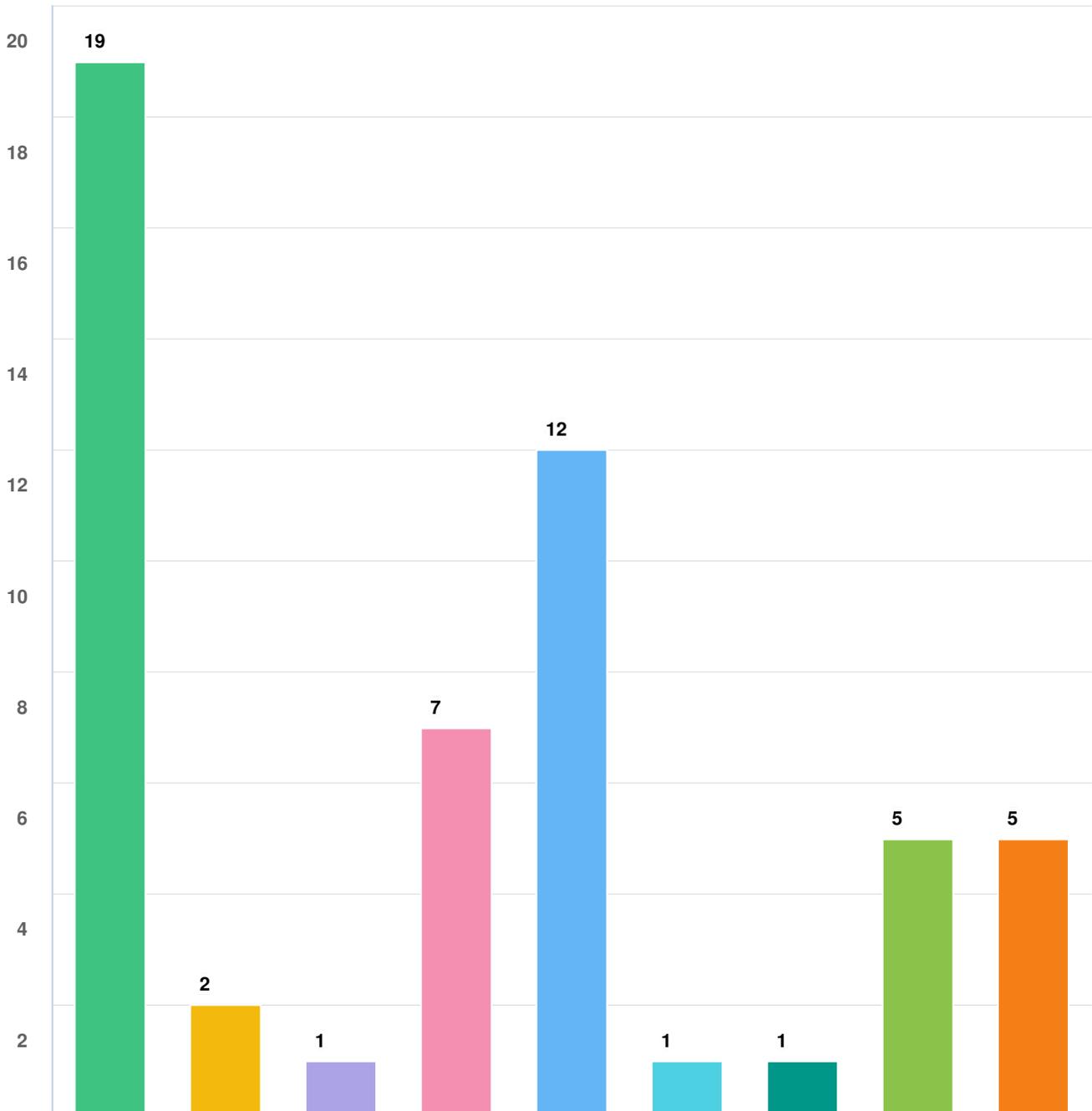


**Question options**

- Travel more frequently
- Travel the same amount as before the pandemic
- Travel less then before the pandemic
- Travel the same amount as I currently travel

Optional question (20 response(s), 62 skipped)  
Question type: Radio Button Question

**Q9** Select the statements that best describe any challenges you or someone you know have encountered when booking a trip with the ActiVan specialized transit vehicles. Select all that apply.



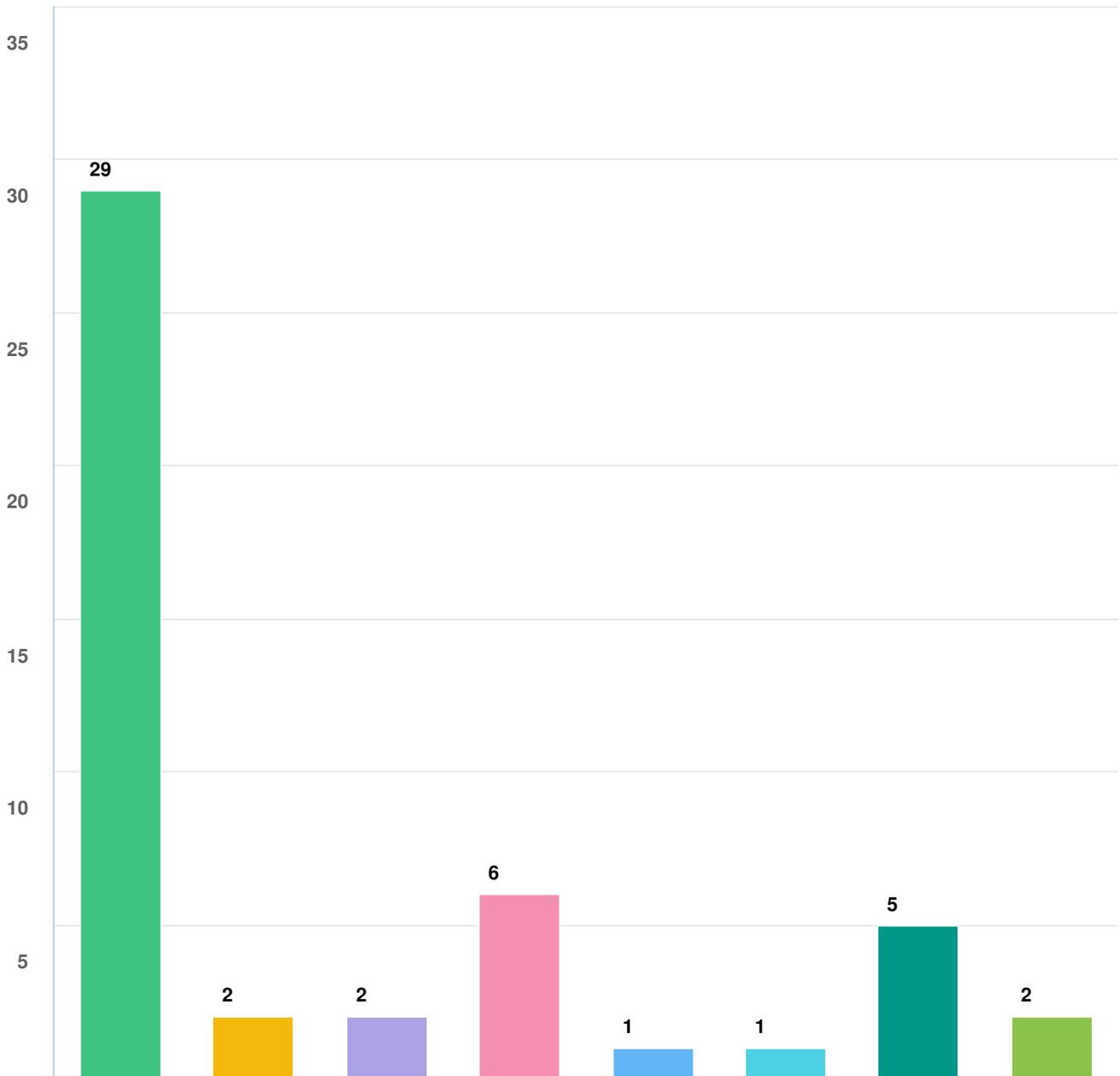
**Question options**

- Trip booking is usually easy and convenient
 ● There are long wait times when calling to book a trip
- Calls are usually not answered
 ● The booking office is not open when I need to book a trip
- It is difficult to get a trip at the exact time I want
 ● Difficulties communicating needs to the call-taker
- Customer service agents are not calm and courteous
 ● I only use the Taxi Scrip program
● Other (please specify)

Mandatory Question (40 response(s))  
 Question type: Checkbox Question



**Q10** Select the statements that best describe any challenges you or someone you know have encountered during a trip on a ActiVan specialized transit vehicles. Select all that apply.



**Question options**

- Trips on the ActiVan transit vehicles are usually great
- I usually have difficulties boarding and/or exiting the ActiVan transit vehicles
- ActiVan transit vehicles usually arrive later then the specified pickup window
- ActiVan transit vehicles usually arrive earlier then the specified pickup window
- The ActiVan transit vehicles sometimes does not show up
- I usually feel unsafe onboard the ActiVan transit vehicles
- I only use the Taxi Scrip program
- Other (please specify)

Mandatory Question (40 response(s))  
 Question type: Checkbox Question

**Q11 | Please elaborate on any challenges faced during past trips on an ActiVan specialized transit vehicle.**

Anonymous 11/27/2020 04:28 PM	Covid
Anonymous 11/27/2020 05:46 PM	Sometimes I was in a van with two or more other people and it was cramped in the seat.
Anonymous 11/30/2020 11:14 AM	not always available
Anonymous 11/30/2020 01:28 PM	I wish we didn't have to give two days notice for booking as things unforeseen crop up
Anonymous 12/01/2020 03:02 PM	Waiting and walking to the activism without assistance.
Anonymous 12/02/2020 11:47 AM	No challenges observed in general. Any challenges were related to personal passengers issues, and was mainly always overcome by the excellent drivers...
Anonymous 12/02/2020 02:55 PM	I have only used it when I had surgeries and could not get myself around to appointments. I was very happy with the service.
Anonymous 12/02/2020 02:56 PM	I sometimes need Activan with a couple hours notice and been told I have to book 24 hours ahead of time. As well am told they don't go to Milton or Mississauga Credit Valley Hospital.
Anonymous 12/02/2020 03:58 PM	Although I have not used the service too often I now have to always use a rollator which I cannot lift in and out of a car, so I will probably be using activan much more frequently in the future.
Anonymous 12/03/2020 07:33 AM	Have always had a very positive experience
Anonymous 12/04/2020 02:52 PM	n/a
Anonymous 12/08/2020 02:52 PM	see above statement
Anonymous 12/08/2020 04:26 PM	Excellent service. Thankyou! There is an urgent need for service for out of town medical appointments. Activan only goes to the borders of Halton Hills. It is very difficult to go for medical appointments in Mississauga, Milton and

Oakville. A service similar to CASH is needed for non-cancer people.

Anonymous

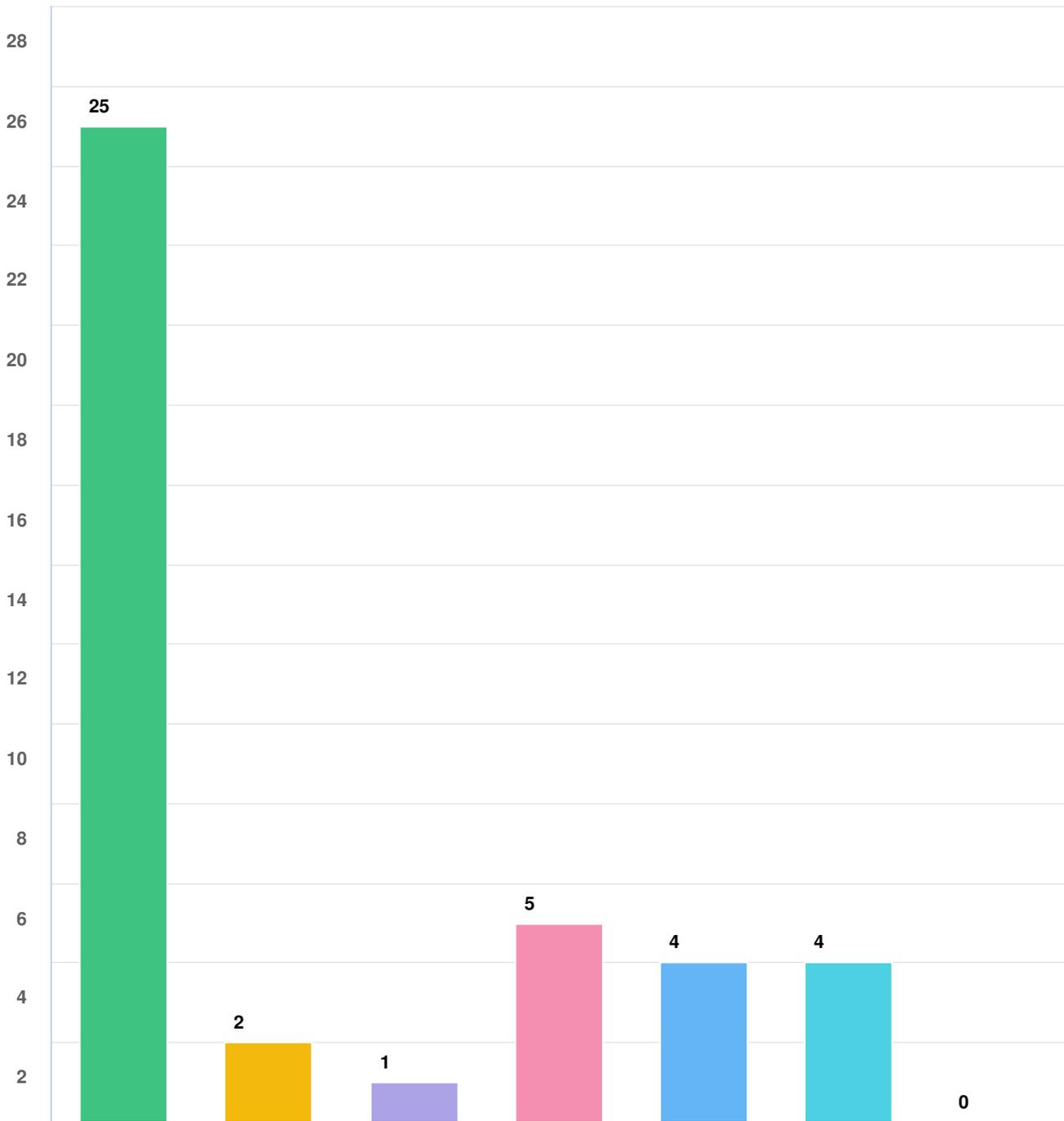
Muscle/joint problems make the steps difficult.

12/09/2020 04:39 PM

**Optional question** (14 response(s), 68 skipped)

**Question type:** Essay Question

**Q12** Select the statement that best describe any challenges you or someone you know have encountered during a trip on a taxi that was arranged by ActiVan. Select all that apply.



**Question options**

- Positive experience with ActiVan taxi trips and pleased with the service
 ● Difficult to board and/or exit the taxi
- Taxi usually arrives later then the specified window
 ● Taxi usually arrives earlier then the specified window
- Taxi sometimes does not show up
 ● Other (please specify)
● Usually feel unsafe onboard the taxi

*Optional question (36 response(s), 46 skipped)*  
 Question type: *Checkbox Question*

**Q13 | Please elaborate on any challenges faced during past trips with a taxi that was arranged by ActiVan.**

Anonymous

11/27/2020 04:28 PM

Covid

Anonymous

11/27/2020 05:46 PM

Once I had booked an Activan taxi and he never showed up at all on a cold wintry night so I had to order a cab to get me home.

Anonymous

11/27/2020 05:53 PM

Some times tne taxi shows up when not requested and other times they don't show up and when we call they say they don't have use on the schedule. This is admittedly very rare.

Anonymous

11/30/2020 01:28 PM

I had a bad experience last winter after an ice storm. The foreign driver was going 109 km on Highway 7 and talking on the cell phone. I was very stressed over this as I had just had surgery

Anonymous

12/01/2020 03:02 PM

Difficulty getting in and/or out of taxi

Anonymous

12/02/2020 11:47 AM

N/a

Anonymous

12/02/2020 03:58 PM

I have used taxi scrip, but not arranged by activan and have always found it very good. There are some drivers who are willing to put my rollator into and out of the trunk.

Anonymous

12/03/2020 07:33 AM

Recent experienced have been positive.

Anonymous

12/08/2020 02:52 PM

see above statements

Anonymous

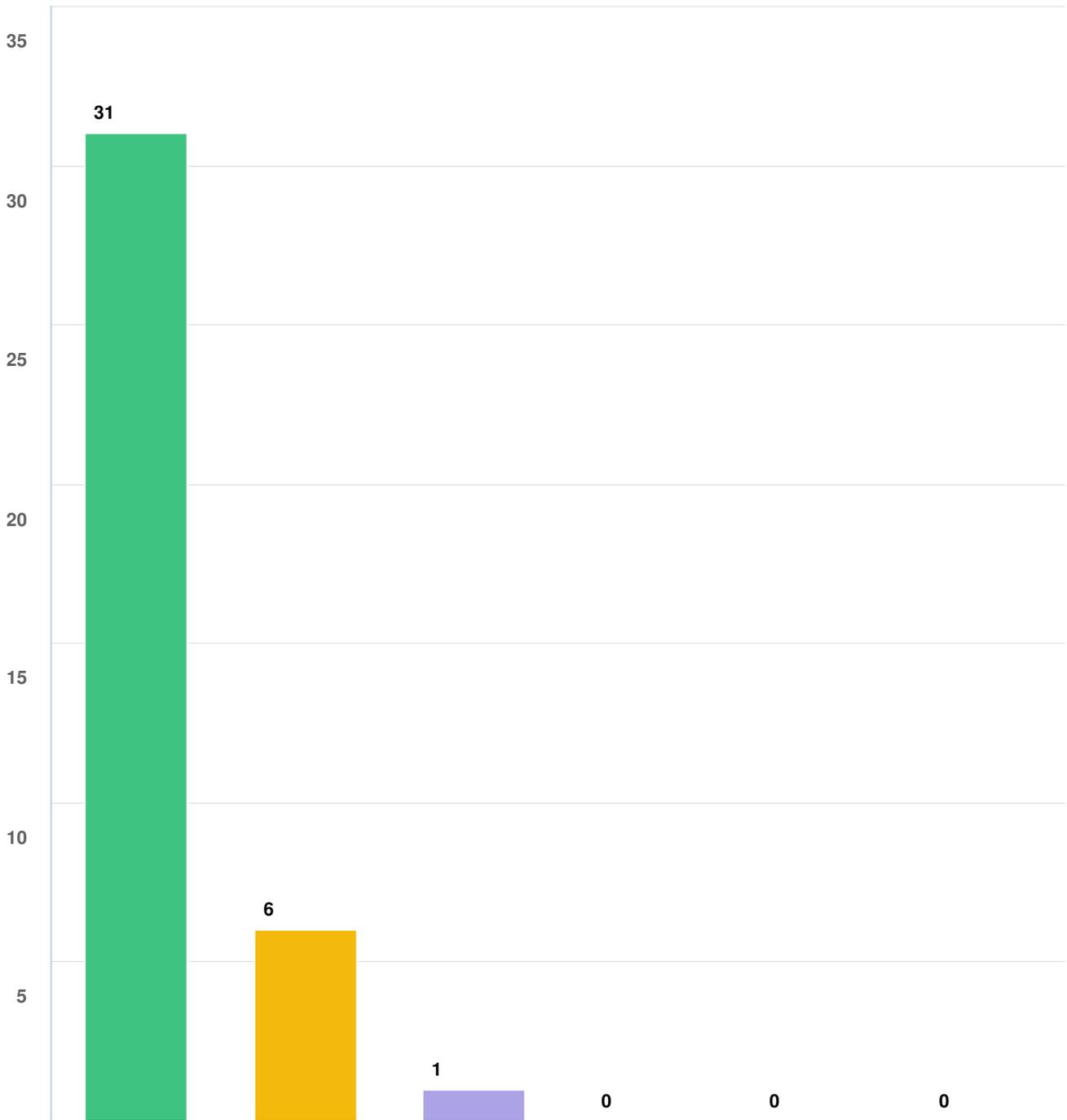
12/08/2020 04:26 PM

Excellent service! Drivers very professional!

**Optional question** (10 response(s), 72 skipped)

**Question type:** Essay Question

**Q14** Select the statements that best describe any challenges you or someone you know have encountered with ActiVan customer service. Select all that apply.

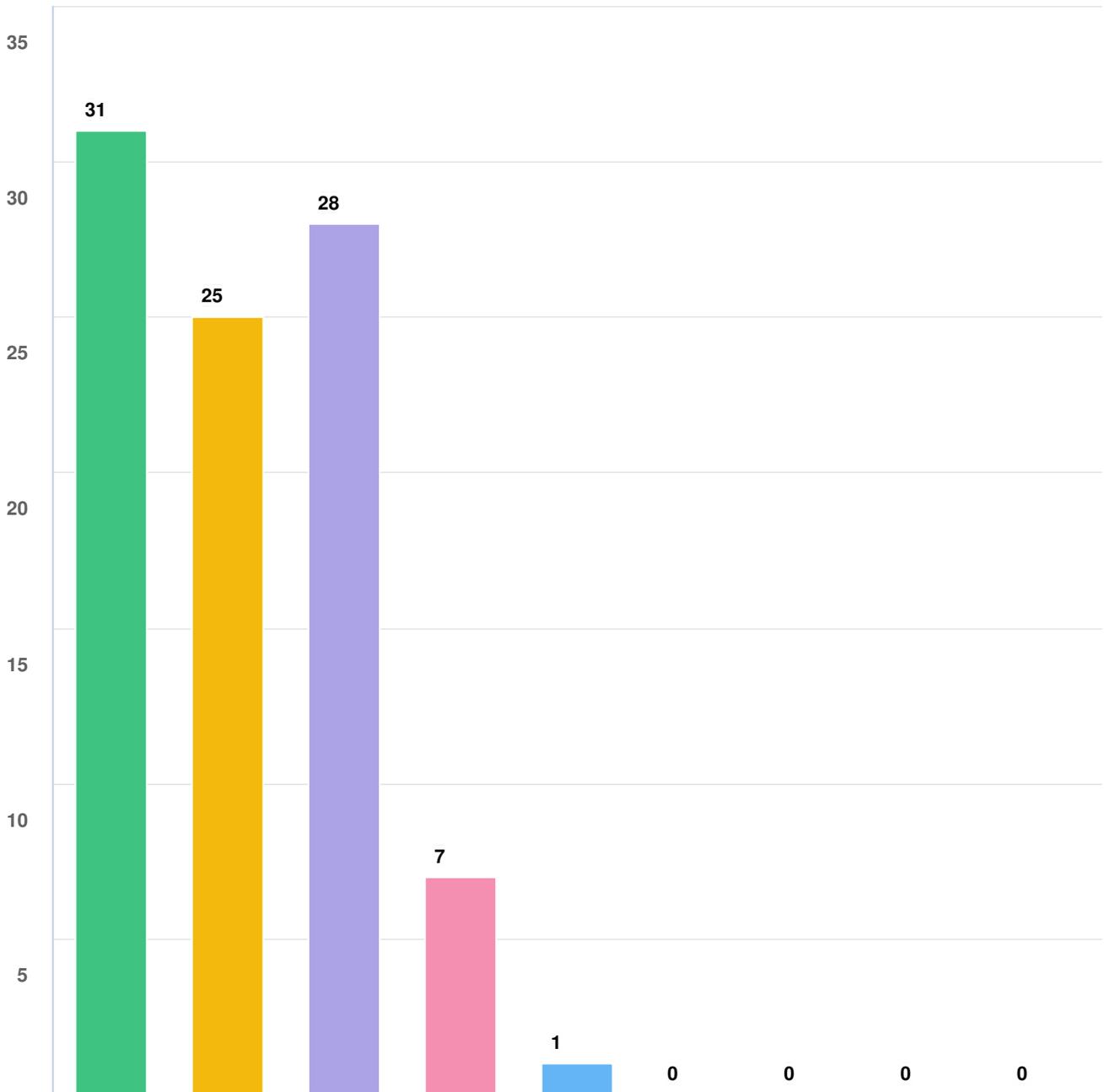


**Question options**

- ActiVan customer service is great
- I only use the Taxi Scrip program
- Other (please specify)
- Complaints are usually not resolved in a timely manner
- Complaints are usually not resolved
- The customer service agents are usually not calm and courteous

Optional question (37 response(s), 45 skipped)  
Question type: Checkbox Question

**Q15 What has your experience been with ActiVan drivers?**



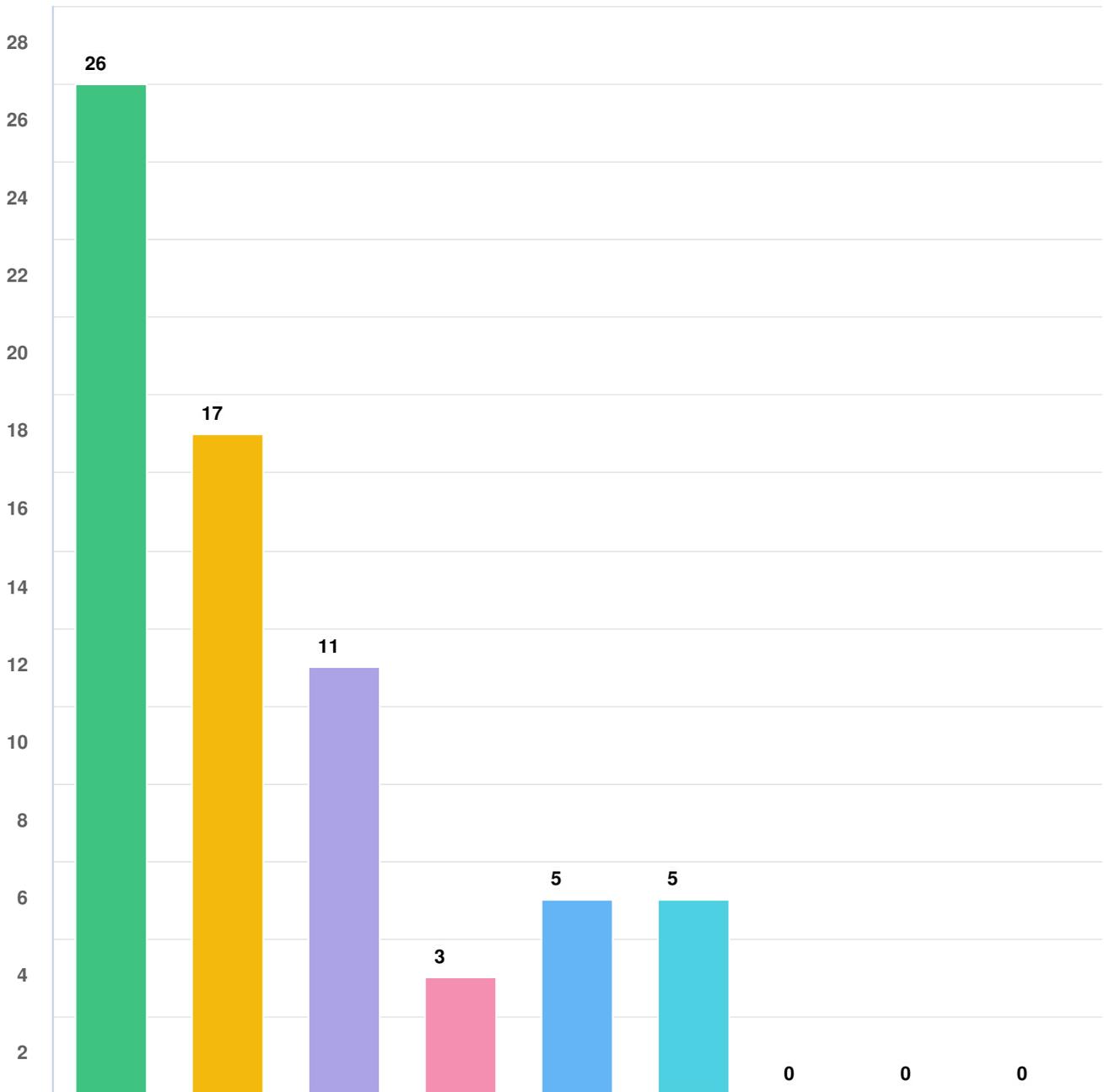
**Question options**

- ActiVan drivers are usually calm and courteous
- ActiVan drivers usually drive safe
- ActiVan drivers usually provide the required assistance (i.e. securing mobility device)
- I only use the Taxi Scrip program
- Other (please specify)
- ActiVan drivers are usually not calm and courteous
- ActiVan drivers are usually speeding
- ActiVan drivers do not provide the required assistance (i.e. securing mobility device)
- ActiVan drivers are usually distracted while driving

Mandatory Question (40 response(s))

Question type: Checkbox Question

**Q16 What has your experience been with taxi drivers?**



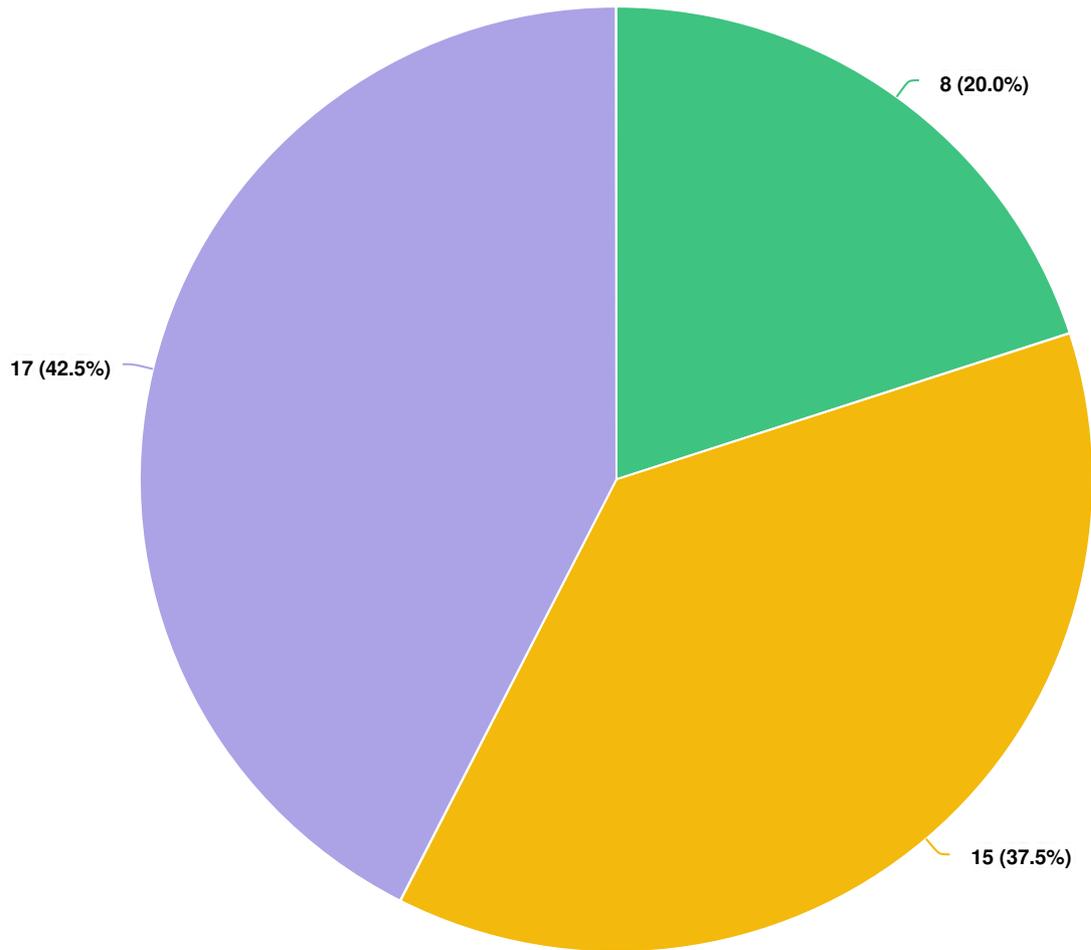
**Question options**

- Taxi drivers are usually calm and courteous      ● Taxi drivers usually drive safe
- Taxi drivers provide the required assistance (i.e. securing mobility device)
- Taxi drivers usually do not provide the required assistance (i.e. securing mobility device)
- I only use the ActiVan specialized transit vehicles      ● Other (please specify)      ● Taxi drivers are usually not calm and courteous
- Taxi drivers are usually speeding      ● Taxi drivers are usually distracted while driving

Mandatory Question (40 response(s))

Question type: Checkbox Question

**Q17** | In the past year, have you or someone you know used the ActiVan specialized transit vehicles to travel to a transfer point between Halton Hills and a neighbouring municipality?

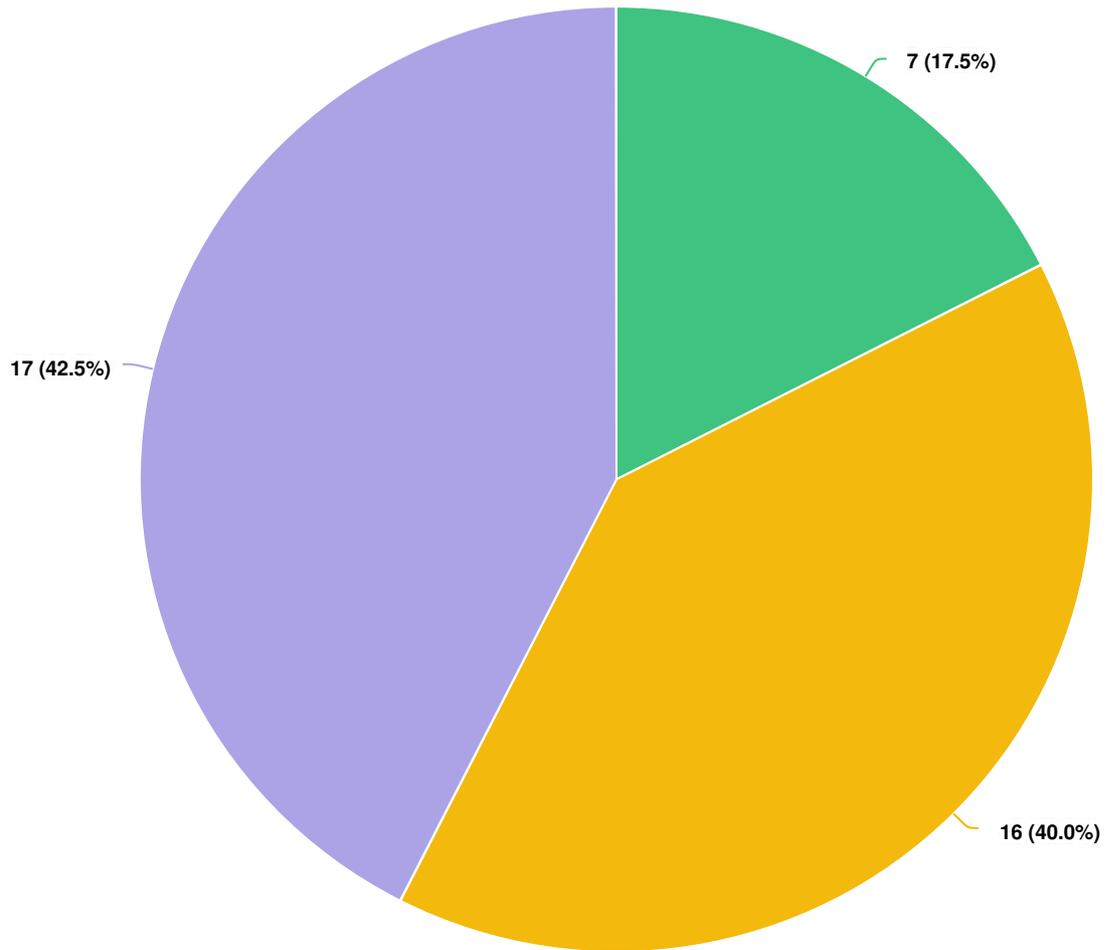


**Question options**

- Yes
- No, there was no need to travel outside Halton Hills using ActiVan
- No, I did not know that ActiVan provided transfer locations with neighbouring municipalities

Mandatory Question (40 response(s))  
Question type: Radio Button Question

**Q18** | In the past year, have you or someone you know travelled to a neighbouring municipality using a taxi scheduled by ActiVan?

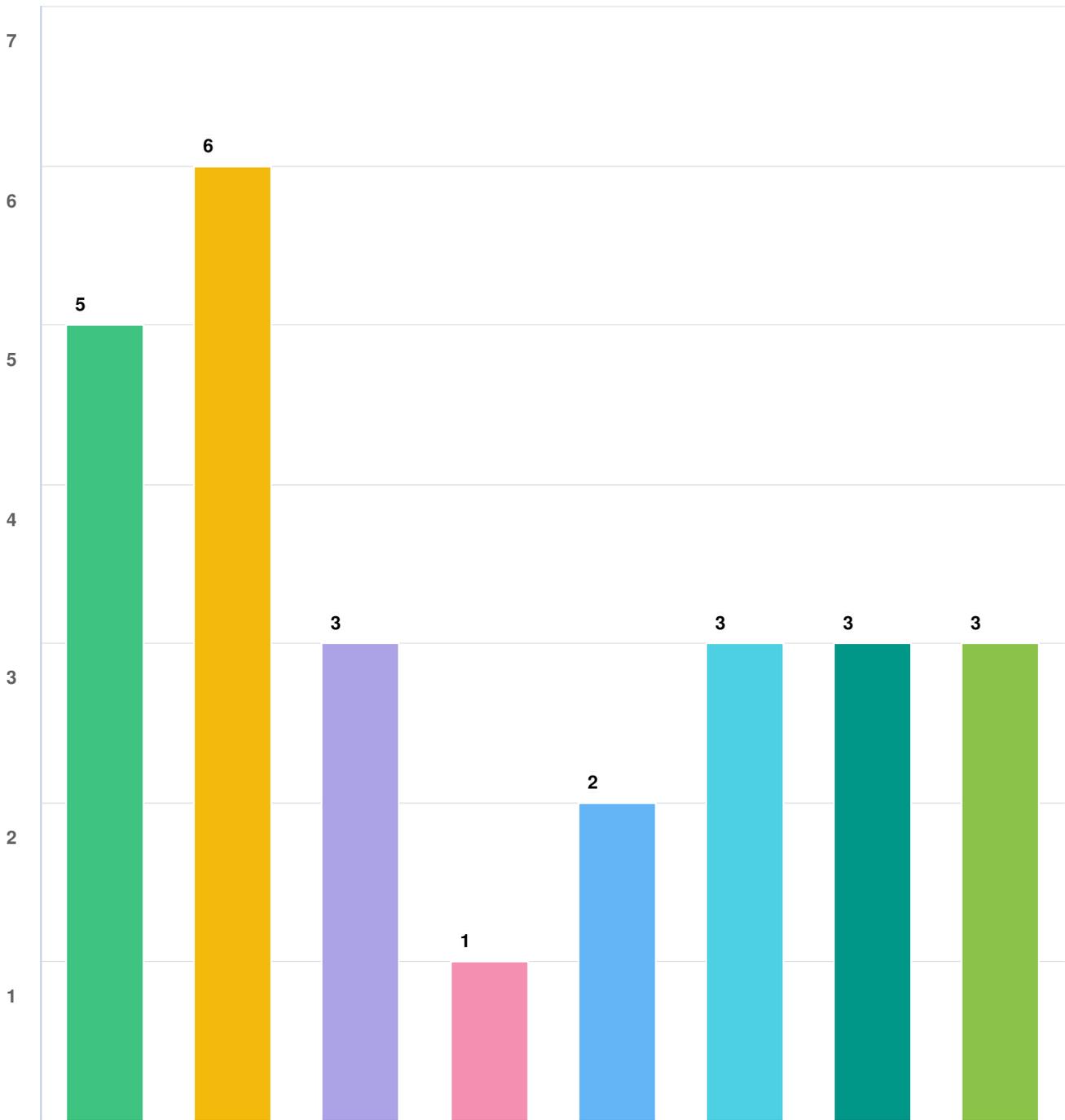


**Question options**

- Yes
- No, there was no need to travel outside Halton Hills using a taxi scheduled by ActiVan
- No, but I know would like the opportunity to travel to neighbouring municipalities

Mandatory Question (40 response(s))  
Question type: Radio Button Question

**Q19 Which municipalities have you or someone you know travelled to in the past year using an ActiVan specialized transit vehicle or taxi?**

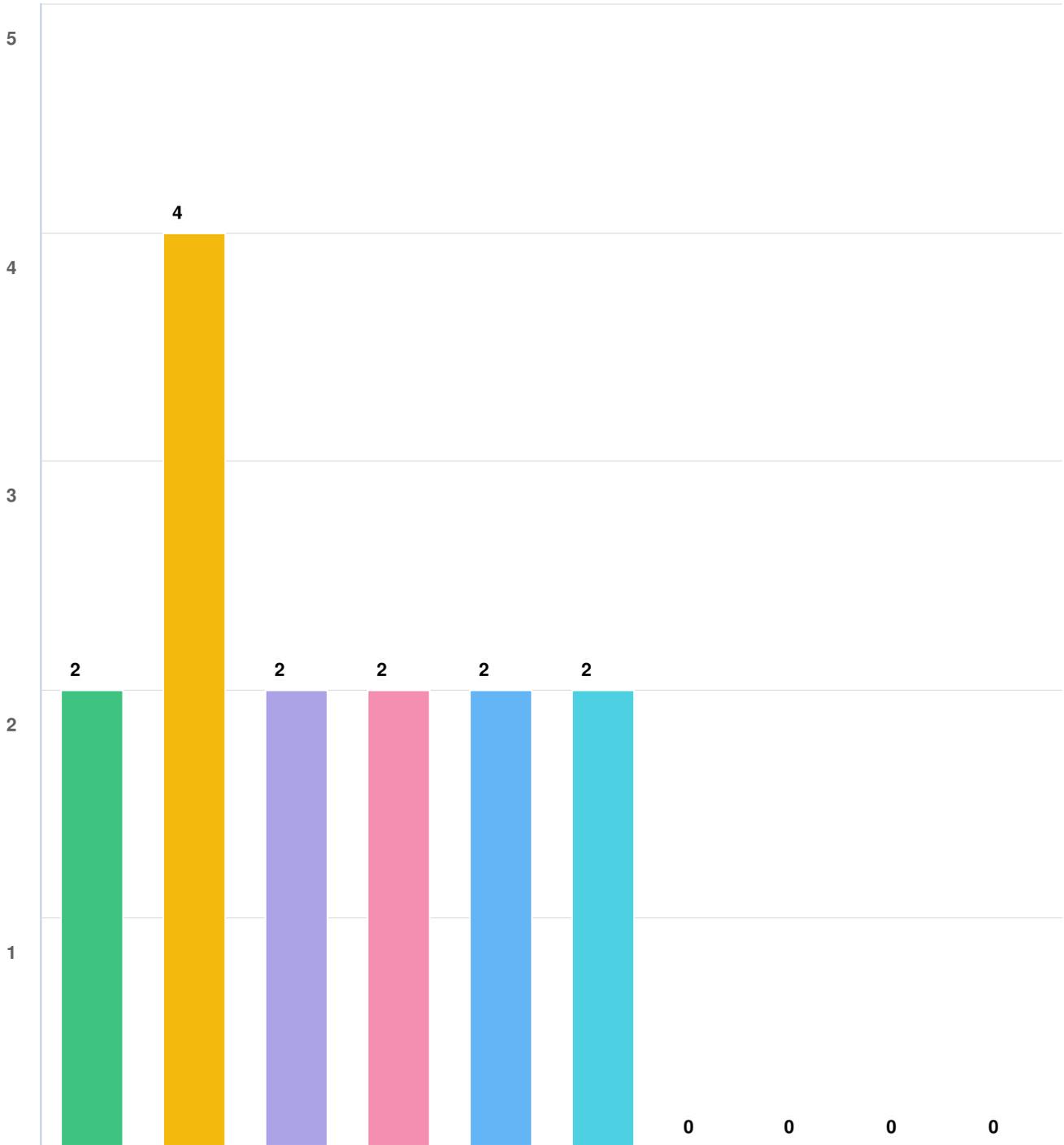


**Question options**

- Oakville via taxi    
 ● Milton via taxi    
 ● Milton - Transferred services between ActiVan and Milton Access +
- Burlington via taxi    
 ● Mississauga via taxi    
 ● Brampton via taxi
- Brampton - Transferred services between ActiVan and TransHelp    
 ● Wellington County via taxi

*Optional question (7 response(s), 75 skipped)*  
 Question type: *Checkbox Question*

**Q20** When the ActiVan drops you or someone you know off at a transfer location, how do you travel to your final destination? Select all that apply.

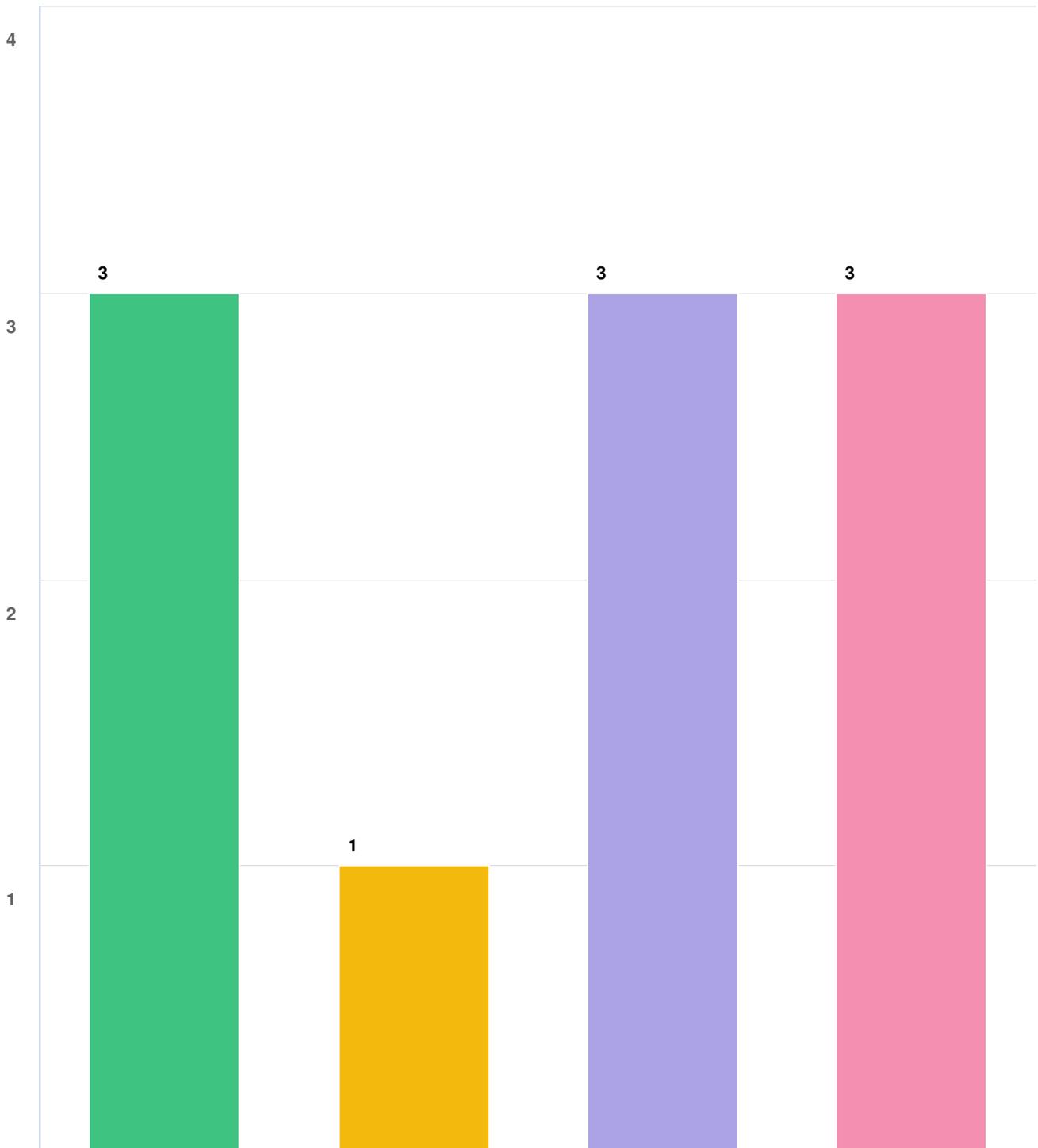


**Question options**

- Milton Transit
- Go Transit bus/rail
- Peel TransHelp
- Milton Access+
- Someone I know pick's me up
- Other (please specify)
- Oakville Transit
- Burlington Transit
- Oakville Care-a-Van
- Burlington Handi-van

*Optional question (7 response(s), 75 skipped)*  
 Question type: *Checkbox Question*

**Q21** Select the statement that best describes your experience travelling to a neighbouring municipality with the ActiVan or Taxi Scrip program. Select all that apply.

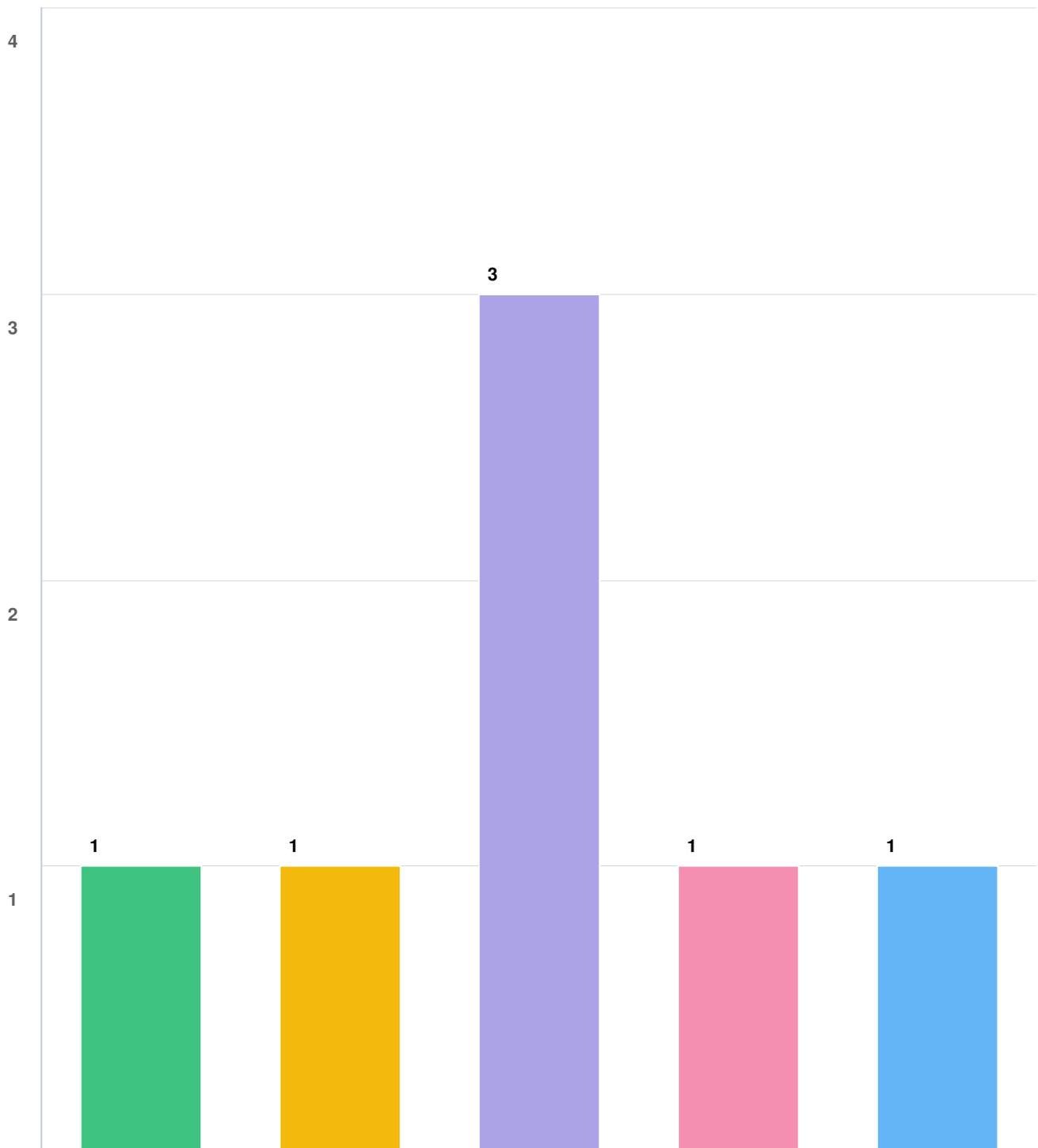


**Question options**

- The trip was seamless
- The trip took too long
- The trip was too costly
- Other (please specify)

*Mandatory Question (7 response(s))*  
*Question type: Checkbox Question*

**Q22** Select the services you or someone you know were not eligible to use in neighbouring municipalities. Select all that apply.

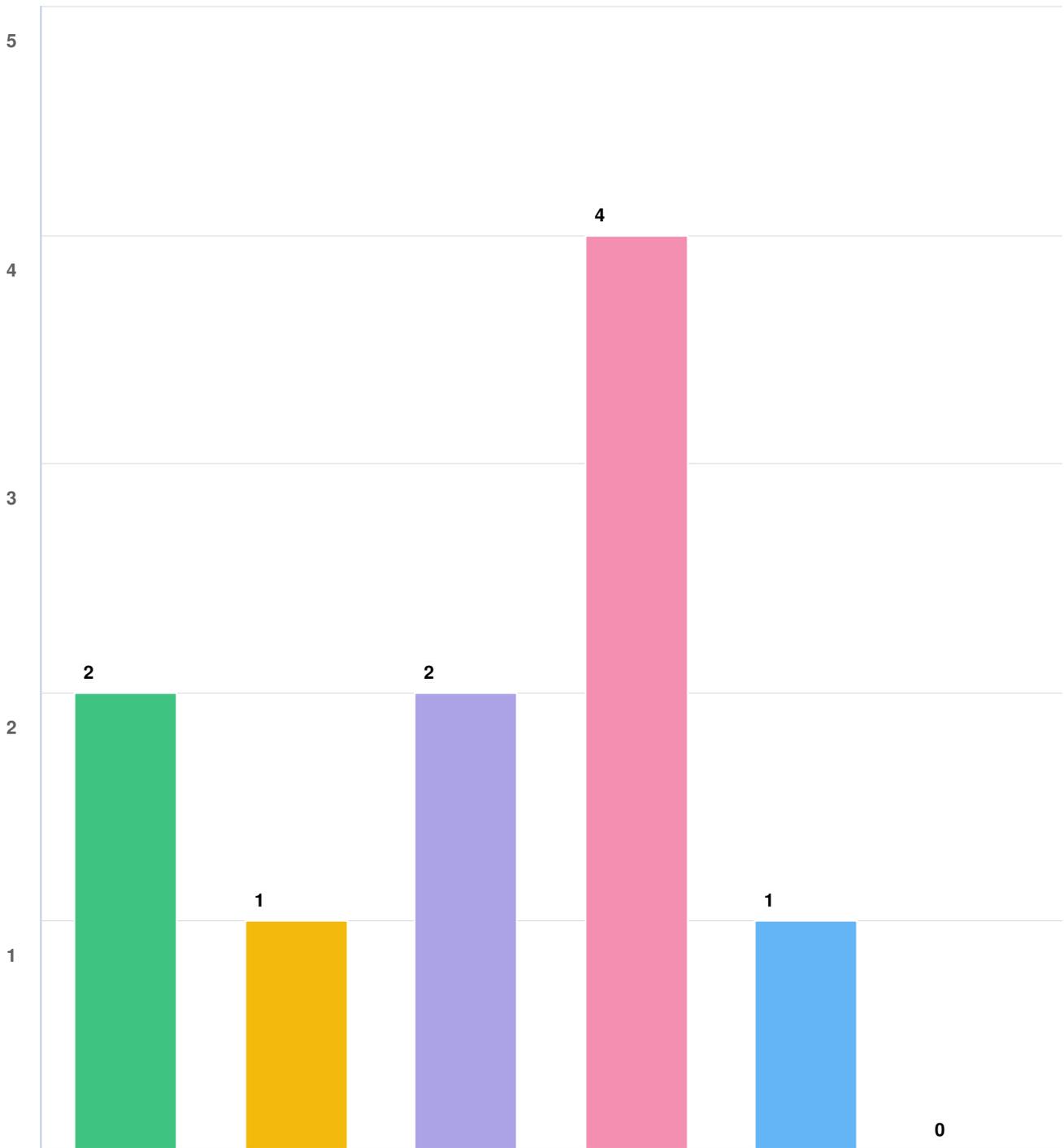


**Question options**

- Peel TransHelp
- Milton Access+
- Oakville Care-a-Van
- Burlington Handi-van
- Other (please specify)

*Optional question (4 response(s), 78 skipped)*  
*Question type: Checkbox Question*

**Q23** Are you or someone you know aware of how to use conventional transit in other municipalities? Select all the services that apply.

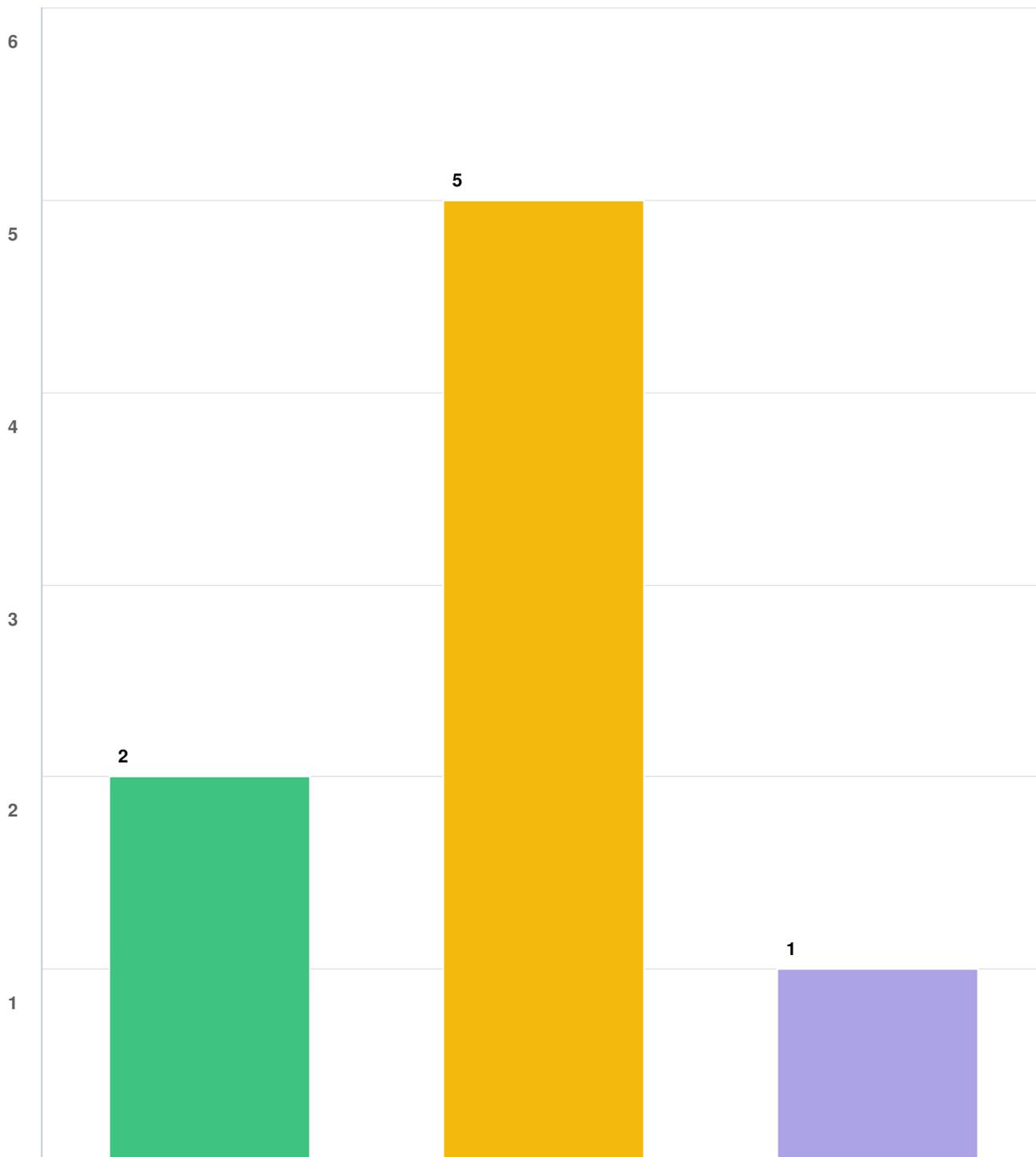


**Question options**

- Milton Transit
- Oakville Transit
- Mississauga Transit
- GO Transit bus/rail
- Burlington Transit
- Other (please specify)

Optional question (6 response(s), 76 skipped)  
Question type: Checkbox Question

**Q24 | Do you or someone you know usually encounter barriers when using services in neighbouring municipalities?**



**Question options**

- Yes
- No
- If yes, please describe the barriers

*Mandatory Question (7 response(s))*  
*Question type: Checkbox Question*

**Q25 | Is there a location outside of Halton Hills that you would like to see improved connection to?**

Anonymous 11/26/2020 11:04 AM	Oakville
Anonymous 11/26/2020 11:37 AM	Guelph
Anonymous 11/27/2020 03:35 PM	The rest of Halton Region
Anonymous 11/27/2020 04:28 PM	Other Toronto hospitals !
Anonymous 11/27/2020 05:46 PM	Milton
Anonymous 11/27/2020 05:53 PM	Milton and Brampton
Anonymous 11/27/2020 08:32 PM	Milton and Guelph and Oakville
Anonymous 11/27/2020 10:09 PM	Milton; Oakville
Anonymous 11/28/2020 08:18 PM	Milton Oakville
Anonymous 11/30/2020 10:02 AM	Oakville Hospital
Anonymous 11/30/2020 11:14 AM	Hospitals in Halton Region
Anonymous 11/30/2020 01:28 PM	Milton and oakville hospitals and the mall
Anonymous 12/01/2020 03:02 PM	Milton Swimming Pools
Anonymous	Oakville Memorial Hospital Milton Hospital

12/02/2020 11:47 AM

Anonymous

Milton , Brampton , Mississauga

12/02/2020 11:56 AM

Anonymous

Hospitals Credit Valley, Oakville, Brampton.

12/02/2020 02:38 PM

Anonymous

Service to Milton would be good.

12/02/2020 03:58 PM

Anonymous

To Oakville, for medical appointments.

12/02/2020 04:19 PM

Anonymous

Oakville and Milton and Brampton and Caledon

12/03/2020 07:33 AM

Anonymous

Is there a connection from Milton and Oakville?

12/03/2020 05:33 PM

Anonymous

Milton, Guelph

12/04/2020 09:14 AM

Anonymous

Travel to Mississauga

12/04/2020 02:52 PM

Anonymous

Milton, Mississauga & Brampton

12/08/2020 02:52 PM

Anonymous

Mississauga

12/08/2020 04:26 PM

Anonymous

Milton, Brampton, Oakville

12/09/2020 04:39 PM

**Optional question** (25 response(s), 57 skipped)

**Question type:** Essay Question

## Q26 | What can ActiVan do to improve the cross-boundary travel experience?

Anonymous

Weekend services and Toronto locations!

11/27/2020 04:28 PM

Anonymous 11/27/2020 05:46 PM	Make the trip in one vehicle without transferring. When you're in your seventies to transfer in the winter when you've never done it before is daunting.
Anonymous 11/27/2020 05:53 PM	Better coordination with the services at the new location. Currently it is up to the customer to find out the schedule on the other end and to make their own arrangements. Bottom line is there should be a regionally-integrated service like the ActiVan, not just for Halton Hills.
Anonymous 11/27/2020 08:32 PM	Have it exist.
Anonymous 11/27/2020 10:09 PM	Offer service
Anonymous 11/30/2020 10:02 AM	Have specific places like Hospital and regional offices people may have to go to
Anonymous 11/30/2020 11:14 AM	have available schedules for people who might need to leave Halton Hills for appointments
Anonymous 11/30/2020 01:28 PM	Since we are all part of Halton I would like to see the two systems amalgamate so seniors don't have to transfer
Anonymous 12/02/2020 11:47 AM	Establish connection points with Mississauga, Brampton, Milton, and Oakville...
Anonymous 12/02/2020 02:56 PM	The Activan take me to a necessary appointment e.g. hospital or specialist appointment.
Anonymous 12/02/2020 03:58 PM	I would like to know more about transfer points and whether there is comfortable seating (out of the rain for instance) at those points.
Anonymous 12/02/2020 04:19 PM	No comment
Anonymous 12/03/2020 07:33 AM	Provide information
Anonymous 12/04/2020 02:52 PM	Add more vehicles
Anonymous 12/08/2020 02:52 PM	Not sure, public transit would be more beneficial for those who don't drive and would have a better chance of securing employment.
Anonymous	If you could take a person directly to their destination so that I am not worried

12/08/2020 04:26 PM

about getting to my appointment on time would be a help. That would mean still having to cope with trying to get back home across the boundaries but helping a person get there would be a big help.

Anonymous

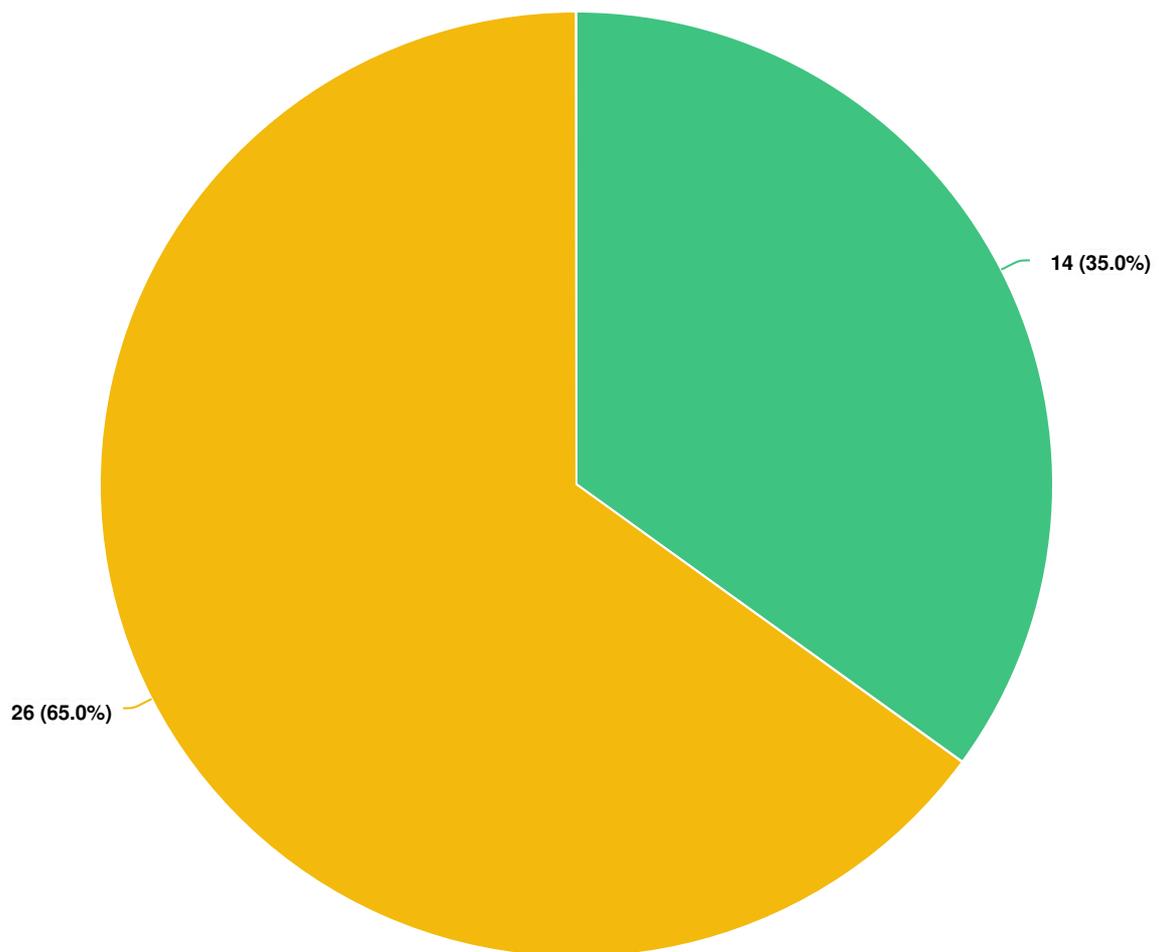
I didn't know that connections exist.

12/09/2020 04:39 PM

**Optional question** (17 response(s), 65 skipped)

**Question type:** Essay Question

**Q27 | Do you or someone you know use the Taxi Scrip program?**

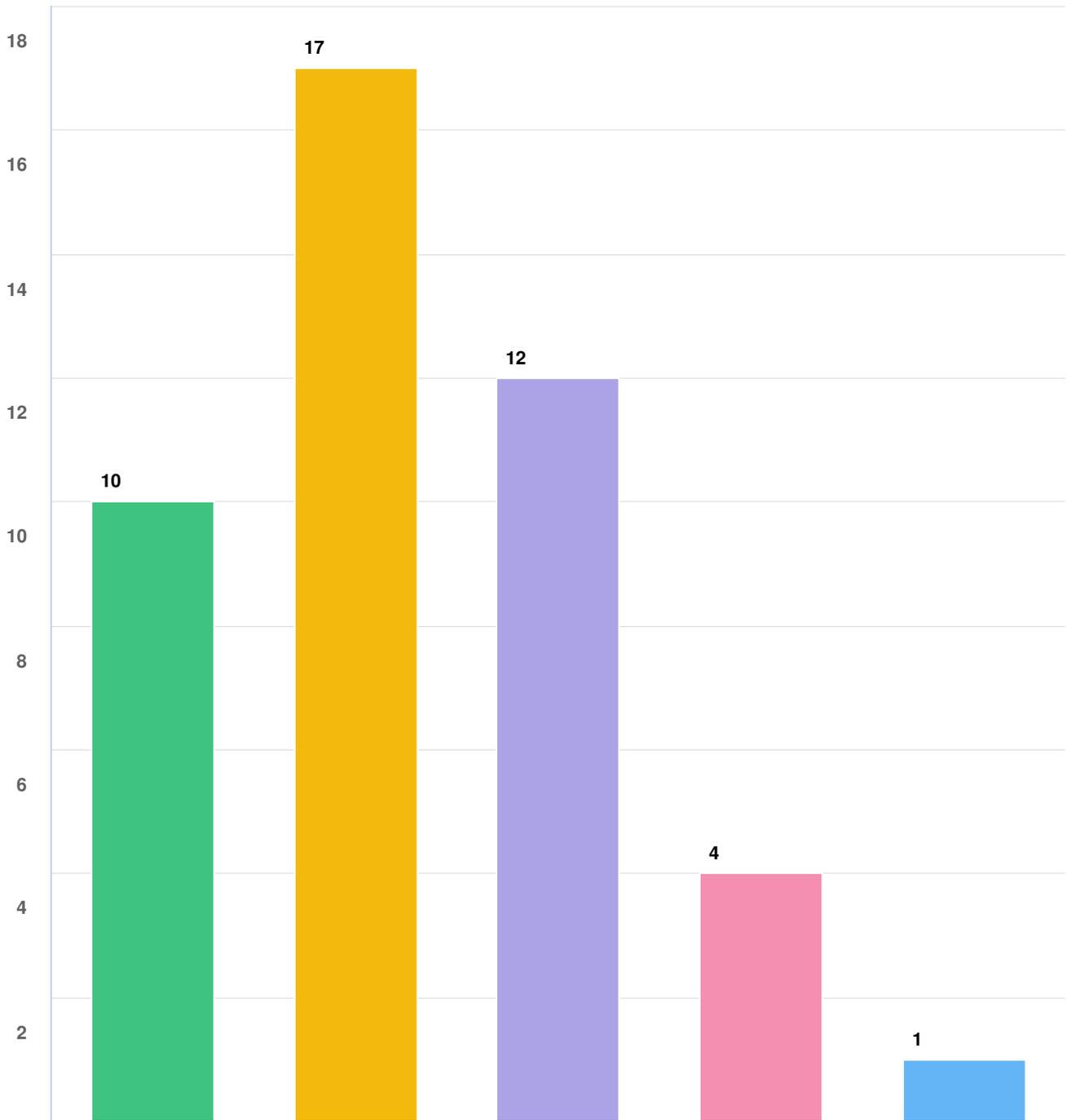


**Question options**

- No, myself or someone I know only uses the ActiVan specialized transit vehicles
- Yes, myself or someone I know have used the Taxi Scrip program

*Mandatory Question (40 response(s))  
Question type: Radio Button Question*

**Q28** When travelling using Taxi Scrip, what types of trips do you or someone you know typically make? Select all that apply.

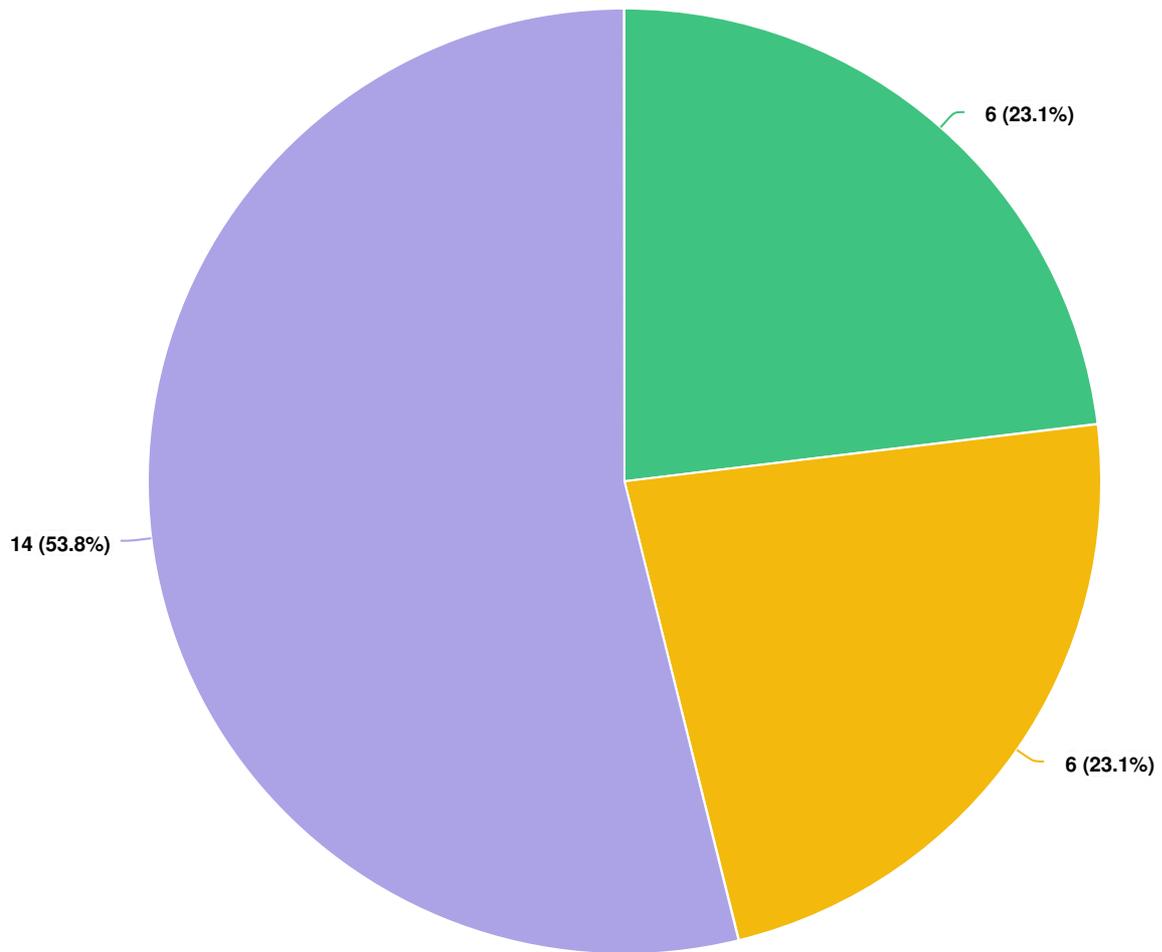


**Question options**

- Groceries and shopping
- Medical appointments
- Use the Taxi Scrip program when the ActiVan specialized transit vehicle is unavailable
- Do not use Taxi Scrip for any specific type of trip
- Other (please specify)

*Optional question (26 response(s), 56 skipped)*  
*Question type: Checkbox Question*

**Q29** How often do you or someone you know use the Taxi Scrip program?

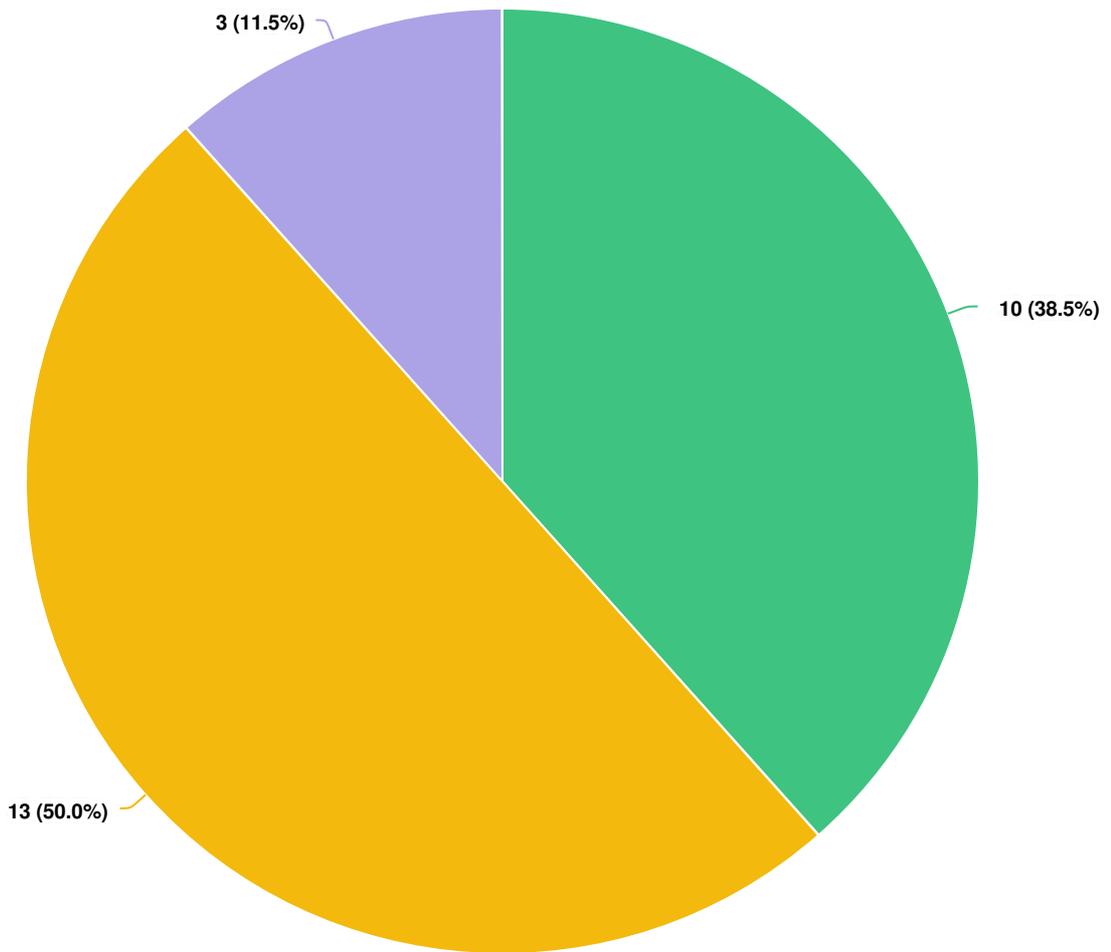


**Question options**

- Prefer to use Taxi Scrip program more often than ActiVan specialized transit vehicles
- Prefer to use ActiVan specialized transit vehicles more often than the Taxi Scrip program
- Do not prefer one over the other

Mandatory Question (26 response(s))  
Question type: Radio Button Question

**Q30** In the future, are you or someone you know more likely to use Taxi Scrip more often?

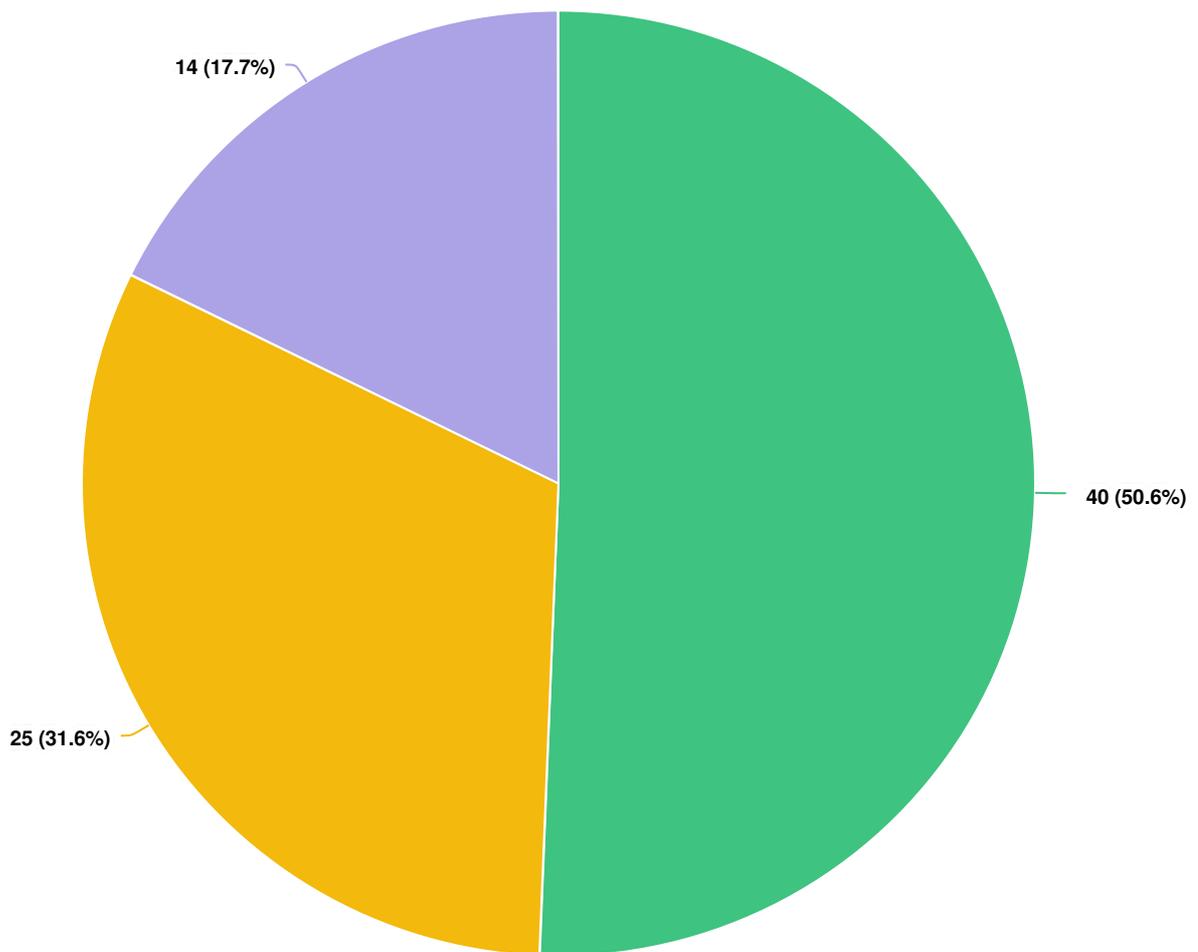


**Question options**

- Yes. Plan to use Taxi Scrip more often in the future.
- Plan to use Taxi Scrip the same amount.
- No. Plan to use Taxi Scrip less often in the future.

Mandatory Question (26 response(s))  
Question type: Radio Button Question

**Q31** | ActiVan's current maximum trip length is 90 minutes. ActiVan is proposing to ensure trips under 8km take a maximum of 35 minutes. How do you feel about this proposed maximum trip length? Keep in mind that the shorter the trip length, the less trips...



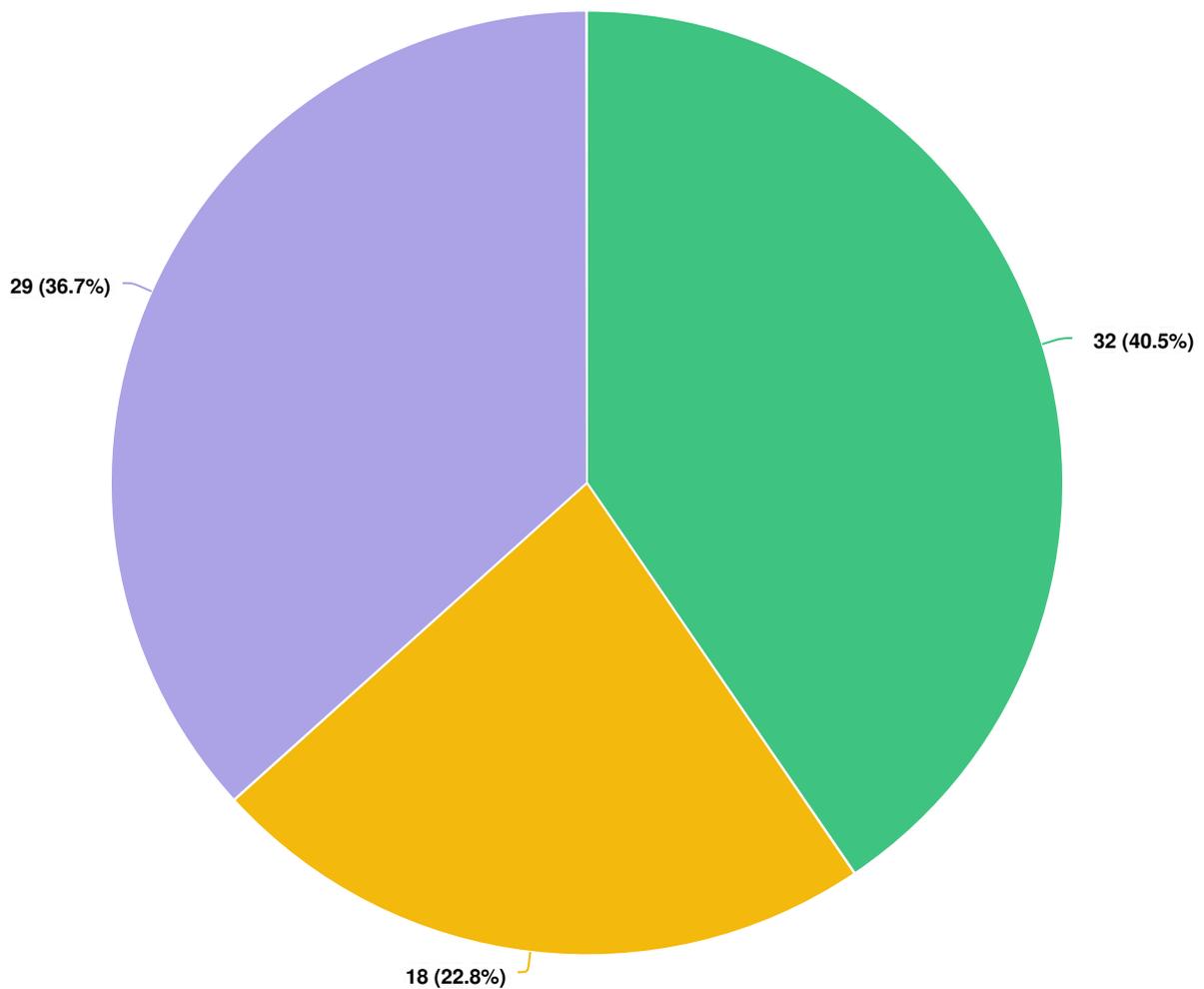
**Question options**

- 35 minutes is an appropriate amount of time to be on the vehicle
- It is understandable if I am on the vehicle for longer than 35 minutes
- I should be on the vehicle for less than 35 minutes

Optional question (79 response(s), 3 skipped)  
Question type: Radio Button Question



**Q32** | ActiVan's current maximum trip length is 90 minutes. ActiVan is proposing to ensure trips over 8km take a maximum of 75 minutes. How do you feel about this maximum trip length? Keep in mind that the shorter the trip length, the less trips can accom...



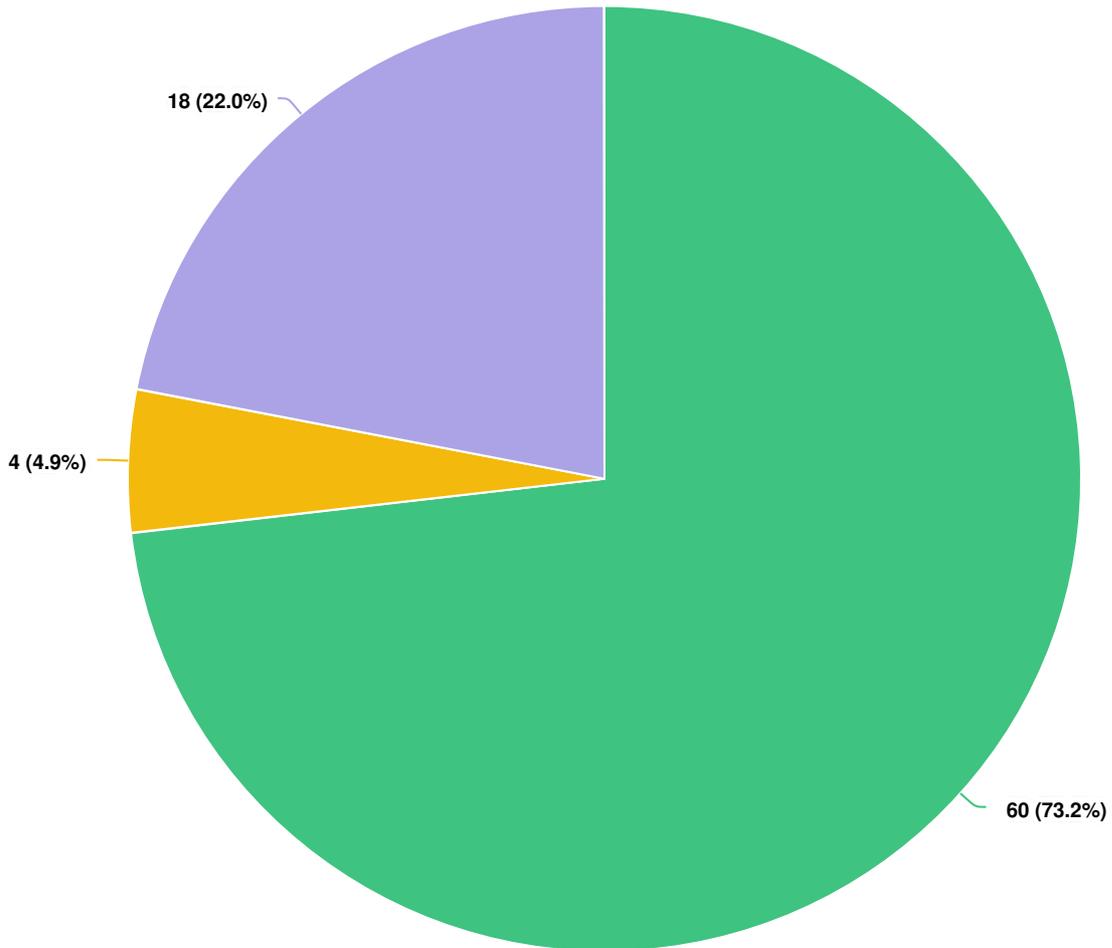
**Question options**

- 75 minutes is an appropriate amount of time to be on the vehicle
- It is understandable if I am on the vehicle for longer than 75 minutes
- I should be on the vehicle for less than 75 minutes

Optional question (79 response(s), 3 skipped)  
Question type: Radio Button Question



**Q33** How do you feel about ActiVan’s commitment to arriving within a 20-minute pick-up window?

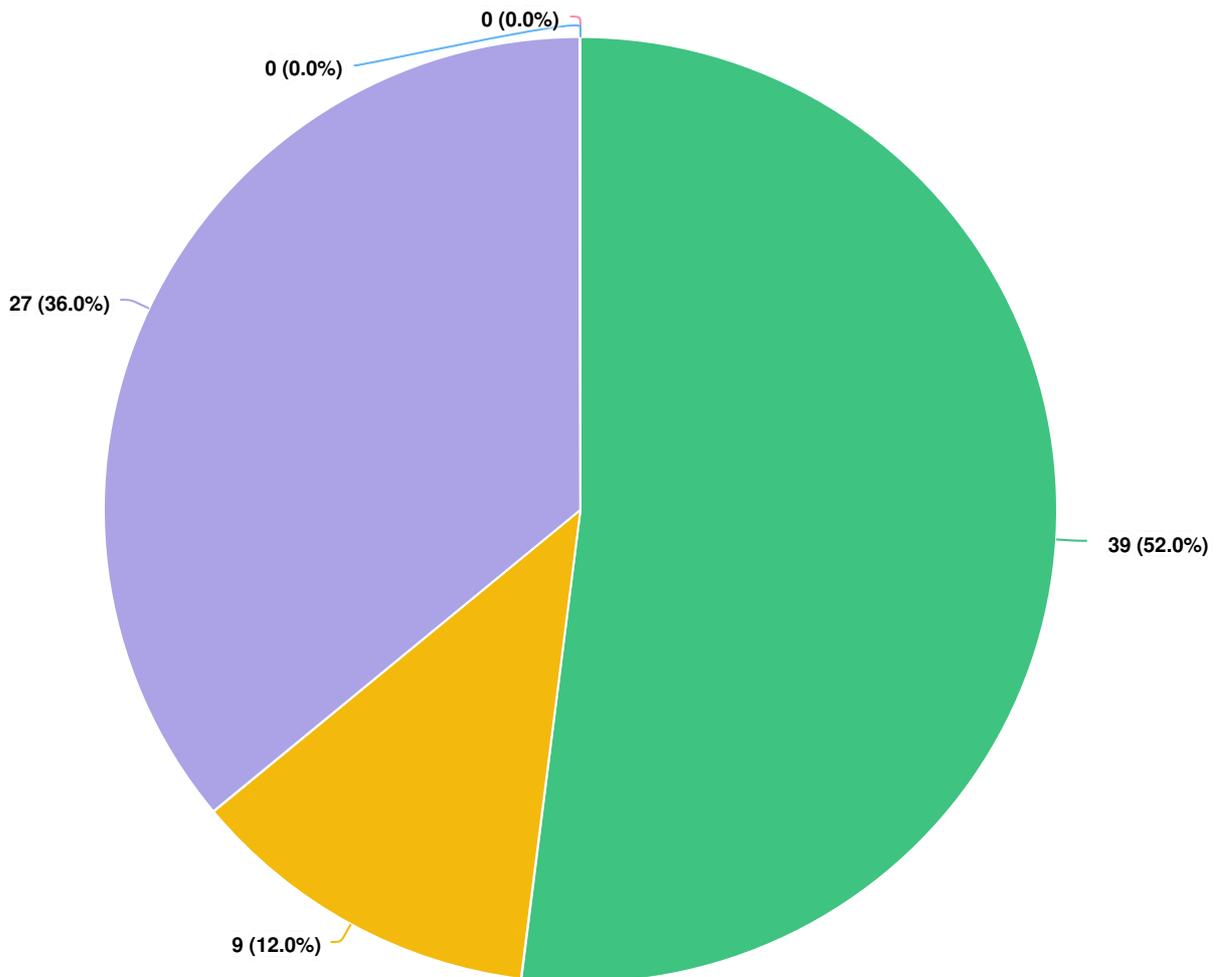


**Question options**

- 20 minutes is appropriate
- It can be longer
- It should be shorter

Mandatory Question (82 response(s))  
Question type: Radio Button Question

**Q34** | Currently ActiVan booking office answers most phone-calls within 30 seconds. How satisfied are you with ActiVan’s current call response time?

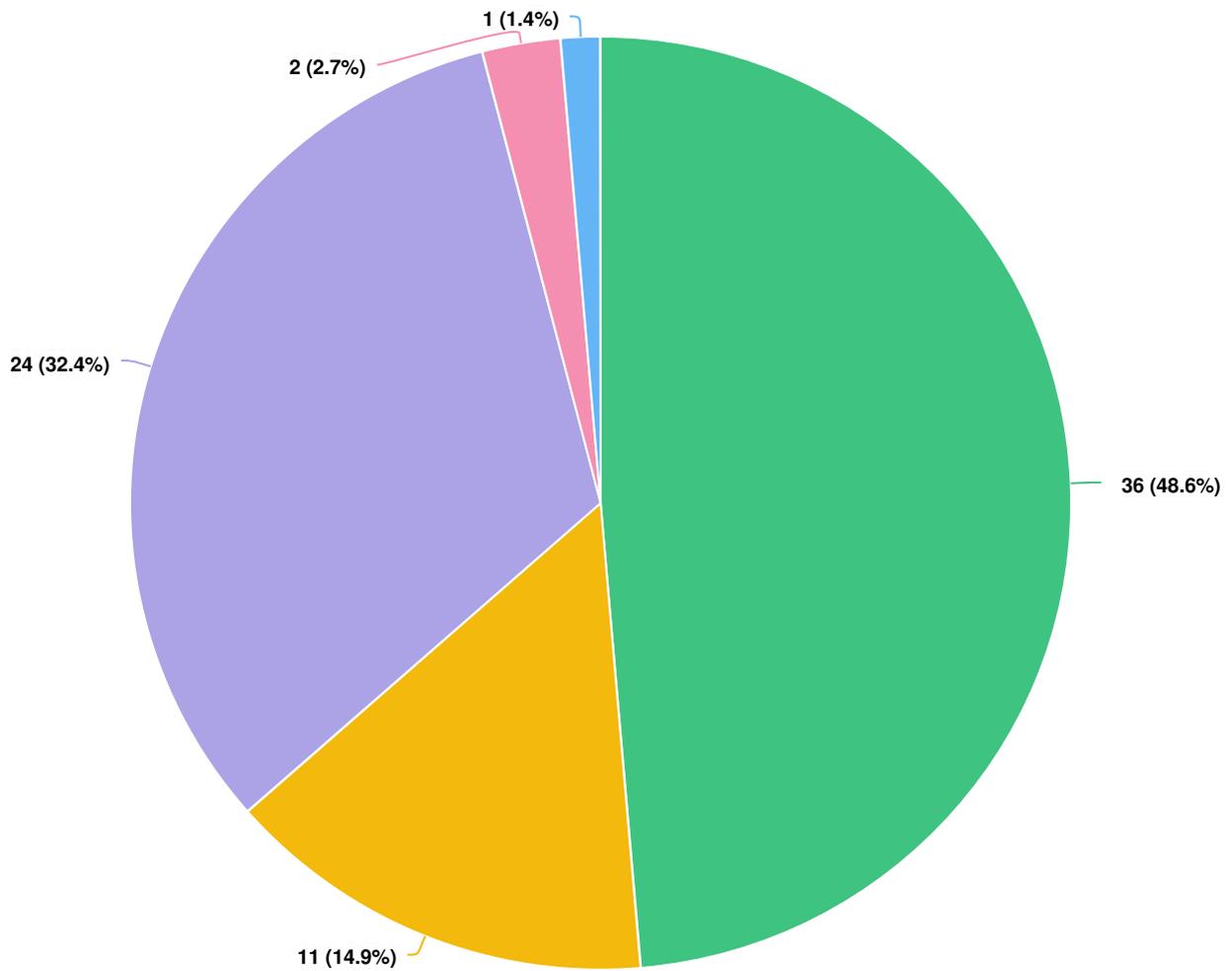


**Question options**

- Very satisfied
- Somewhat satisfied
- Neither satisfied or unsatisfied
- Somewhat unsatisfied
- Very unsatisfied

Optional question (75 response(s), 7 skipped)  
Question type: Radio Button Question

**Q35** | ActiVan is currently committed to responding to customer inquiries, comments, and complaints within one business day. How satisfied are you with ActiVan’s current response time?



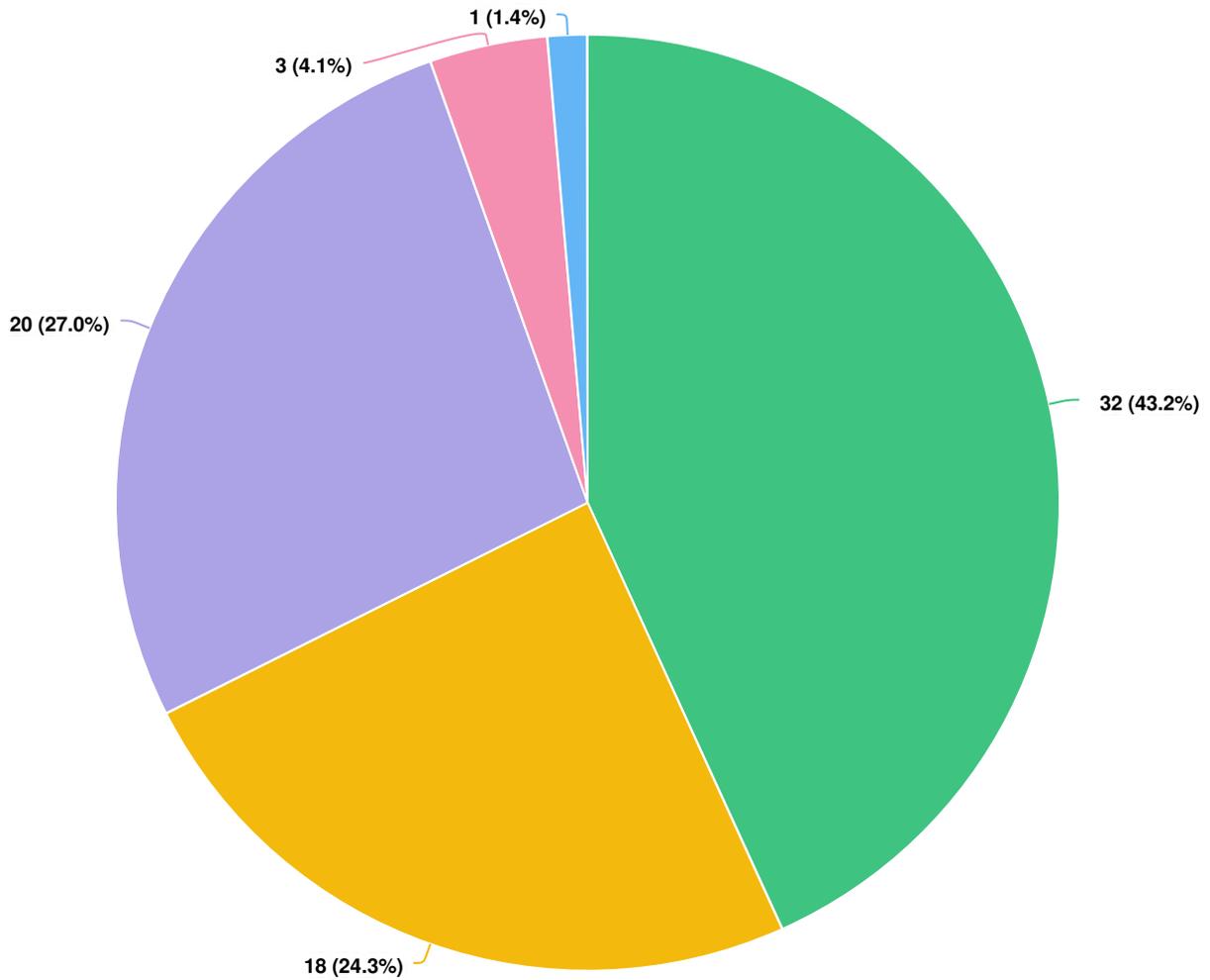
**Question options**

- Very satisfied
- Somewhat satisfied
- Neither satisfied nor unsatisfied
- Somewhat unsatisfied
- Very unsatisfied

Optional question (74 response(s), 8 skipped)  
Question type: Radio Button Question



**Q36** | ActiVan is committed to resolving customer inquiries, comments, and complaints within two business days. How satisfied are you with ActiVan’s current resolution time?



**Question options**

- Very satisfied
- Somewhat satisfied
- Neither satisfied nor unsatisfied
- Somewhat unsatisfied
- Very unsatisfied

Optional question (74 response(s), 8 skipped)  
Question type: Radio Button Question

# Specialized Transit Plan Final Recommendations Survey

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## **SURVEY RESPONSE REPORT**

27 June 2017 - 19 April 2021

### **PROJECT NAME:**

Specialized Transit Plan

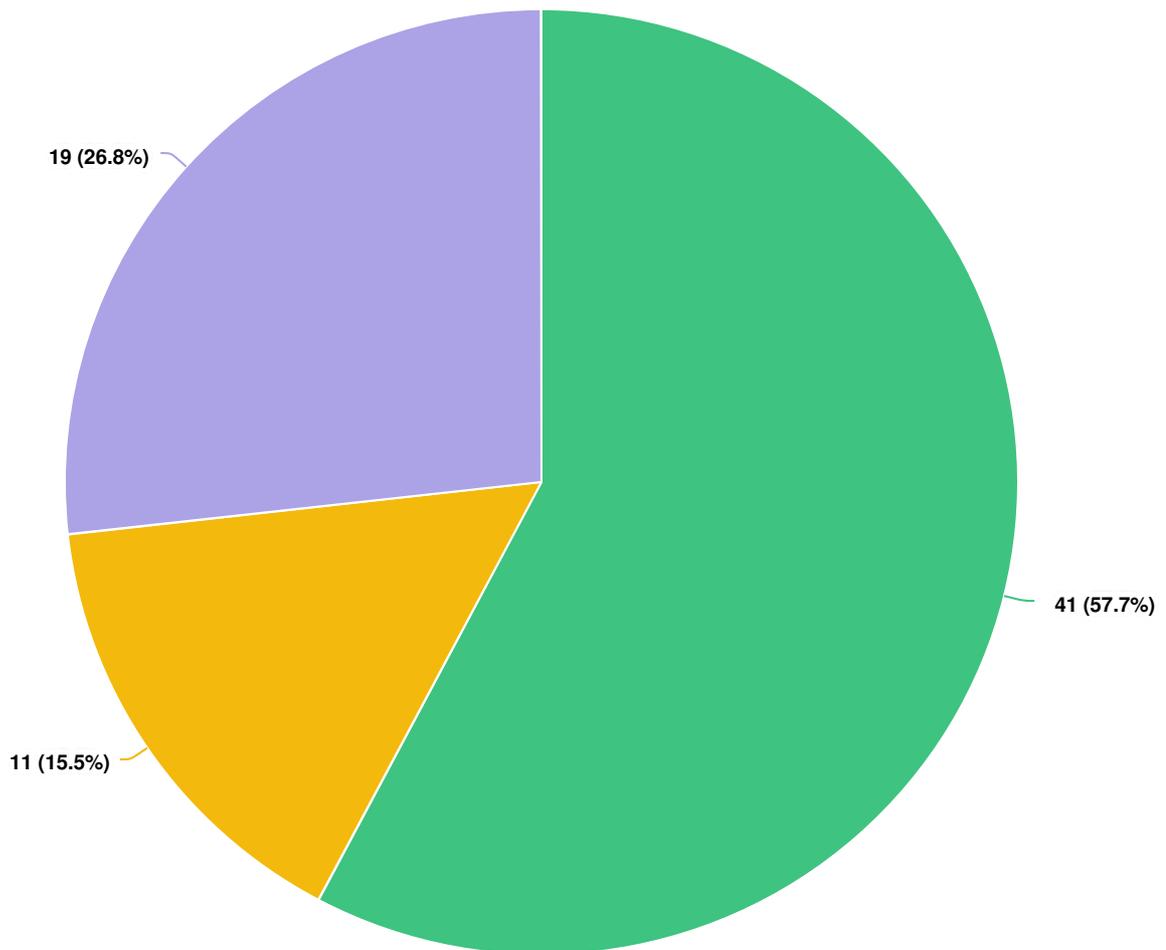


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# SURVEY QUESTIONS

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**Q1** | Presently ActiVan services are available from 7 a.m. – 11 p.m. on weekdays. We are proposing to extend weekday operating hours to start at 5 a.m. until midnight by 2031. What are your thoughts on this recommendation?



**Question options**

- I agree with extending the operating hours from 5 a.m. to midnight.
- I agree with extending operating hours but would prefer extending to different times.
- I don't think operating hours should be extended.

Mandatory Question (71 response(s))  
Question type: Radio Button Question

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**Q2** | **What should be the extended hours?**

Anonymous 6:00 am to 12am

3/31/2021 03:37 PM

Anonymous 5am to 10pm

3/31/2021 04:20 PM

Anonymous 5am to 11pm

3/31/2021 04:52 PM

Anonymous 6am - 10pm

3/31/2021 05:25 PM

Anonymous the 5a.m. is good for people who work and do not drive, midnight may be a little late however I am not sure what time shifts end at the Best Western-----after 10.00p.m. there may not be a lot of use. A week-end schedule would be useful for people who work, shop, and go to church

4/01/2021 09:36 AM

Anonymous 6am to 12am

4/01/2021 09:51 AM

Anonymous 8 a.m. to 10 p.m.

4/03/2021 10:42 PM

Anonymous 0600-0000

4/05/2021 01:27 PM

Anonymous 6 am to midnight

4/06/2021 01:17 PM

Anonymous 8:00 am to 10:30pm

4/15/2021 04:03 PM

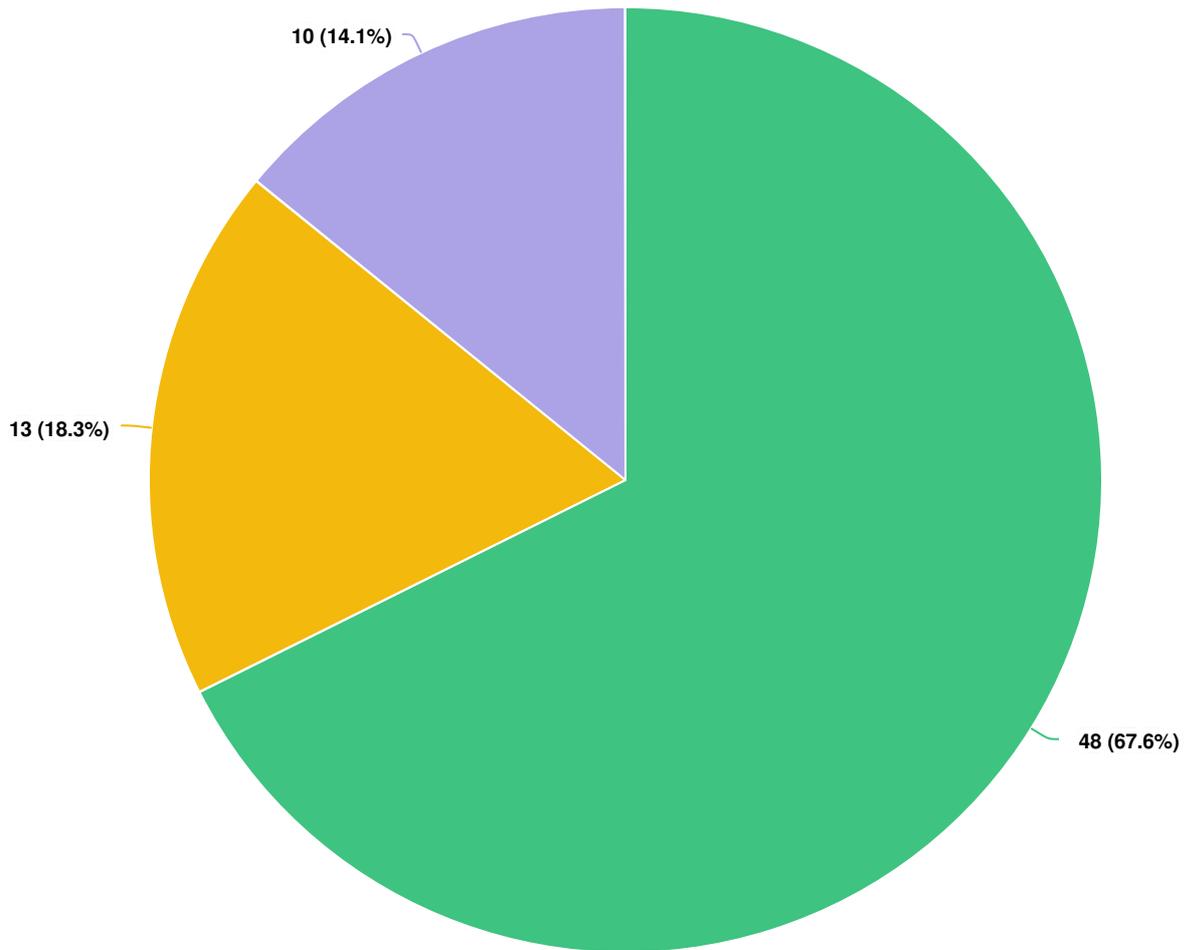
Anonymous 7am-9pm

4/18/2021 10:27 AM

**Mandatory Question** (11 response(s))

**Question type:** Essay Question

**Q3** Presently ActiVan services are available from 7 a.m. – 11 p.m. on weekends. We are proposing to keep the current weekend operating hours. What are your thoughts on this recommendation?



**Question options**

- I agree with keeping the current weekend operating hours.
- I would prefer extending the weekend operating hours to different times.
- I don't think weekend operating hours should be extended.

Mandatory Question (71 response(s))  
Question type: Radio Button Question

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**Q4 | What should be the extended hours?**

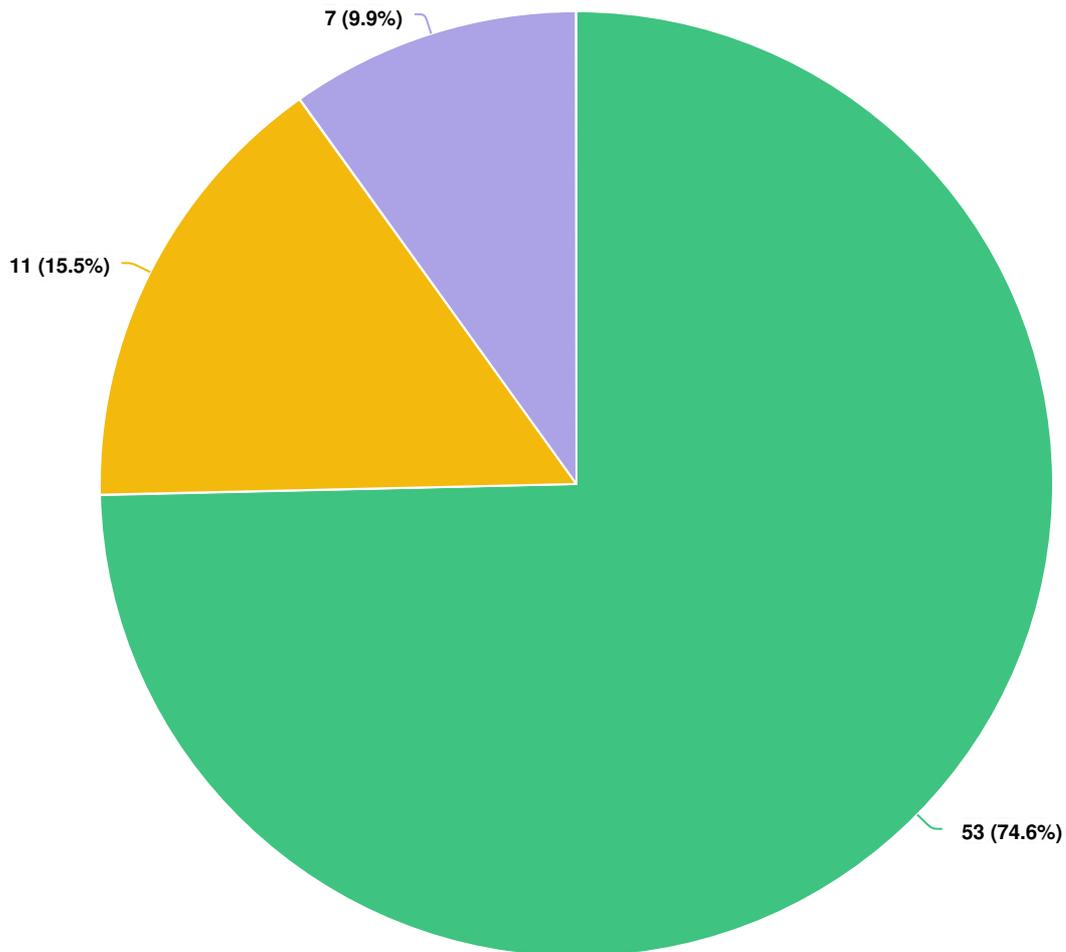
Anonymous 3/31/2021 04:02 PM	Not sure
Anonymous 3/31/2021 04:20 PM	5am to 10pm
Anonymous 3/31/2021 04:39 PM	At least until the bars close
Anonymous 3/31/2021 04:52 PM	5am to 11pm
Anonymous 3/31/2021 05:25 PM	Extending hours 7:00a.m. to 12:00a.m. on weekends and on Friday night
Anonymous 3/31/2021 05:48 PM	5am to midnight
Anonymous 3/31/2021 06:04 PM	Some job start times are not negotiable so the times should reflect the working hours of our work places.
Anonymous 3/31/2021 06:11 PM	5am to 3am
Anonymous 3/31/2021 07:43 PM	To 1:00 am
Anonymous 4/01/2021 09:51 AM	8am to 12am
Anonymous 4/01/2021 01:04 PM	7 am. To 12.00 or 1.00 pm on stat holidays and weekends fri, sat and Sunday
Anonymous 4/03/2021 10:42 PM	8 a.m. to 10 p.m.
Anonymous	Until midnight

4/11/2021 10:34 AM

**Mandatory Question** (13 response(s))

**Question type:** Essay Question

**Q5** Presently, ActiVan accessible vans/buses are available from 7:30 a.m. – 6 p.m. on weekdays, with taxis used the rest of the time to provide extended operating hours. We are proposing to have ActiVan vans/buses available from 6 a.m.- 8 p.m. on weekd...



**Question options**

- I agree with extending the ActiVan accessible vans/buses operating hours from 6 a.m.-8 p.m. on weekdays.
- I agree with extending the ActiVan accessible vans/buses operating hours on weekdays but would prefer extending to different times.
- I don't think operating hours should be extended for ActiVan accessible vans/buses.

Mandatory Question (71 response(s))  
Question type: Radio Button Question



**Q6** What should be the extended hours of ActiVan vans/buses?

Anonymous

3/31/2021 04:39 PM

Until 11

Anonymous

3/31/2021 05:14 PM

5am to 11pm

Anonymous

3/31/2021 05:25 PM

6am - 10pm

Anonymous

3/31/2021 05:25 PM

7:00a.m. to 8:00p.m.

Anonymous

3/31/2021 05:48 PM

Possibly the same as the regular ones. Even people who need to have accessible transportation should be able to leave early and come home late.

Anonymous

3/31/2021 09:37 PM

6 am to 11 pm monday to saturday  
9am to 8pm sunday

Anonymous

4/01/2021 09:06 AM

6:00am - 11:00pm

Anonymous

4/01/2021 09:36 AM

maybe I read the other question incorrectly, I have already stated times. I was not aware that the ActiVan bus was so available on week-ends (my ignorance )

Anonymous

4/03/2021 10:42 PM

8 a.m. to 10 p.m.

Anonymous

4/05/2021 01:27 PM

0700-2000 hrs I think you need to look at how many trips are for medical or work vs recreation/leisure

Anonymous

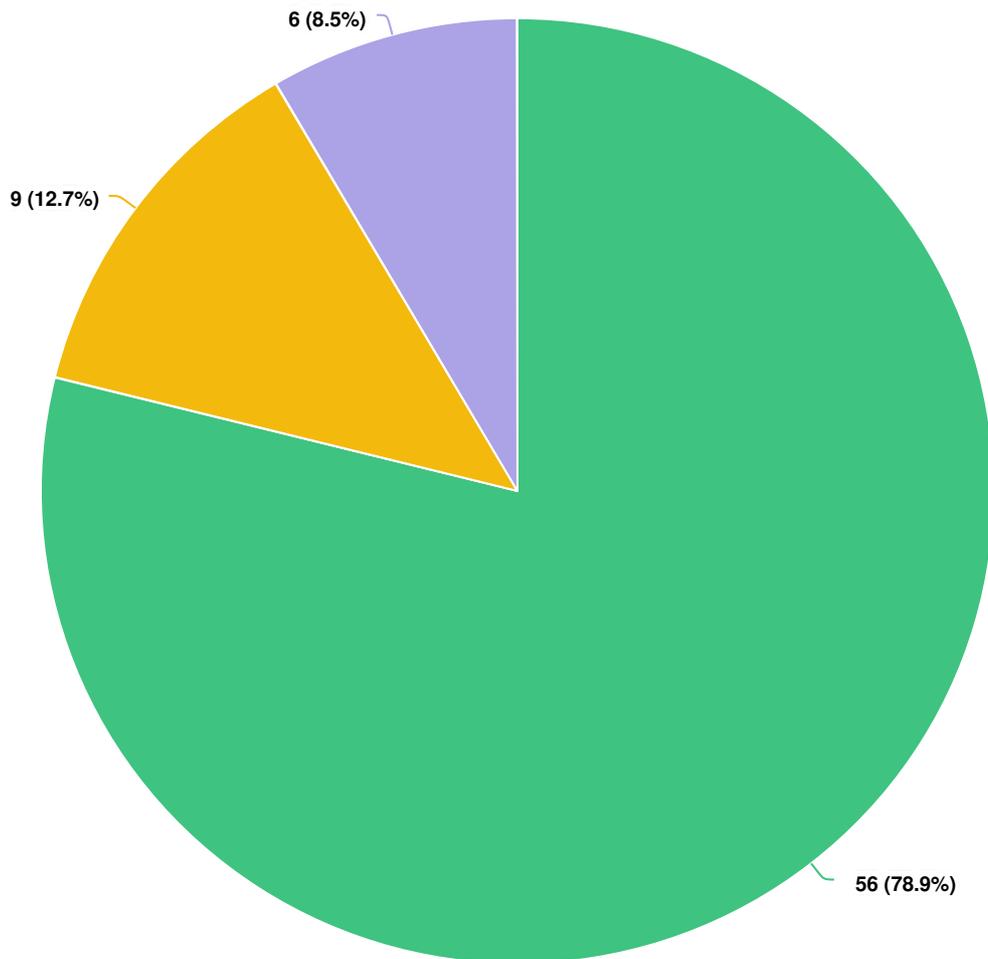
4/11/2021 10:34 AM

6 till 10

**Mandatory Question** (11 response(s))

**Question type:** Essay Question

**Q7** Presently, ActiVan accessible vans/buses are available from 8 a.m. - 4 p.m. on weekends, with taxis used the rest of the time to provide extended operating hours. We are proposing to have ActiVan accessible vans/buses available from 8 a.m. – 7 p.m....



**Question options**

- I agree with extending ActiVan accessible vans/buses operating hours from 8 a.m. – 7 p.m. on weekends.
- I agree with extending ActiVan accessible vans/buses operating hours on weekends but would prefer extending to different times.
- I don't think ActiVan accessible vans/buses operating hours should be extended. Follow up question if "B" is chosen:

Mandatory Question (71 response(s))  
Question type: Radio Button Question

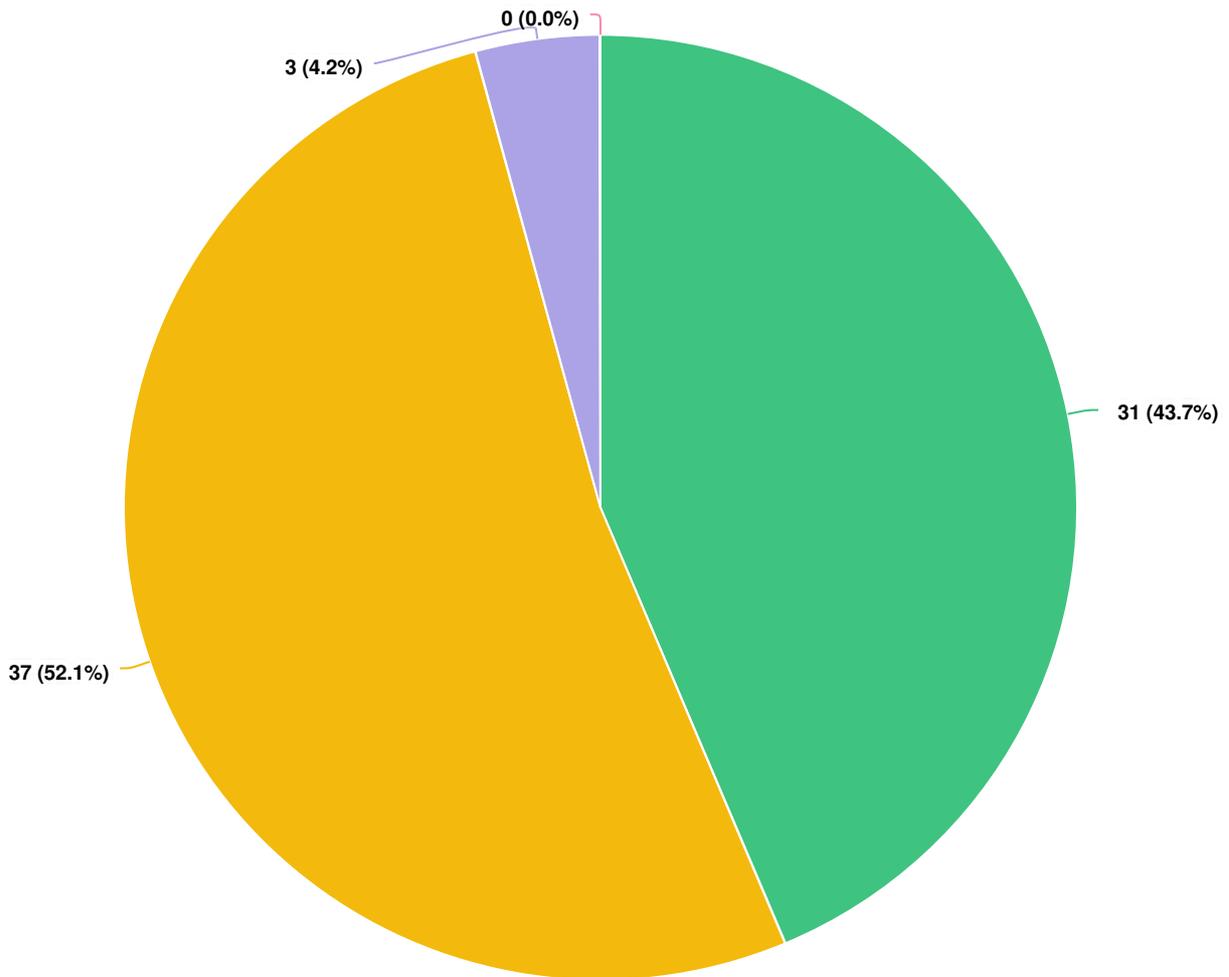
**Q8** | **What should be the extended hours?**

Anonymous 3/31/2021 03:37 PM	9 pm
Anonymous 3/31/2021 05:14 PM	8am to 11pm
Anonymous 3/31/2021 05:25 PM	8am - 10pm
Anonymous 3/31/2021 05:25 PM	8:00a.m. to 6:00p.m.
Anonymous 3/31/2021 09:37 PM	refer to response
Anonymous 4/01/2021 09:06 AM	6:00am - 11:00pm
Anonymous 4/03/2021 10:42 PM	8 a.m. to 10 p.m.
Anonymous 4/05/2021 01:27 PM	0800-2000 people go out on weekend.
Anonymous 4/18/2021 10:27 AM	9

**Mandatory Question** (9 response(s))

**Question type:** Essay Question

**Q9** We are proposing to implement a tap card for payment in 2025. A tap card is a plastic card used to pay your fares when riding the bus. The card is used by tapping it on a payment validator device onboard the ActiVan accessible van/bus or taxi. What ...



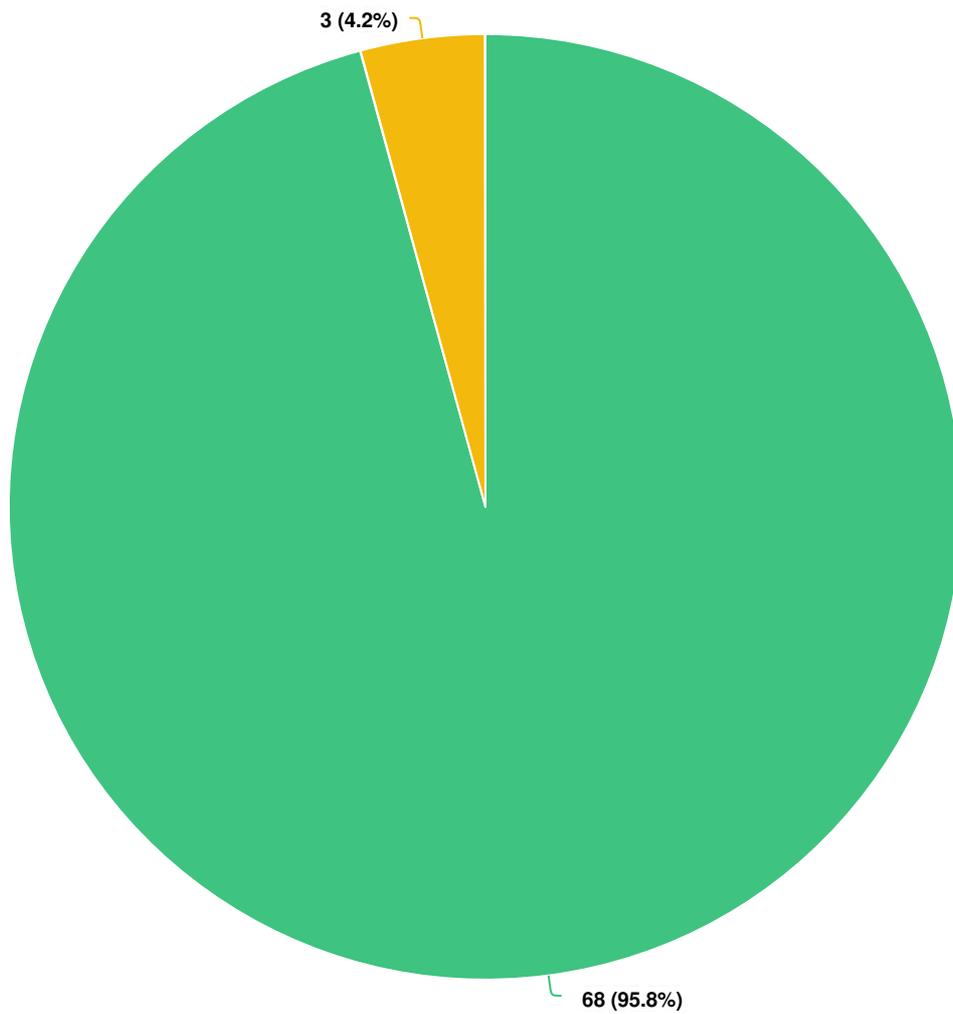
**Question options**

- I agree with implementing tap payment cards in 2025.
- I agree with implementing tap payment cards but would prefer sooner than 2025.
- I agree with implementing tap payment cards but would prefer later than 2025.
- I don't think tap payment cards should be implemented.

Mandatory Question (71 response(s))  
Question type: Radio Button Question



**Q11** We are proposing to implement a monthly ActiVan pass in 2022. A monthly ActiVan pass allows unlimited ActiVan trips for an entire month. Using a monthly pass will be a cheaper option for customers who use ActiVan every day. Do you agree with impleme...



**Question options**

- Yes
- No

Mandatory Question (71 response(s))  
Question type: Radio Button Question

**Q12** Why do you not support implementing a monthly pass?

Anonymous

3/31/2021 09:25 PM

Since this service is on a as needed basis, having it open to unlimited usage for a monthly fee opens the risk of being underfunded. As needed services should be charged per use. A better alternative is to offer block pricing.

Anonymous

4/01/2021 10:09 AM

I have no need for a monthly pass.

Anonymous

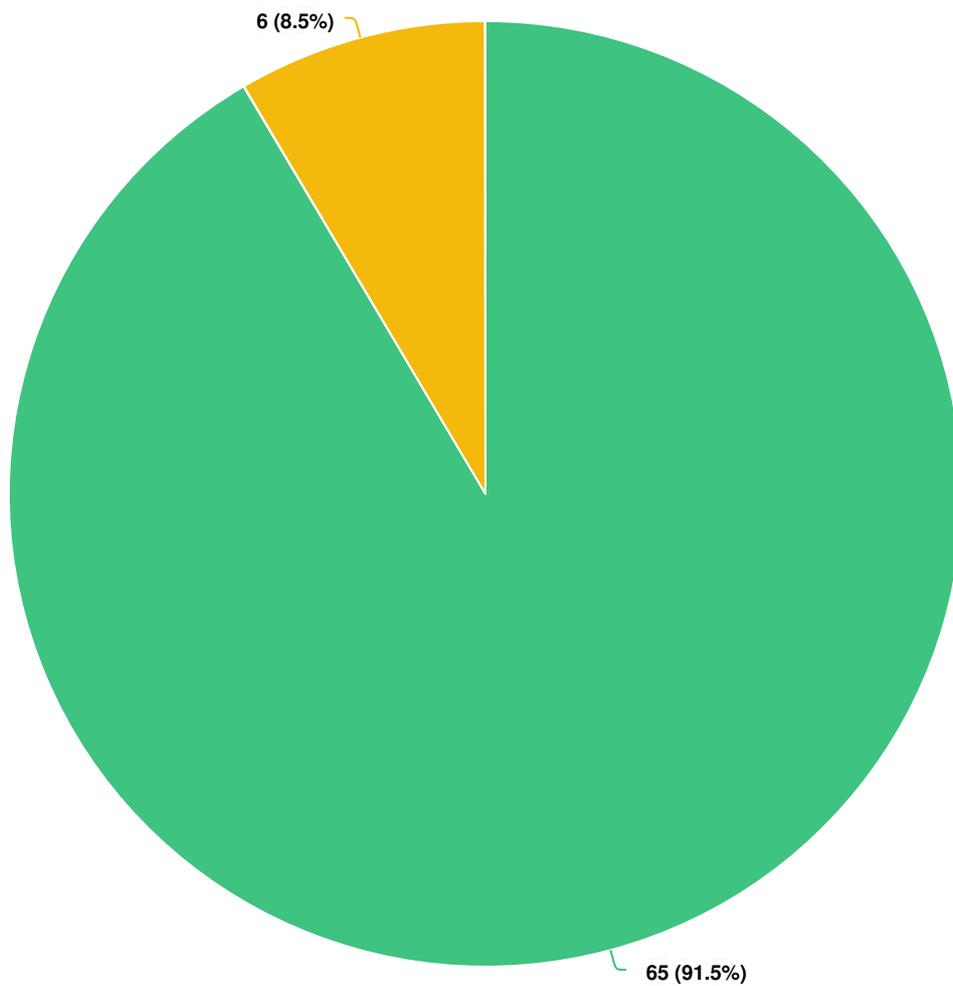
4/16/2021 11:52 AM

I don't use the service every day so would find it expensive. For people who do use the service every day then I support that.

**Optional question** (3 response(s), 68 skipped)

**Question type:** Essay Question

**Q13** We are proposing to implement an online booking system in 2021 to allow customers the ability to book trips online and manage their own trip bookings. Do you agree with implementing online booking?



**Question options**

- Yes
- No

Mandatory Question (71 response(s))  
Question type: Radio Button Question

**Q14** Why do you not support implementing online booking?

Anonymous

3/31/2021 06:04 PM

Not everyone can afford the internet.

Too expensive!!

Anonymous

4/01/2021 10:09 AM

Some people don't have access to  
online booking

Anonymous

4/15/2021 04:11 PM

It's good to talk to a person

Anonymous

4/16/2021 11:52 AM

I'm 87 years old and am not  
comfortable with online booking.

Anonymous

4/18/2021 10:27 AM

Not everyone has access to online

Anonymous

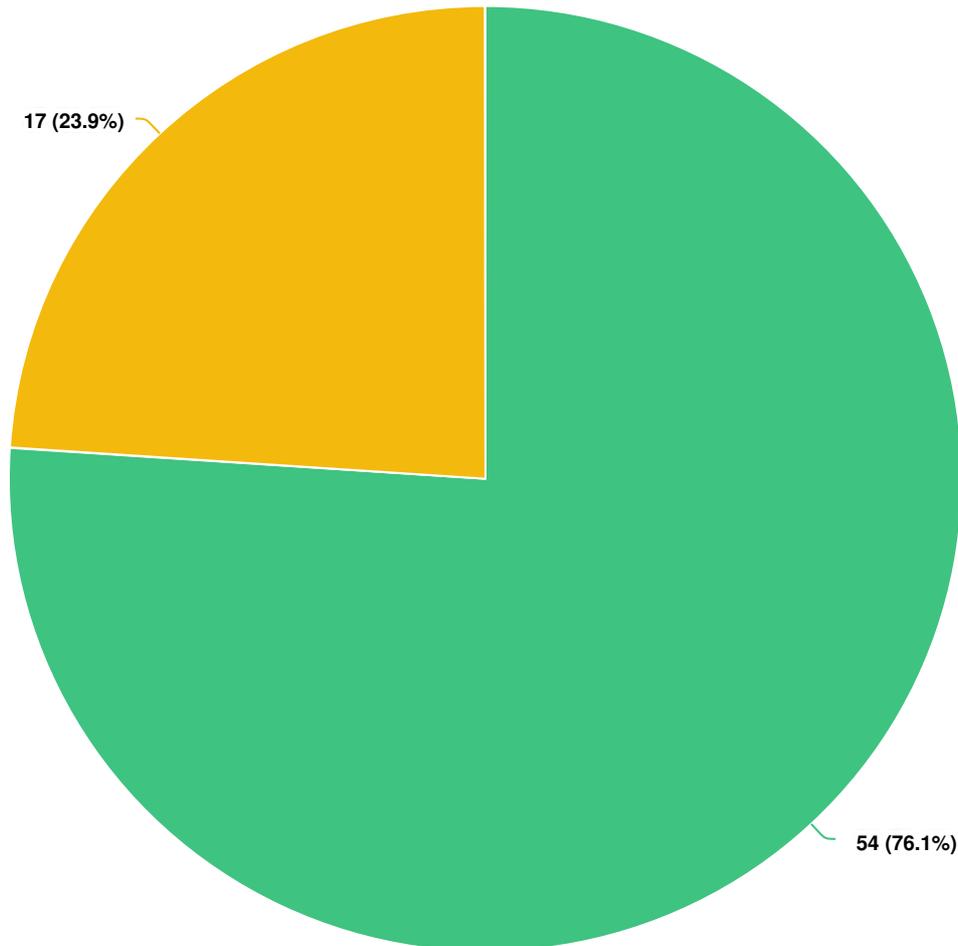
4/18/2021 01:34 PM

My husband does not have the skills  
to book on line but he can make a  
phone call to do this. I think call in  
and on line booking should be  
available.

**Optional question** (6 response(s), 65 skipped)

**Question type:** Essay Question

**Q15** We are proposing installing recycling bins on ActiVan vehicles in 2021 to reduce waste. Do you agree with implementing recycling bins on ActiVan vehicles?



**Question options**

- Yes
- No

*Mandatory Question (71 response(s))  
Question type: Radio Button Question*

**Q16 | Why do you not support implementing recycling bins on ActiVan buses?**

Anonymous

3/31/2021 03:37 PM

A recycling bin will be used as a garbage bin if a garbage bin is not provided. If you will be offering a recycling bin then offer a garbage bin as well.

Anonymous

3/31/2021 04:10 PM

I picked yes...

Anonymous

3/31/2021 04:17 PM

Ppl can take their garbage with them when they exit the vehicle

Anonymous

3/31/2021 04:33 PM

I clicked yes,...?

Anonymous

3/31/2021 04:39 PM

I think they should

Anonymous

3/31/2021 04:52 PM

I DO support it - I checked off YES

Anonymous

3/31/2021 04:54 PM

too much effort

Anonymous

3/31/2021 05:25 PM

My answer was YES I support recycling bins

Anonymous

3/31/2021 05:25 PM

I DO Support implementing recycling bins

KPearl1

3/31/2021 05:27 PM

I agreed Answered Yes

Anonymous

3/31/2021 05:29 PM

I do

Anonymous

3/31/2021 05:33 PM

There are enough trash receptacles in the town. People don't bring a lot of trash on board a bus.

Anonymous

3/31/2021 05:48 PM

I said yes I agree. The survey has a glitch

Anonymous

3/31/2021 05:48 PM

n/a

Anonymous

3/31/2021 06:04 PM

I just ticked that I did support recycling bins on ActiVan busses!

Anonymous

3/31/2021 06:11 PM

Garbage brought on should be taken off by rider

Anonymous

3/31/2021 07:14 PM

I voted yes. Your program is flawed methinks. :)

Anonymous

3/31/2021 07:43 PM

I do support. You system glitched.

Anonymous

3/31/2021 08:18 PM

If you take it on ActiVan then dispose when you get off or take it back home

Anonymous

3/31/2021 09:08 PM

I AGREED to it....not sure why you are asking this

Anonymous

3/31/2021 09:25 PM

People should take their trash with them. Having waste in the van may cause smells.

Anonymous

3/31/2021 09:37 PM

i do support

Anonymous

4/01/2021 09:06 AM

people don't need to get rid of garbage in the activan

Anonymous

4/01/2021 10:09 AM

Not necessary

Anonymous

4/01/2021 01:04 PM

Garbage can be disposed before boarding bus or put in a personal holdall...didn't know food items were allowed...beverage containers should be a must.

Anonymous

4/01/2021 09:57 PM

Don't think they're needed

Anonymous

4/06/2021 01:17 PM

Is it really necessary? How much would they be used? Added expense for little gain I think.

Anonymous

4/11/2021 07:47 AM

Loose objects in a bus is not a good idea...

Anonymous

4/11/2021 10:03 AM

If there is space on a van it should be used to add people, not recycling.

Anonymous

4/11/2021 10:34 AM

No one should leave garbage

Anonymous

4/15/2021 03:29 PM

reduced space on the van.

Anonymous

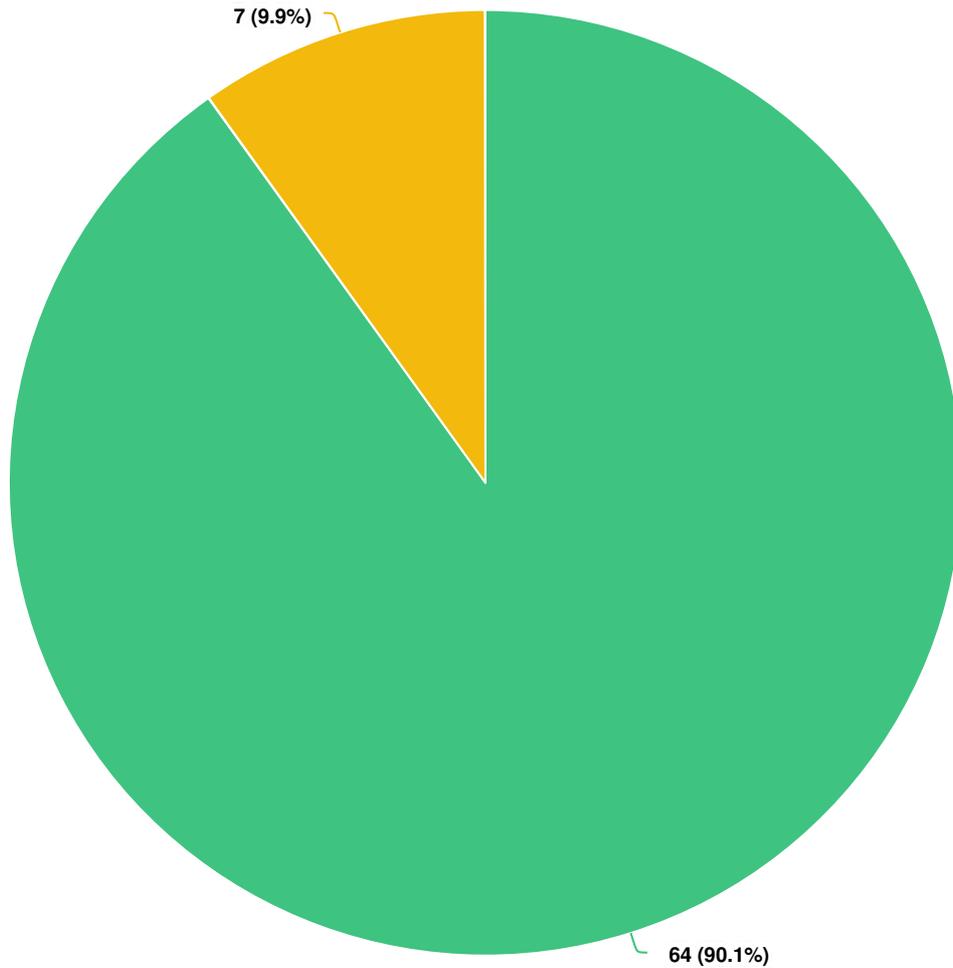
4/15/2021 04:03 PM

Passengers should not be eating or drinking aboard busses.

**Optional question** (32 response(s), 39 skipped)

**Question type:** Essay Question

**Q17** We are recommending that ActiVan purchase its first electric bus in 2024, with plans to have a fully electric fleet by 2030. Do you agree with plans to purchase an electric bus in 2024?



**Question options**

- Yes
- No

*Mandatory Question (71 response(s))*  
*Question type: Radio Button Question*

### Q18 | Why do you not support the purchase of an electric bus in 2024?

KPearl1

3/31/2021 05:27 PM

-Cost of electrical vehicles are too expensive -Cost of repairing electrical vehicle is costly -Cost of charging with electricity in Ontario is high

Anonymous

3/31/2021 05:33 PM

Waste of money.

Anonymous

3/31/2021 05:48 PM

I can't answer this now because of the uncertainty of the pandemic and the towns finances. But ultimately I would like to see an electric fleet.

Anonymous

4/01/2021 09:57 PM

Too expensive

Anonymous

4/11/2021 10:34 AM

Price and cost to maintain

Anonymous

4/15/2021 04:03 PM

Too expensive outlay.

**Optional question** (6 response(s), 65 skipped)

**Question type:** Essay Question

### Q19 | We are recommending updating the registration card to look more professional and ensure it is more durable. Do you have thoughts on what information the new registration card should have or what it should look like?

Anonymous

3/31/2021 04:10 PM

No clue what it looks like now...

Anonymous

3/31/2021 04:17 PM

No thoughts. More durable is always better

Anonymous

3/31/2021 04:44 PM

A Reg'n. # and a valid photo should appear on the card

Anonymous

3/31/2021 04:52 PM

Large print for seniors please, with the phone number prominent.

Anonymous 3/31/2021 04:54 PM	photo ID and ID #
Anonymous 3/31/2021 05:14 PM	A simple plastic tap card
Anonymous 3/31/2021 05:25 PM	I always liked that the library did wooden library cards could the material be something sustainable?
Anonymous 3/31/2021 05:25 PM	no
KPearl1 3/31/2021 05:27 PM	none
Anonymous 3/31/2021 05:33 PM	No thoughts on the issue
Anonymous 3/31/2021 05:48 PM	No
Anonymous 3/31/2021 05:48 PM	no response
Anonymous 3/31/2021 06:04 PM	Make the lettering comply with the current recommendations for visually impaired.
Anonymous 3/31/2021 07:14 PM	No - you are the professionals, you decide
Anonymous 3/31/2021 09:25 PM	No.
Anonymous 3/31/2021 09:37 PM	it should be like a prest o card
Anonymous 4/01/2021 09:36 AM	phone numbers need to be added to the card
Anonymous 4/01/2021 10:09 AM	Name and Addressed
Anonymous 4/01/2021 11:36 AM	Would include Name, registration/card number. Photo not

Anonymous  
4/01/2021 01:04 PM  
necessary.  
Suggest neck lanyard card for easy  
of customers

Anonymous  
4/01/2021 09:57 PM  
No

Jeff Leach  
4/01/2021 10:07 PM  
no

Anonymous  
4/03/2021 06:56 PM  
The registration card as it exists now  
is fine. I keep it with my Activan  
tickets and taxi scrip tickets.

Anonymous  
4/03/2021 10:42 PM  
No suggestion so

Anonymous  
4/11/2021 07:47 AM  
Bright colour so that it is easy to find.

Anonymous  
4/15/2021 03:28 PM  
Recommend a key tag format to  
have easy accessibility than  
searching for a card in my purse.

Anonymous  
4/15/2021 03:29 PM  
No

Anonymous  
4/15/2021 04:03 PM  
No

Anonymous  
4/15/2021 04:04 PM  
no comment

Anonymous  
4/15/2021 04:33 PM  
No comment

Anonymous  
4/16/2021 10:02 AM  
name registration number and official  
town and activan logo

Anonymous  
4/16/2021 10:04 AM  
Similar to a student ID card

Anonymous  
4/16/2021 11:07 AM  
No Comment

Anonymous  
No comment,

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4/16/2021 11:52 AM

Anonymous

4/16/2021 12:42 PM

Perhaps the information on the card should be uniform in size to accommodate anyone with vision problems.

Anonymous

4/16/2021 10:15 PM

The present card looks just fine to me

Anonymous

4/17/2021 11:47 PM

I think it is a good idea to make the card more durable

Anonymous

4/18/2021 01:34 PM

no comment

**Optional question** (38 response(s), 33 skipped)

**Question type:** Essay Question

**Q20 | Do you have thoughts on other green initiatives to make ActiVan more environmentally friendly?**

Anonymous

3/31/2021 03:37 PM

Schedule trips when possible to pick so that the van is not running all over the place with only one person in the van.

Anonymous

3/31/2021 04:02 PM

Ideally we should try to achieve electrification sooner. Extending the service to take up as many trips as possible would also be great.

Anonymous

3/31/2021 04:10 PM

No

Anonymous

3/31/2021 04:17 PM

No

Anonymous

3/31/2021 04:33 PM

Electrification makes sense - but not until the existing vehicles have reached the end of their service life. It's not green to toss something out to get the new shiny version.

Anonymous

3/31/2021 04:39 PM

After the success of the wooden library card could the tap card not be

	similar
Anonymous 3/31/2021 04:52 PM	Garbage containers. Good air flow.
Anonymous 3/31/2021 05:14 PM	Have specific routes and holding spots one may walk to
Anonymous 3/31/2021 05:25 PM	Add a bicycle carrier to the front of the bus, to carry passengers' bicycles. This may promote/encourage the use of bicycles as well.
KPearl1 3/31/2021 05:27 PM	no
Anonymous 3/31/2021 05:29 PM	No idling.
Anonymous 3/31/2021 05:33 PM	No!
Anonymous 3/31/2021 05:48 PM	No
Anonymous 3/31/2021 05:48 PM	n/a
Anonymous 3/31/2021 06:04 PM	Go electric sooner
Anonymous 3/31/2021 07:14 PM	No
Anonymous 3/31/2021 09:08 PM	Do not allow any food or drinks on the bus unless passengers have them in reusable containers. Therefore you won't need recycling on the buses at all. If you don't agree with that then have the containers at the stops and not on the bus!
Anonymous 3/31/2021 09:25 PM	No.
Anonymous	to encourage people not to drive it

3/31/2021 09:37 PM

should be free

Anonymous

no

4/01/2021 09:36 AM

Anonymous

No thoughts

4/01/2021 10:09 AM

Anonymous

No...thank you.

4/01/2021 11:36 AM

Anonymous

Presume no smoking is already mandatory.

4/01/2021 01:04 PM

Anonymous

No

4/01/2021 09:57 PM

Jeff Leach

no

4/01/2021 10:07 PM

Anonymous

Having recycling bins and garbage pails on Activan is good. And planned electric fleet is excellent.

4/03/2021 06:56 PM

Anonymous

No suggestions

4/03/2021 10:42 PM

Anonymous

use environmentally friendly printer services (theres one in Toronto);

4/05/2021 01:27 PM

Anonymous

I like the proposed ideas.

4/11/2021 07:47 AM

Anonymous

Allow anyone to use the van. If it is on the road, it should be carrying the maximum number of people who need transportation. That's what accessibility is all about. A lack of a driver's licence or a lack of a car due to age or income has the same impact on an individual as the inability to drive due to physical or other disabilities. We should not discriminate in our transit services.

4/11/2021 10:03 AM

Anonymous

No more tickets and taxi tickets

4/11/2021 10:34 AM

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Anonymous 4/15/2021 03:28 PM	N/A
Anonymous 4/15/2021 03:29 PM	No
Anonymous 4/15/2021 04:04 PM	none
Anonymous 4/15/2021 04:33 PM	No comment
Anonymous 4/16/2021 11:07 AM	How about Hydrogen cell powered buses?
Anonymous 4/16/2021 11:52 AM	NO
Anonymous 4/16/2021 12:42 PM	Transition to electric vehicles is a smart idea and hopefully will result in some form of rebate for Activan.
Anonymous 4/17/2021 11:47 PM	keep track of Activan Use and adjust whenever possible.
Anonymous 4/18/2021 01:34 PM	no

**Optional question** (40 response(s), 31 skipped)

**Question type:** Essay Question

**Q21 | Is there anything that you believe we should be considering when implementing these recommendations?**

Anonymous 3/31/2021 03:37 PM	Reducing our impact on climate change to reduce green house gas emissions by scheduling trips when possible to be efficient use of fuel and time. Turn off vehicle to eliminate idling when waiting for pick up and dropping off clients.
Anonymous 3/31/2021 04:17 PM	No

Anonymous 3/31/2021 04:33 PM	My big issue with transit in a small town is that it ends up interfering with vehicle traffic - it's hard enough to get across town without having to stop behind buses everywhere you go.
Anonymous 3/31/2021 04:39 PM	Regular routes from Acton to Georgetown and Milton hopefully connecting to Go service
Anonymous 3/31/2021 04:46 PM	LI
Anonymous 3/31/2021 04:52 PM	Post the final recommendations, and ask for more feedback.
Anonymous 3/31/2021 04:54 PM	don't make the bus too big
Anonymous 3/31/2021 05:14 PM	Make activan part of a broader transport system
Anonymous 3/31/2021 05:25 PM	Location of stops. Availability to 'flag down' a bus, if needed. Or is this a call-in and book your trip ?
KPearl1 3/31/2021 05:27 PM	More buses
Anonymous 3/31/2021 05:29 PM	Improve reliability, responsiveness.
Anonymous 3/31/2021 05:33 PM	No
Anonymous 3/31/2021 05:48 PM	No
Anonymous 3/31/2021 05:48 PM	n/a
Anonymous 3/31/2021 07:14 PM	No
Anonymous	have a bus that runs every 30 mins

3/31/2021 09:37 PM

on and connects with GO

Anonymous

4/01/2021 09:36 AM

online booking is great however for the blind, users who do not have internet the phone line still needs to be available!!!!!!!!!!!!

Anonymous

4/01/2021 11:32 AM

A large percentage of riders are older. Any consideration for different service cues?

Anonymous

4/01/2021 11:36 AM

Seems well thought out.

Anonymous

4/01/2021 01:04 PM

Safe and consistent travel options to eligible people

Anonymous

4/01/2021 09:57 PM

No

Jeff Leach

4/01/2021 10:07 PM

no

Anonymous

4/03/2021 05:37 PM

Lead time for booking should be as short as possible.

Anonymous

4/03/2021 06:56 PM

All these recommendations are good. Thank you

Anonymous

4/03/2021 10:42 PM

Can't think of anything else

Anonymous

4/06/2021 01:17 PM

Opening up new routes to places outside of Halton Hills

Anonymous

4/11/2021 07:47 AM

Tap cards are a good idea, but a cash option should still be possible.

Anonymous

4/11/2021 01:39 PM

We need broader public transit than just the activan

Anonymous

4/15/2021 03:29 PM

Keep cost low.

Anonymous

4/15/2021 04:03 PM

No

Anonymous 4/15/2021 04:04 PM	no
Anonymous 4/15/2021 04:33 PM	No comment, the reason my last 3 answers are no comment,I have never had to use the service of Activan services
Anonymous 4/16/2021 11:07 AM	The ability to interface with routes outside Halton Hills
Anonymous 4/16/2021 11:52 AM	People who are not comfortable with computers.
Anonymous 4/16/2021 12:03 PM	Extend service to between halton region towns , I live on the boarder of georgetown and milton, it is difficult to only be able to go to Georgetown when some of my vital services are in milton
Anonymous 4/16/2021 12:42 PM	n/a
Anonymous 4/17/2021 11:47 PM	Adjust whenever needed.
Anonymous 4/18/2021 01:34 PM	very happy with the service and the staff providing the service

**Optional question** (38 response(s), 33 skipped)

**Question type:** Essay Question

## Q22 | Are there any recommendations that you think we missed?

Anonymous 3/31/2021 04:17 PM	No
Anonymous 3/31/2021 04:44 PM	All Activans should be equipped with emergency communication systems.
Anonymous 3/31/2021 04:52 PM	Serve more rural areas.

Anonymous 3/31/2021 04:54 PM	nope
Anonymous 3/31/2021 05:14 PM	As a senior the activan is great but a lot of young families can not get around town why not let them also use the system as well . Have van circle specific routes for easy access
Anonymous 3/31/2021 05:25 PM	what routes would be used ?
KPearl1 3/31/2021 05:27 PM	NO
Anonymous 3/31/2021 05:33 PM	No
Anonymous 3/31/2021 05:48 PM	n/a
Anonymous 3/31/2021 06:04 PM	Ensure dependability.
Anonymous 3/31/2021 07:14 PM	No
Anonymous 3/31/2021 09:08 PM	Recommendations would be easier to access if statistics were given about how often the transit is utilized. As someone who lives rural it's hard to answer questions for urban residents.
Anonymous 4/01/2021 09:36 AM	not at this time
Anonymous 4/01/2021 10:09 AM	Extend service to include service to Milton for Doctors appointments.
Anonymous 4/01/2021 11:13 AM	Organize transfers to other transit systems outside of HH - Milton, Guelph.
Anonymous 4/01/2021 11:36 AM	No.

Anonymous

4/01/2021 01:04 PM

No

Anonymous

4/01/2021 09:57 PM

Expanding eligibility

Jeff Leach

4/01/2021 10:07 PM

no

Anonymous

4/03/2021 10:42 PM

It is fine

Anonymous

4/11/2021 07:47 AM

Not everybody has internet access.  
Older people do not always own  
cellphones.

Anonymous

4/11/2021 01:39 PM

Plans for overall public transit which  
are way overdue

Anonymous

4/15/2021 03:28 PM

Accessibility beyond the borders of  
Halton Hills to Milton and or Oakville  
to make medical appointments  
accessible.

Anonymous

4/15/2021 03:29 PM

No

Anonymous

4/15/2021 04:03 PM

No

Anonymous

4/15/2021 04:04 PM

no

Anonymous

4/15/2021 04:19 PM

It is my understanding that activan  
cannot make trips farther afield, such  
as to Oakville trafalgar hospital,  
credit valley etc. Could this be  
addressed?

Anonymous

4/15/2021 04:33 PM

No comment

Anonymous

4/16/2021 11:07 AM

Age groups outside of seniors

Anonymous

4/16/2021 11:52 AM

No comment.

Anonymous

4/16/2021 12:03 PM

Cross halton transportation

Anonymous

4/16/2021 12:42 PM

The recommendations are well thought out but anything missed will be more evident once the new changes are implemented.

Anonymous

4/17/2021 11:47 PM

I don't think so

Anonymous

4/18/2021 01:34 PM

no

**Optional question** (34 response(s), 37 skipped)

**Question type:** Essay Question