



Conventional and Specialized Transit System Review Study

City of Elliot Lake

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Appendices

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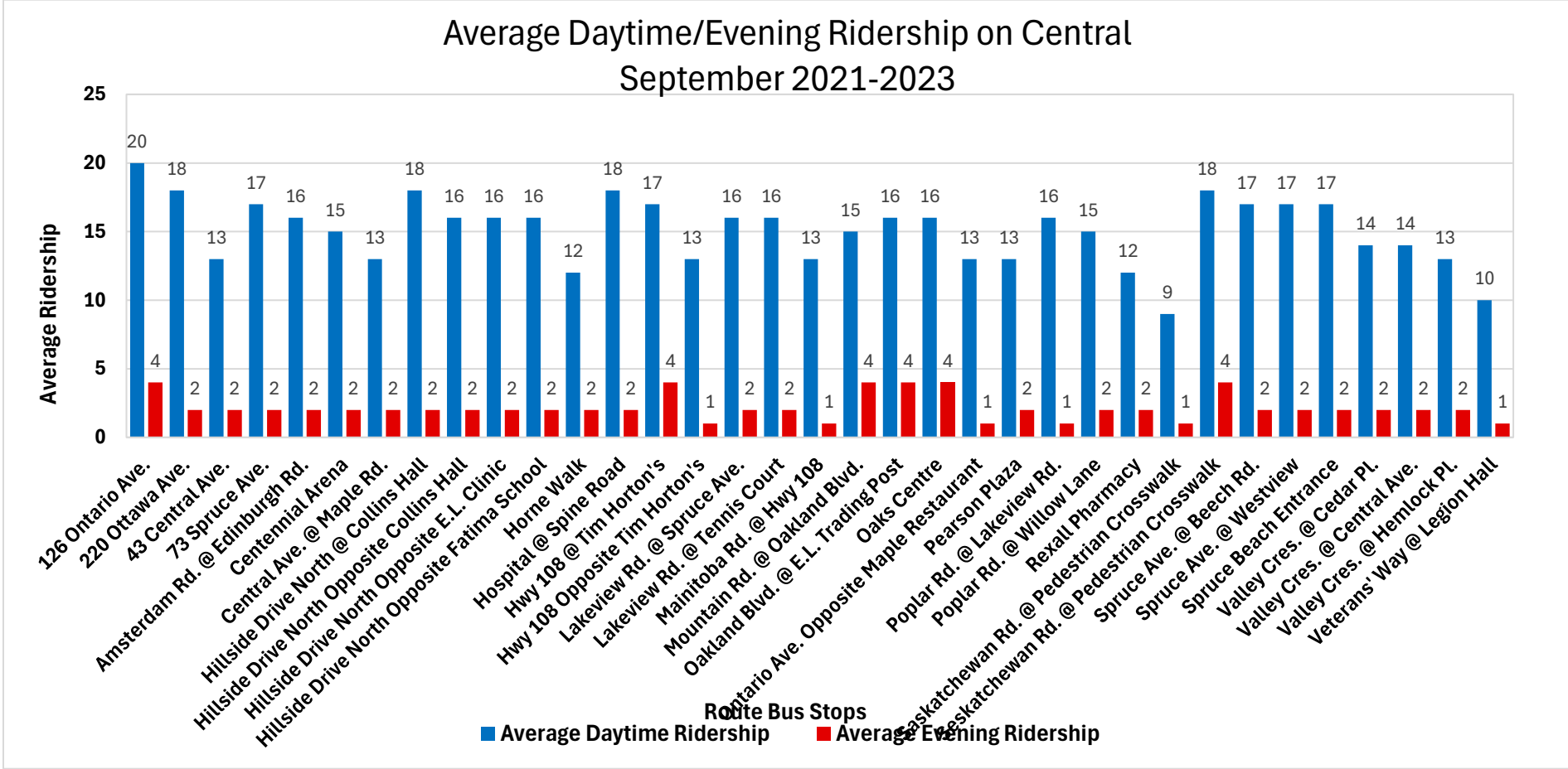
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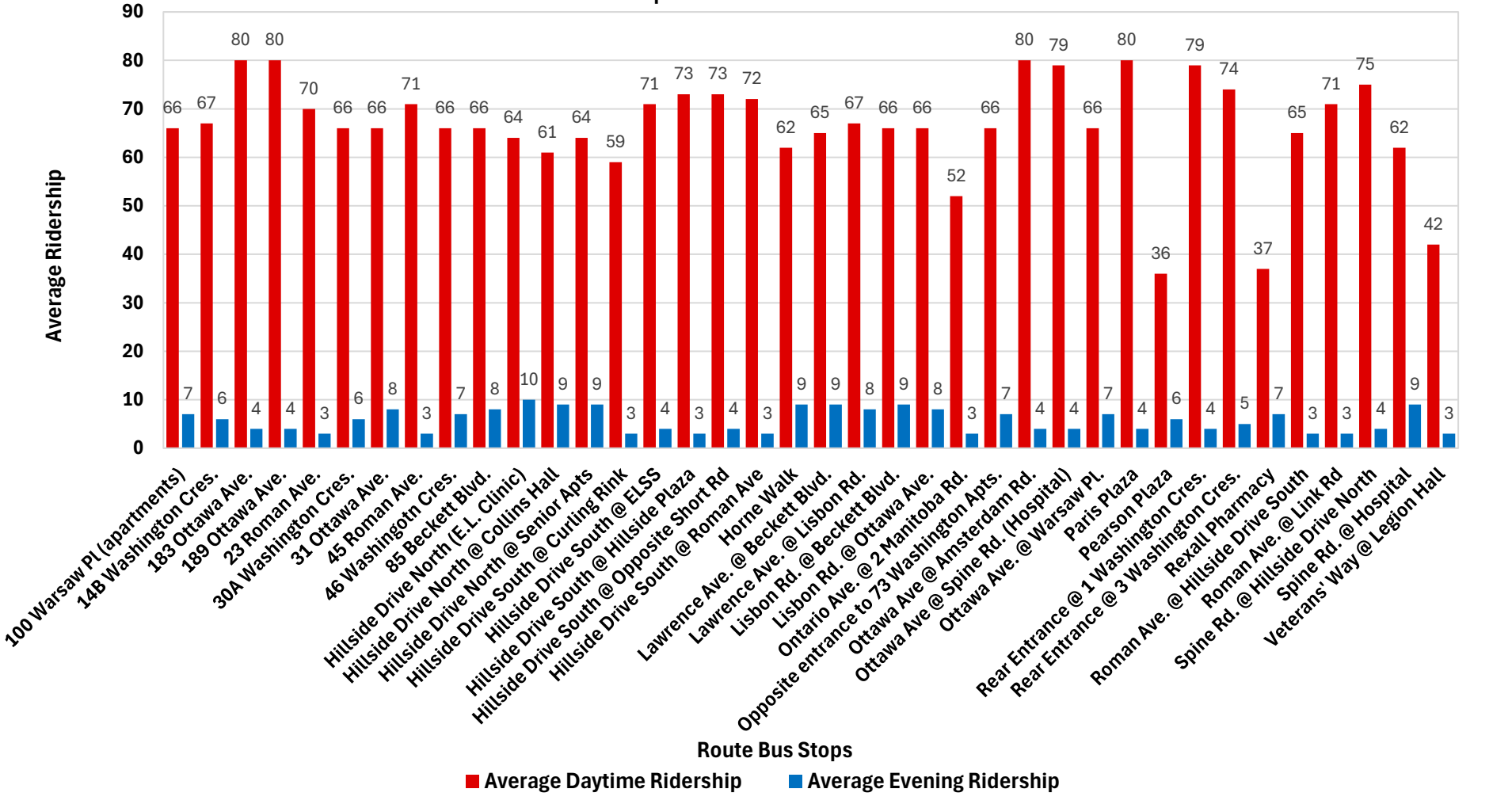
Appendix A – Ridership Data

Average Daytime/Evening¹ Ridership for Each Route

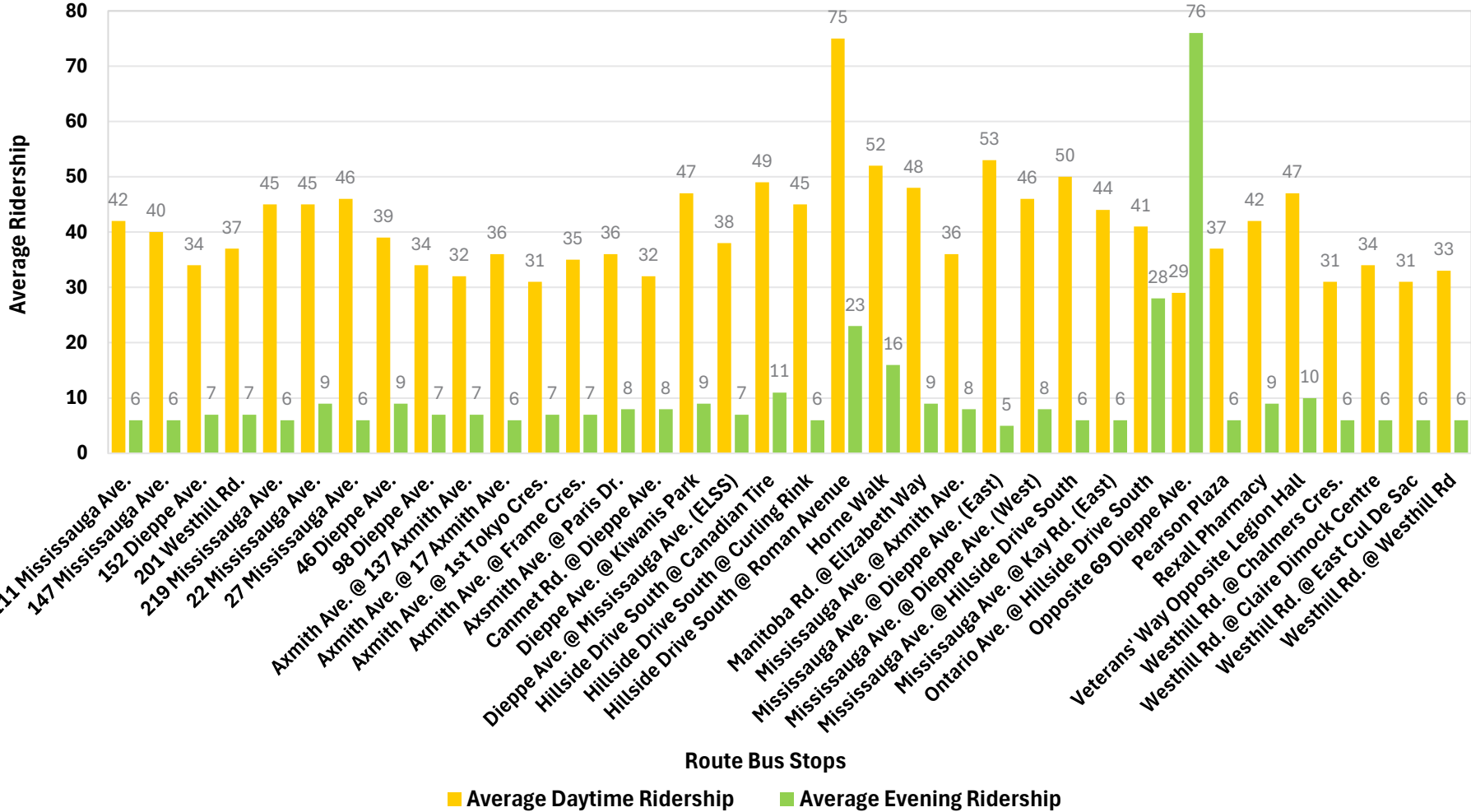


¹ The daytime route schedule runs from 7 AM to 6PM. The evening schedule runs from 5 PM to 9PM.

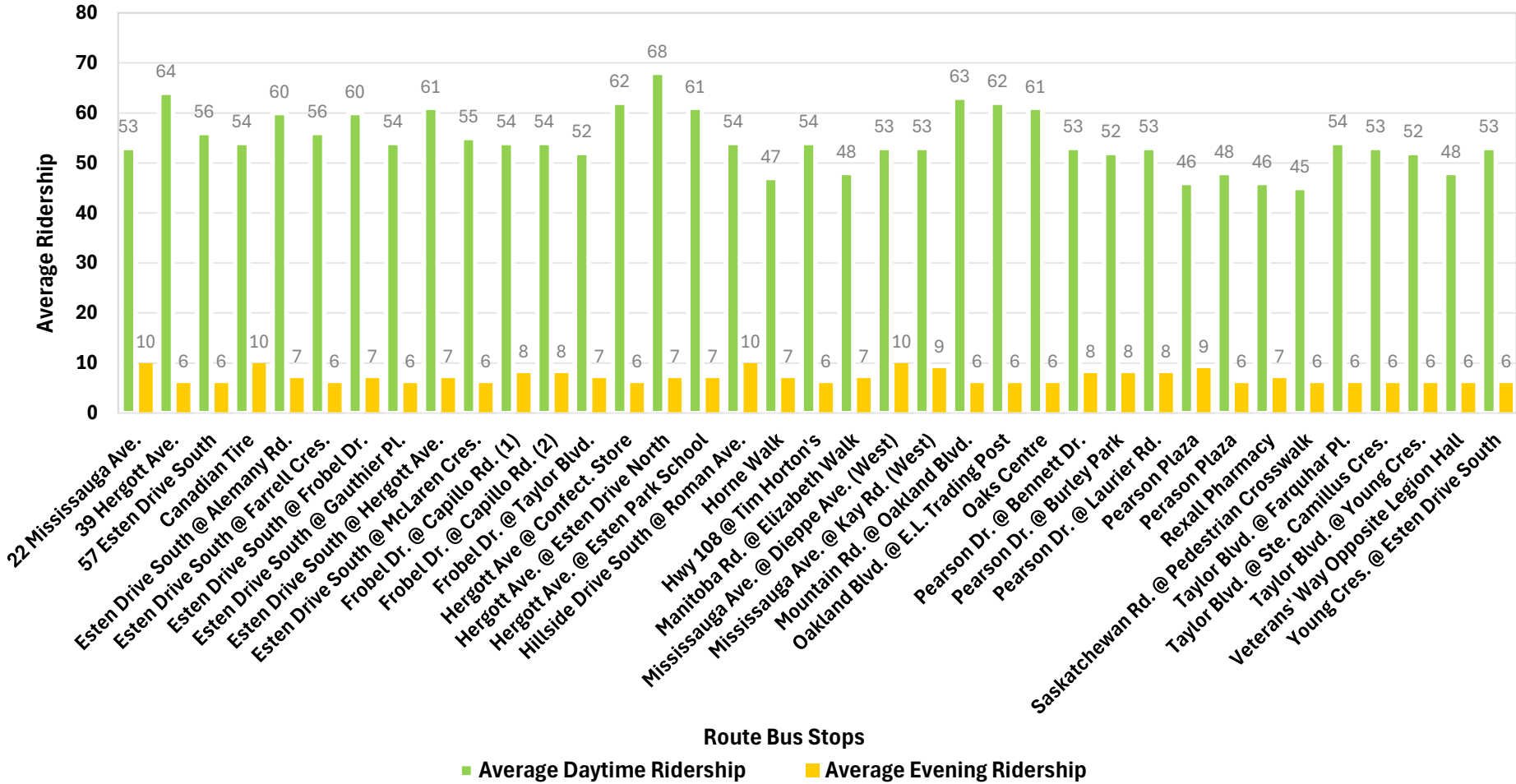
Average Daytime/Evening Ridership on Esten September 2021-2023



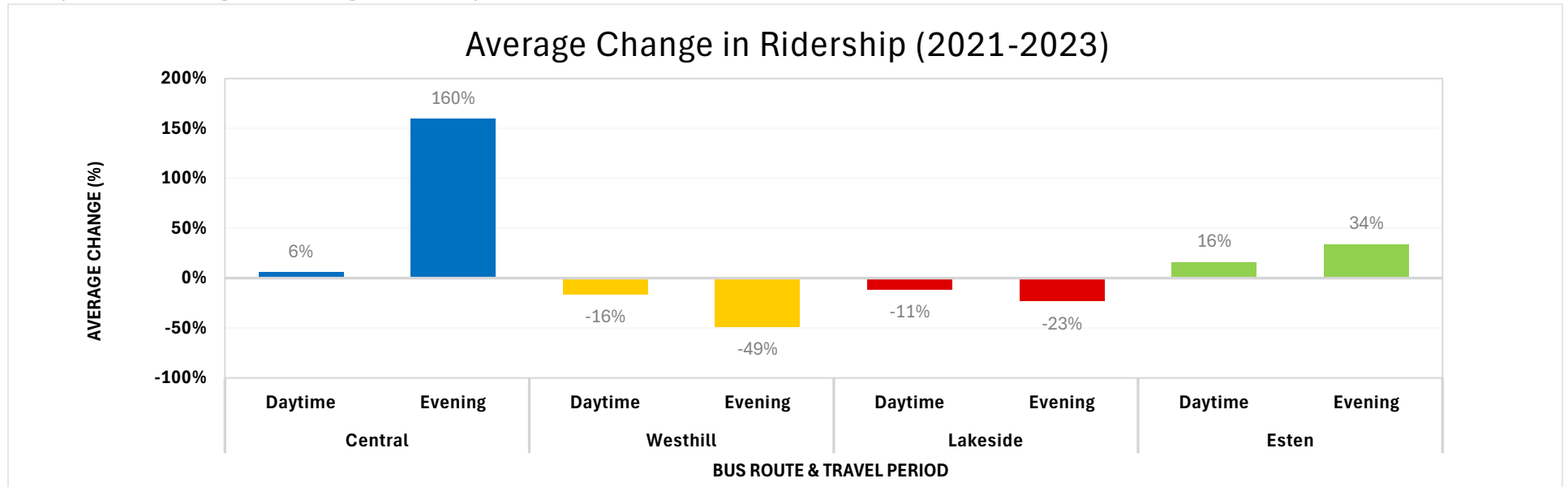
Average Daytime/Evening Ridership on Westhill September 2021-2023



Average Daytime/Evening Ridership on Esten September 2021-2023



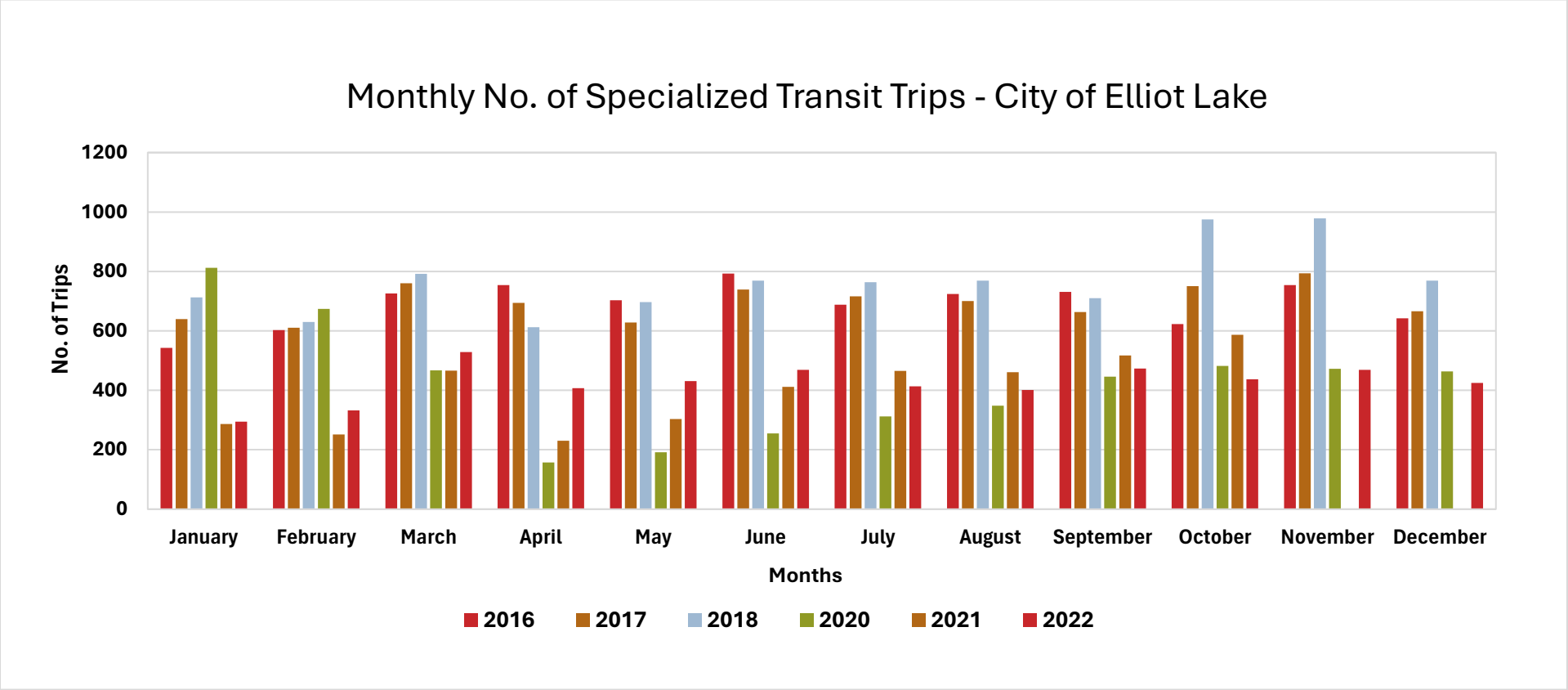
Comparative Change in Average Ridership between 2021 to 2023²



Bus Route	Travel Period	Total Ridership 2021	% Change (2021-2022)	Total Ridership 2022	% Change (2022-2023)	Total Ridership 2023	Average change
Central	Daytime	6594	-25%	4936	37%	6745	6%
	Evening	72	104%	147	215%	463	160%
Westhill	Daytime	21666	-39%	13221	7%	14142	-16%
	Evening	2199	-68%	700	-30%	492	-49%
Lakeside	Daytime	38325	-34%	25122	12%	28191	-11%
	Evening	949	-40%	565	-6%	531	-23%
Esten	Daytime	21585	4%	22431	28%	28686	16%
	Evening	572	33%	759	35%	1023	34%

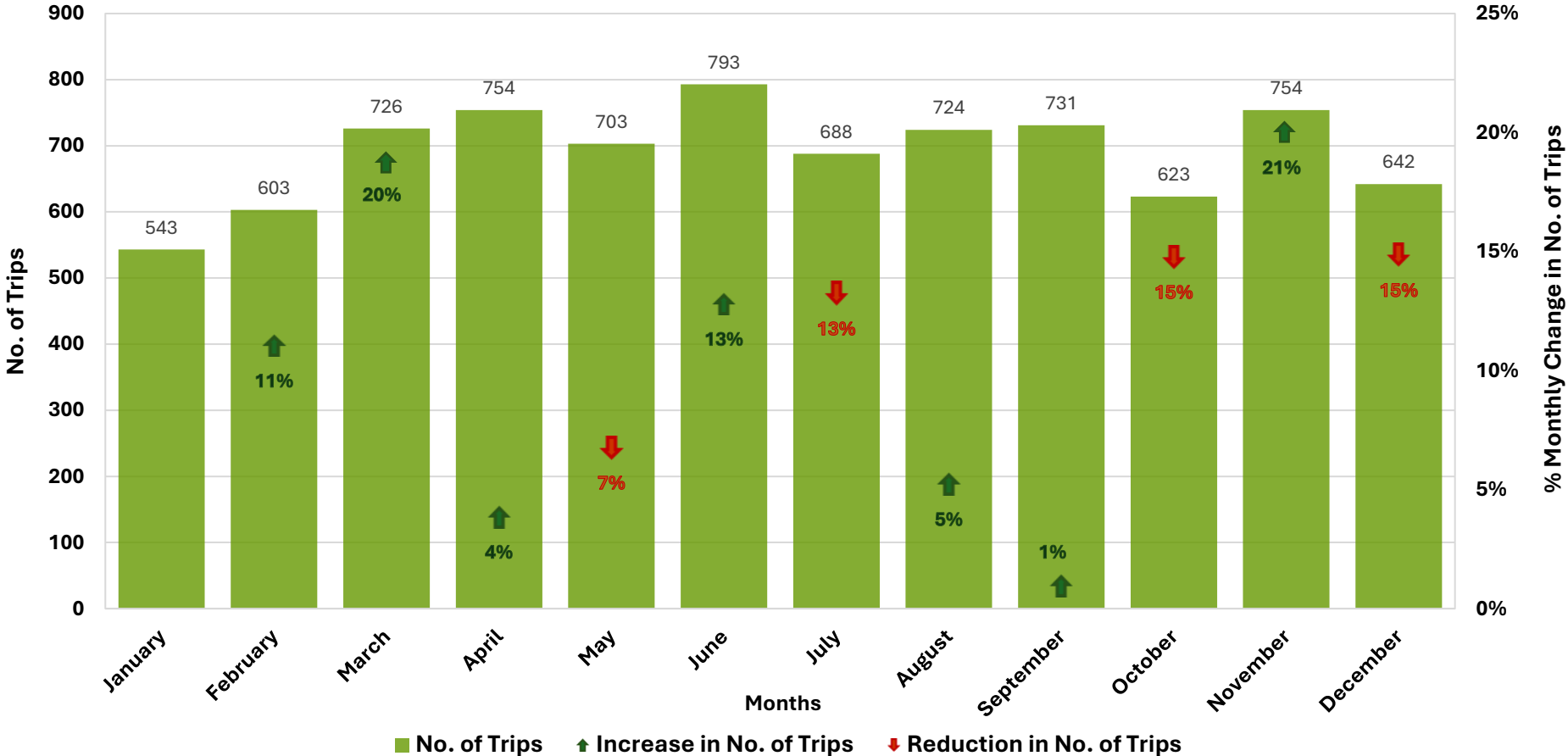
² The data is comprised of ridership data from September of 2021, 2022 and 2023.

Specialized Transit Ridership Data

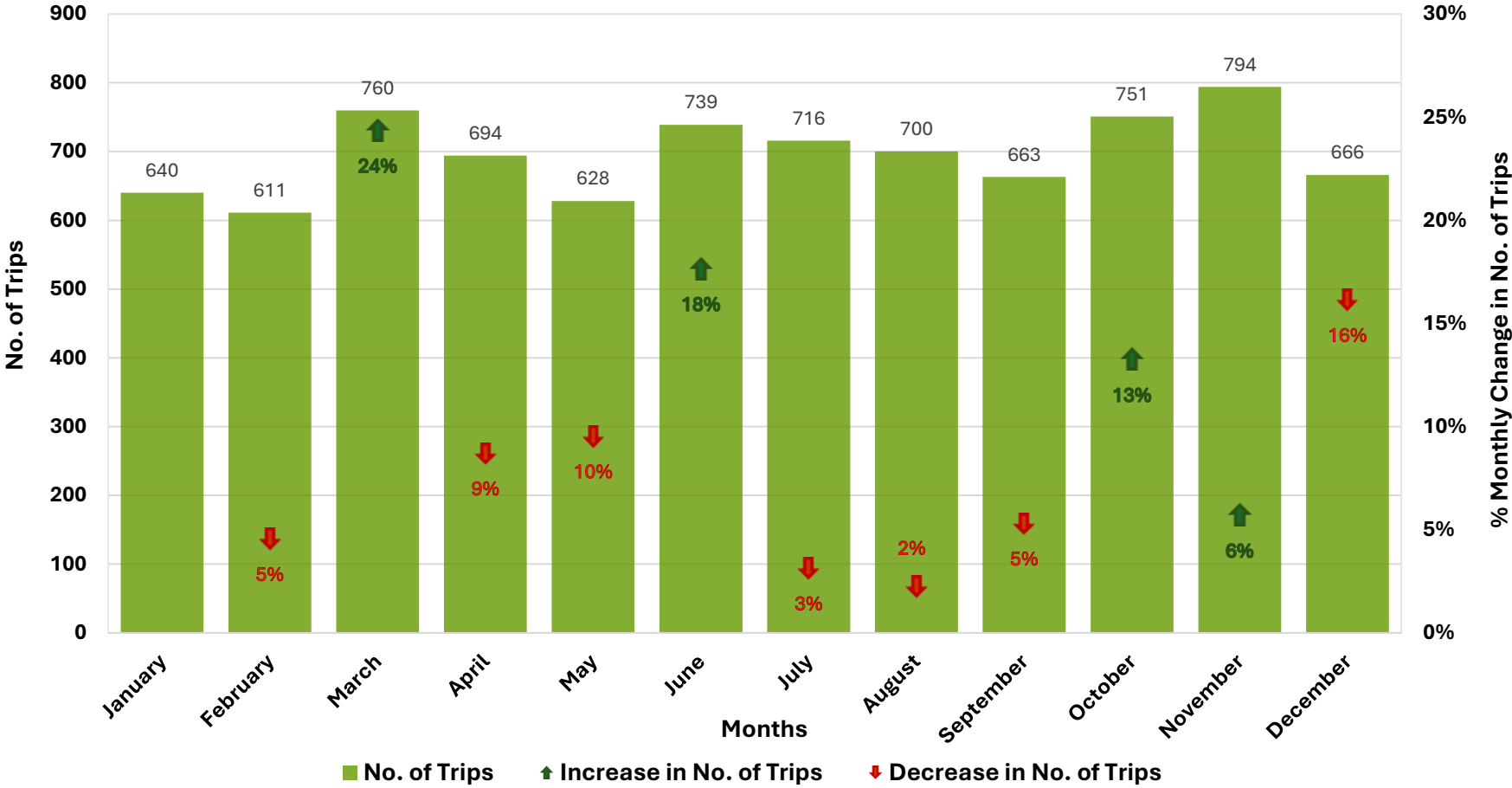




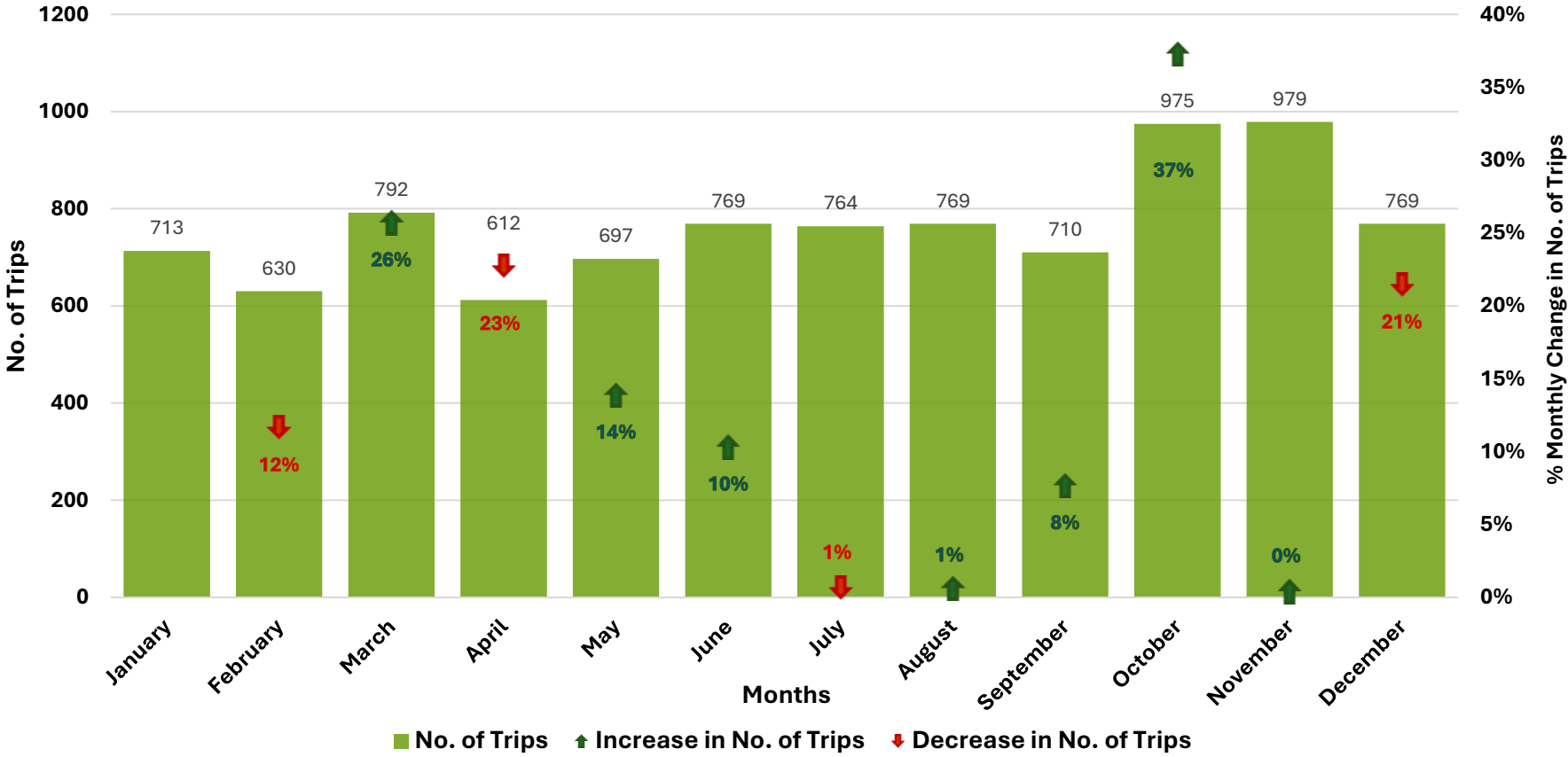
Monthly Specialized Transit Trip Counts (2016) - Elliot Lake Transit



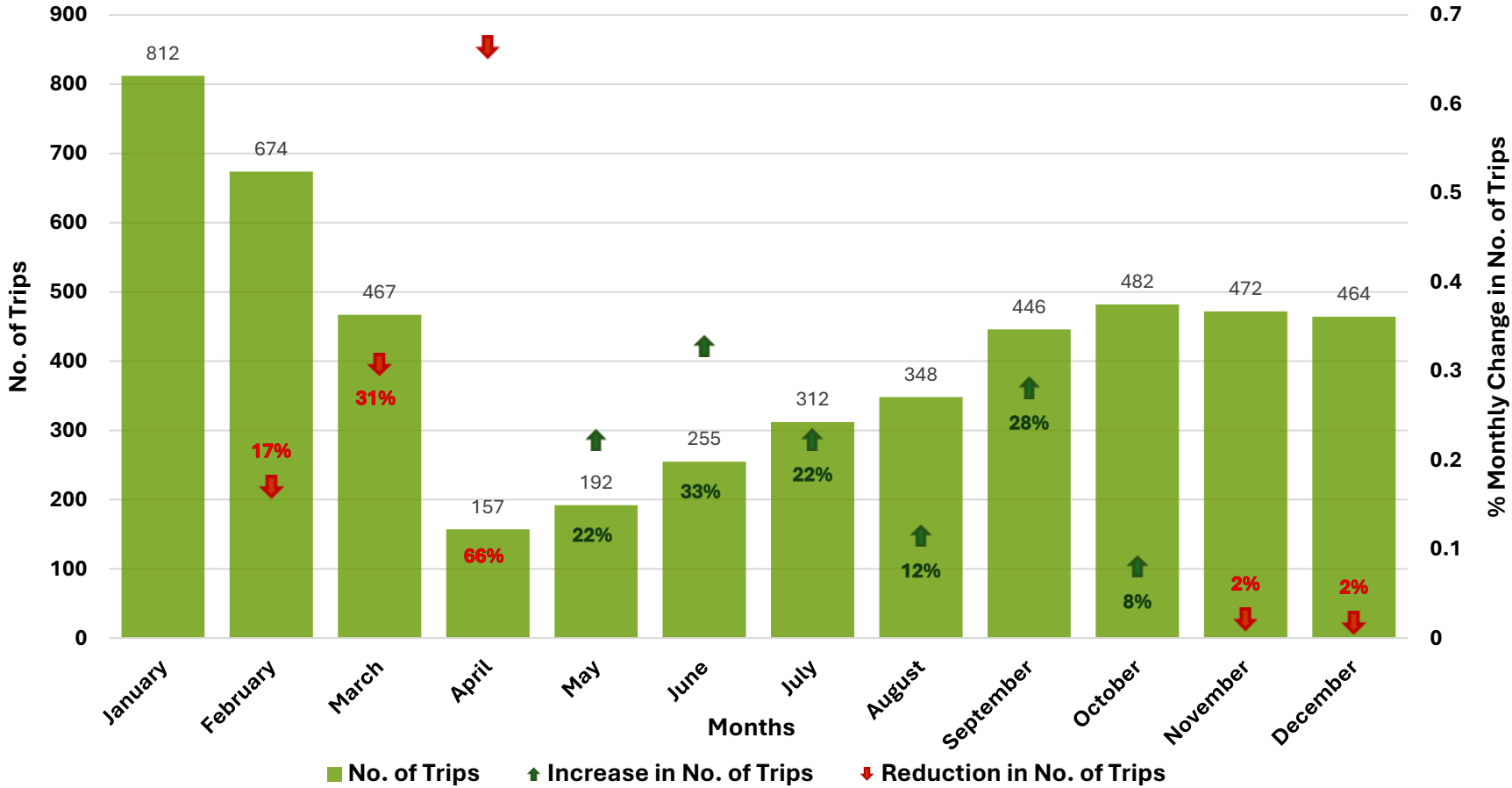
Monthly Specialized Transit Trip Counts (2017) - Elliot Lake Transit



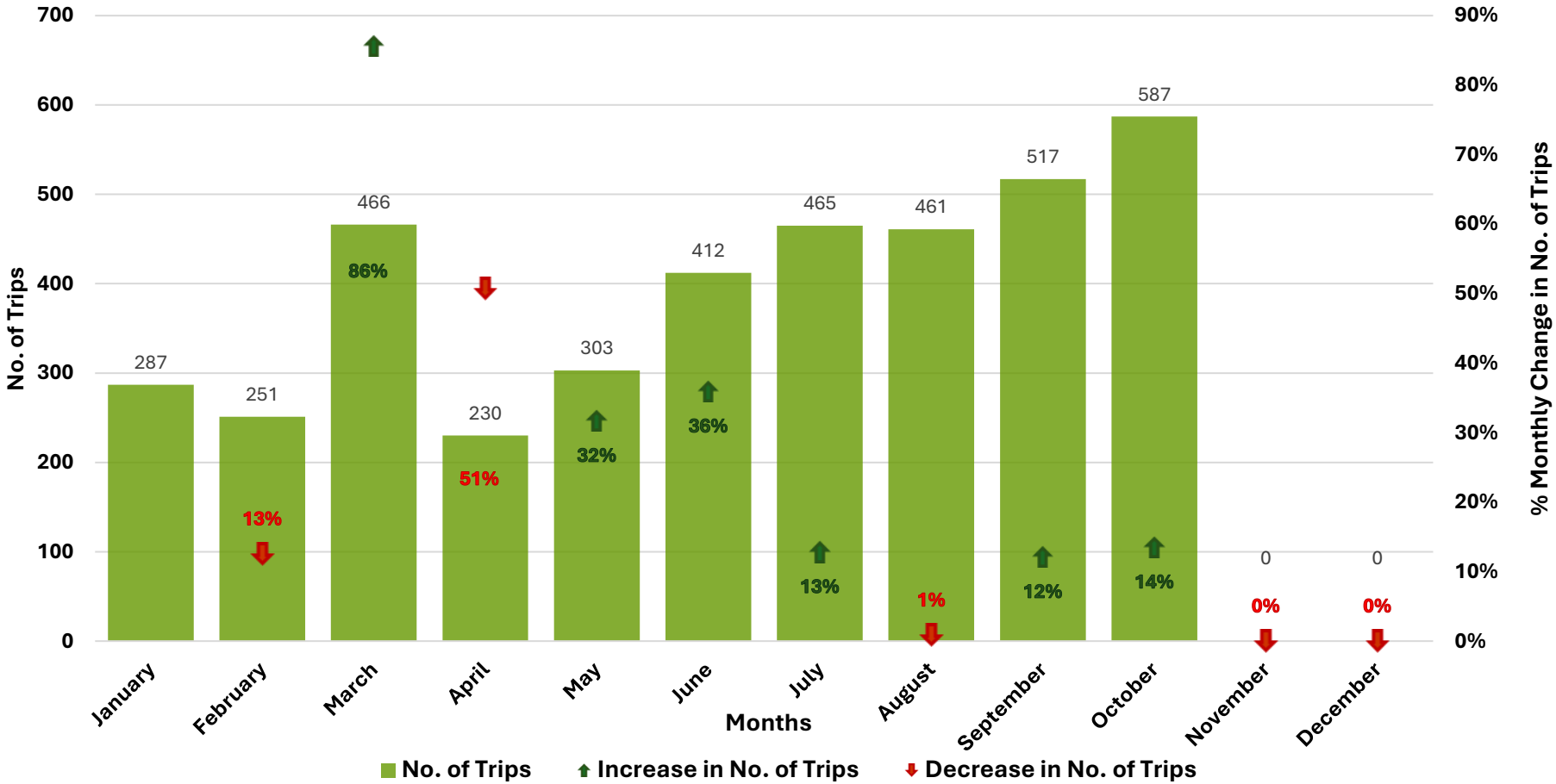
Monthly Specialized Transit Trip Counts (2018) - Elliot Lake Transit



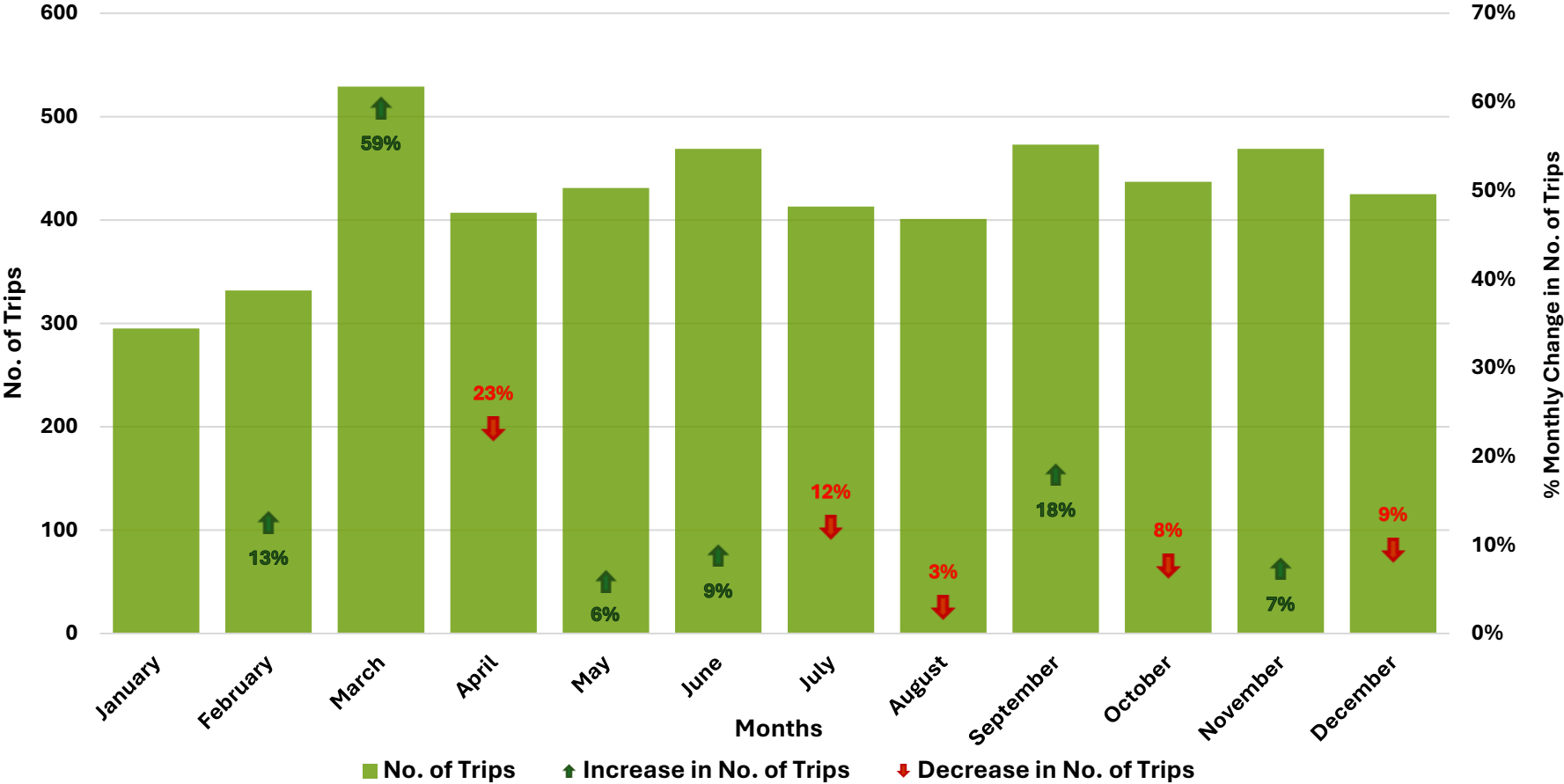
Monthly Specialized Transit Trip Counts (2020) - Elliot Lake Transit



Monthly Specialized Transit Trip Counts (2021) - Elliot Lake Transit



Monthly Specialized Transit Trip Counts (2022) - Elliot Lake Transit

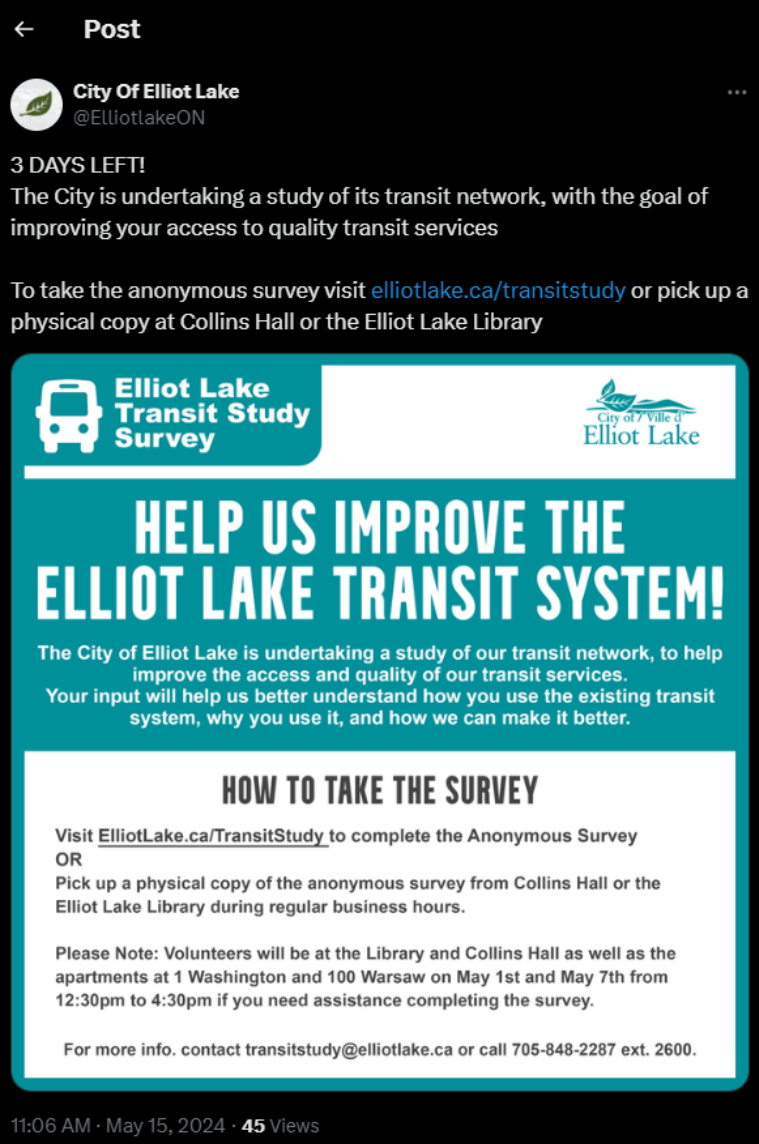


Appendix B – Public Engagement Overview

Survey Summary

This section expands upon the discussion included in **section 4.2** of the Conventional and Specialized Transit System Review Study report.

The survey aimed to gather public input on the current transit system's usage, reasons for its use, and potential improvements. Conducted online from April 29 to May 20, 2024, the survey was promoted through local media releases and the City's social media platforms. Figures 1 and 2 show examples of these promotions. The city's efforts significantly raised awareness and increased survey responses, with a noticeable boost in participation shortly after each promotion, as shown in Figure 3. A total of 359 surveys were completed. A copy of the survey along with the results of the survey are provided below.



The image is a screenshot of a social media post from the City of Elliot Lake (@ElliotLakeON). The post is titled "Post" and features a profile picture of the city. The main text of the post reads: "3 DAYS LEFT! The City is undertaking a study of its transit network, with the goal of improving your access to quality transit services. To take the anonymous survey visit elliotlake.ca/transitstudy or pick up a physical copy at Collins Hall or the Elliot Lake Library". Below the text is a promotional graphic for the "Elliot Lake Transit Study Survey". The graphic has a teal header with a bus icon and the text "Elliot Lake Transit Study Survey" and the City of Elliot Lake logo. The main body of the graphic is white with teal text: "HELP US IMPROVE THE ELLIOT LAKE TRANSIT SYSTEM! The City of Elliot Lake is undertaking a study of our transit network, to help improve the access and quality of our transit services. Your input will help us better understand how you use the existing transit system, why you use it, and how we can make it better." Below this is a section titled "HOW TO TAKE THE SURVEY" with instructions: "Visit ElliotLake.ca/TransitStudy to complete the Anonymous Survey OR Pick up a physical copy of the anonymous survey from Collins Hall or the Elliot Lake Library during regular business hours." A "Please Note" section states: "Volunteers will be at the Library and Collins Hall as well as the apartments at 1 Washington and 100 Warsaw on May 1st and May 7th from 12:30pm to 4:30pm if you need assistance completing the survey." At the bottom, it says: "For more info. contact transitstudy@elliotlake.ca or call 705-848-2287 ext. 2600." The post footer shows "11:06 AM · May 15, 2024 · 45 Views".

Figure 1: City's Promotion for Transit Survey on Social Media

[ENG](#) [FR](#)



One week remaining to complete the Elliot Lake Transit Survey

Posted On Friday May 10, 2024



The City of Elliot Lake is undertaking a study of its transit network, with the goal of improving your access to quality transit services.

Your **input** will help us better understand how you use the existing transit system, why you use it, and opportunities for making it **better**.

To take the anonymous survey visit elliotlake.ca/transitstudy

OR

You can pick up a physical copy of the survey from the Collins Hall or the Elliot Lake Library.

If you choose to complete the survey physically please drop them off at Collins Hall or the Elliot Lake Library before May 17th.

For more info. contact transitstudy@elliotlake.ca or call 705-848-2287 ext. 2600

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Phone: [705-848-2287](tel:705-848-2287), [Email Us](#)

Figure 2: City Local Media Release

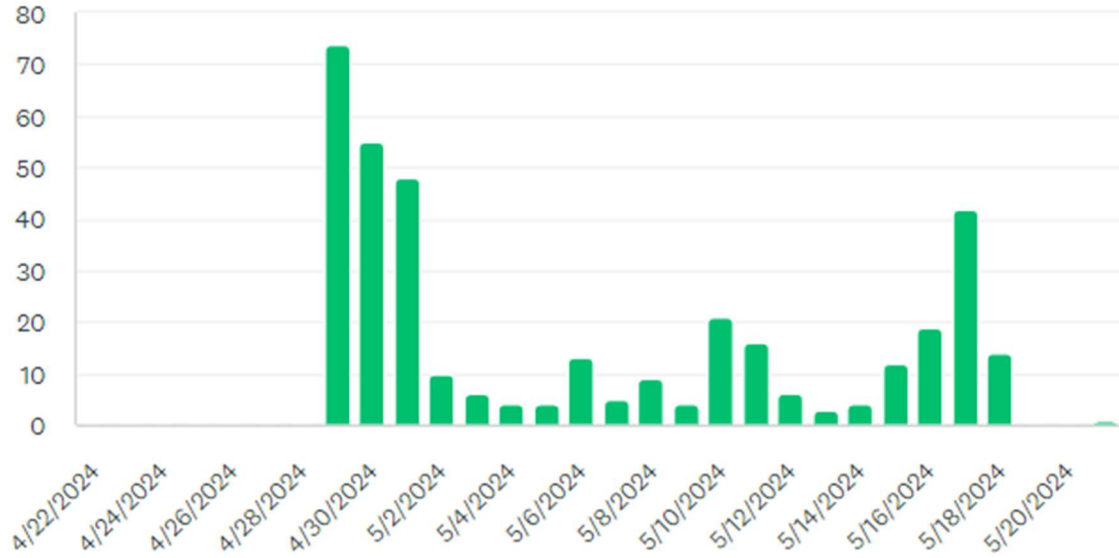


Figure 3: Survey Responses by Day

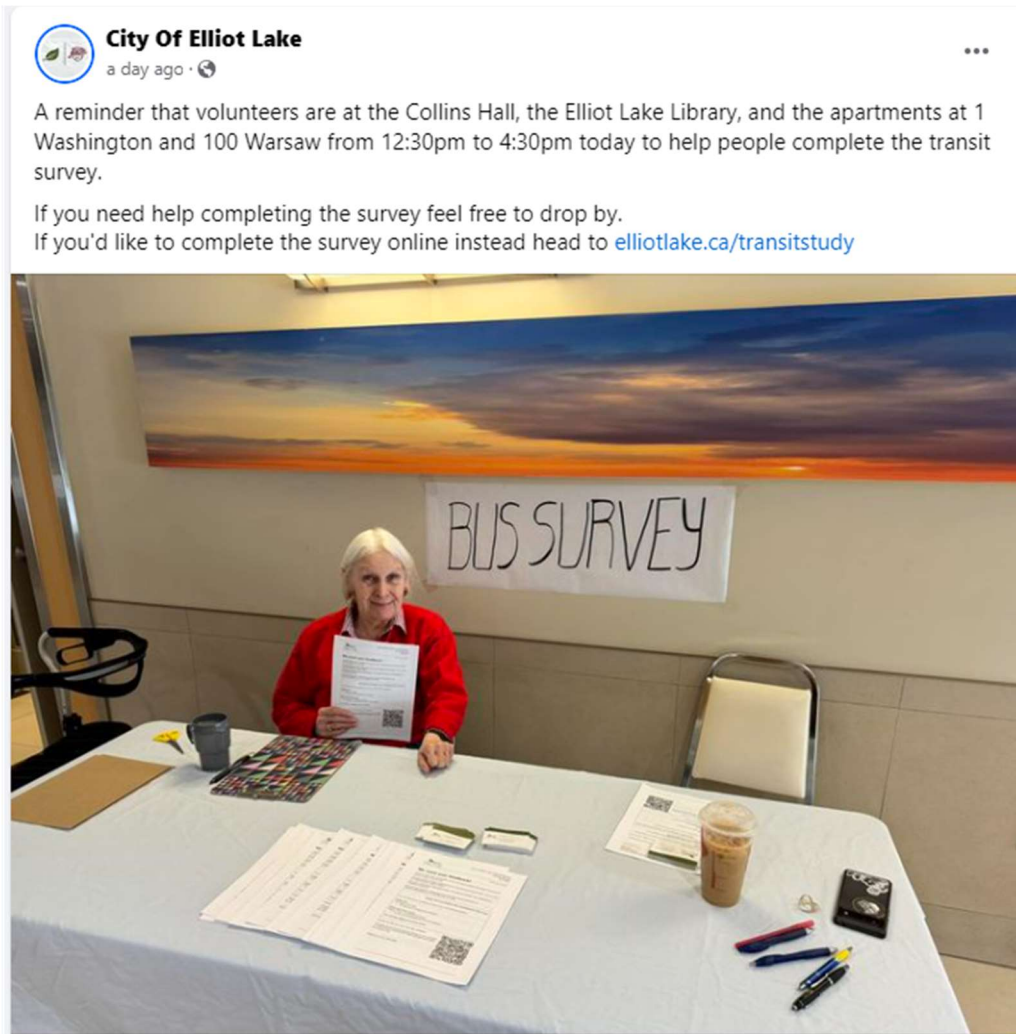


Figure 4: Survey Collection and Drop-Off Point at the Public Library



City of Elliot Lake Conventional and
Specialized Transit System Review Study

Survey

Introduction

We want your feedback!

The City of Elliot Lake is undertaking a study of its transit network, with the goal improving the access to quality transit services.

Your input will help us better understand how you use the existing transit system, why you use it, and opportunities for making it better.

The survey is expected to take approximately 10 minutes to complete. Your responses are completely anonymous.

If you have any questions, please reach out to the Public Works Department at transitstudy@elliottlake.ca or at 705-848-2287 ext. 2600.

Drop-off Locations for Completed Surveys

You can drop off your completed surveys at any of the following locations:

City Hall

45 Hillside Drive North

- Surveys can be dropped off at reception.

Elliot Lake Public Library

Pearson Plaza, 40 Hillside Drive South

- Surveys can be dropped off at the front reception.

Your friendly neighbourhood bus driver!

Prefer to fill out your survey online?

Visit www.surveymonkey.com/r/ELTransit on your computer or mobile device or scan the QR code to complete and submit your survey online.

Thank you for your time today.



Section 1: HandiLift

1. Are you a current or past user of the City's Handilift Service?

- Yes
- No (if no, please skip to Question 6 on Page 4)

2. How often do you typically use Elliot Lake Transit's Handilift service per week?

- Once a week or less
- Two or three times per week
- Four or five times per week
- Six or seven days per week
- I used to use Handilift but stopped.

If you answered "I used to use Handilift but stopped",
please answer Question 3 below before proceeding to Question 4.

3. Why did you stop using Handilift? Please check all that apply.

- Using Handilift was inconvenient.
- Motor vehicle is more convenient.
- Handilift takes longer than driving.
- Discouraged by inclement weather
- Dislike travelling with strangers.
- Cost of fare was too high.
- Past unpleasant experience(s) while taking Handilift.
- Use of stroller for infant/toddler made using Handilift difficult.
- Schedule was inconvenient.
- Did not feel safe on Handilift.
- No longer needed the service
- Other (please specify)

Section 1: HandiLift

4. Please indicate how often you use (or formerly used) Handilift for the types of trips listed below. Skip any trip types that do not apply to you.

Destination / Type of Trip	Often (once a week or more)	Occasionally (once every two to four weeks)	Infrequently (less than once a month)
Medical visit (for example, family doctor, hospital, outpatients, emergency, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Visit family or friends	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
School	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Grocery shopping	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other shopping	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Attend religious service/ceremony	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Joyride	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recreation/Gym/Park	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Connect to Ontario Northland bus service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (please specify)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (please specify)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. Please indicate your level of agreement with the following statements:

Statement	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	Don't know/ No answer
a) Booking a Handilift trip is convenient.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) Booking a Handilift trip is easy to do.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Section 2: Bus Transit

6. Are you a current or past user of the City's Bus Transit Service?

- Yes
- No (if no, please skip to Question 12 on Page 7)

7. How often do you typically take an Elliot Lake Transit bus per week?

Once a week or less <input type="radio"/>	Two or three times per week <input type="radio"/>	Four of five times per week <input type="radio"/>	Six or seven times per week <input type="radio"/>
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8. Please indicate how often you use transit for the types of trips listed below.
Skip any trip types that do not apply to you.

Destination / Type of Trip	Often (once a week or more)	Occasionally (once every two to four weeks)	Infrequently (less than once a month)
Medical visit (for example, family doctor, hospital, outpatients, emergency, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Visit family or friends	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
School	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Grocery shopping	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other shopping	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Attend religious service/ceremony	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Joyride	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recreation/Gym/Park	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Connect to Ontario Northland bus service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (please specify)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (please specify)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Section 2: Bus Transit

9. We want to know how you use City Transit to get around.

For your most common trips, please indicate which routes and stops you use to get on and off the bus.

If you need a reminder of Elliot Lake's transit routes and stops, please check your route schedule or the reference route maps on the back of this survey.

Trip #	Where I start my Trip		Where I end my Trip	
	Route	Stop	Route	Stop
1				
2				
3				
4				
5				

10. How long does it typically take you to get from your home to your normal departure bus stop?

- Not applicable (dropped off at stop)
- Less than 3 minutes
- 3 to 5 minutes
- 5 to 10 minutes
- 10 to 20 minutes
- 20 to 30 minutes
- More than 30 minutes

Section 3: Why We Use Transit

11. When you travel within the City, why do you choose to use Transit and/or Handilift?

Please select all that apply.

- Transit/Handilift is convenient.
- No motor vehicle at the home.
- Motor vehicle is not available to me for use.
- Motor vehicle is being repaired.
- Do not have a bicycle or other forms of self-propelled transportation (e.g., scooters)
- Travel distance is too far to cycle/scooter.
- Travel distance is too far for walking or moving with a mobility aid (e.g., walker, wheelchair, etc)
- Travel distance is too far when pushing a stroller.
- Is cost-effective for me.
- Walking (including moving with a mobility aid) or cycling discouraged by the terrain or other geographic constraints.
- Better for the environment
- Prefer to take Transit/ Handilift instead of motor vehicle
- For social aspect
- Other (please specify):

Section 3: Why We Use Transit

12. For those times when you travel within the City but not on Transit/Handilift, why do you choose to use a different mode of transport (i.e., a motor vehicle, bicycle, etc)?

Please select all that apply.

- Using Transit/Handilift is inconvenient.
- Bus stop is too far away.
- There are no bus stops near where I want to go.
- I would have to transfer between bus routes.
- Motor vehicle is more convenient.
- Transit takes longer than driving.
- Discouraged by inclement weather.
- Dislike travelling with strangers.
- Cost of fare is too high.
- Past unpleasant experience(s) while taking Transit/Handilift.
- Use of mobility aid (e.g., walker, wheelchair, etc.) makes using Transit/Handilift difficult.
- Use of stroller for infant/toddler makes using Transit/Handilift difficult.
- Schedule is inconvenient.
- Do not feel safe on transit.
- Do not feel safe when waiting for transit.
- Do not feel safe going to and from bus stops (either at the start or end of the trip).
- Other (please specify)

Section 4: About Yourself

To help with the study, please provide the following demographic information about yourself. Your responses are anonymous and will not be used to identify you.

14. Age range?

- Under 19
- 20 - 30
- 31 - 60
- 61 - 70
- 71 or older
- Prefer not to answer

15. Postal code?

16. Dwelling type?

- Apartment
- Single/semi detached
- Townhouse
- Retirement residence
- Nursing home
- Group home
- Prefer not to say
- Other (please specify):

Section 4: About Yourself

17. Do you typically use a mobility aid? If so, what type? (Please select all that apply)

- Do not use a mobility aid
- Manual wheelchairs, power wheelchairs and/or power scooters
- Forearm-crutches
- Wheeled walkers
- Stroller for infant/toddler
- Prefer not to say
- Do not use a mobility aid
- Other (please specify):

18. Do you use a bicycle?

Yes	No	Prefer not to say
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

19. Do you have access to a motor vehicle (either to drive or as a passenger)?

Yes	No	Prefer not to say
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

20. Do you have a valid drivers license?

Yes	No	Prefer not to say
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Thank you for completing our Transit survey.
Your feedback is important and appreciated.

For more information about the Transit and Transportation in Elliot Lake, please visit
<https://www.elliottlake.ca/en/our-community/transit-and-transportation.aspx>.

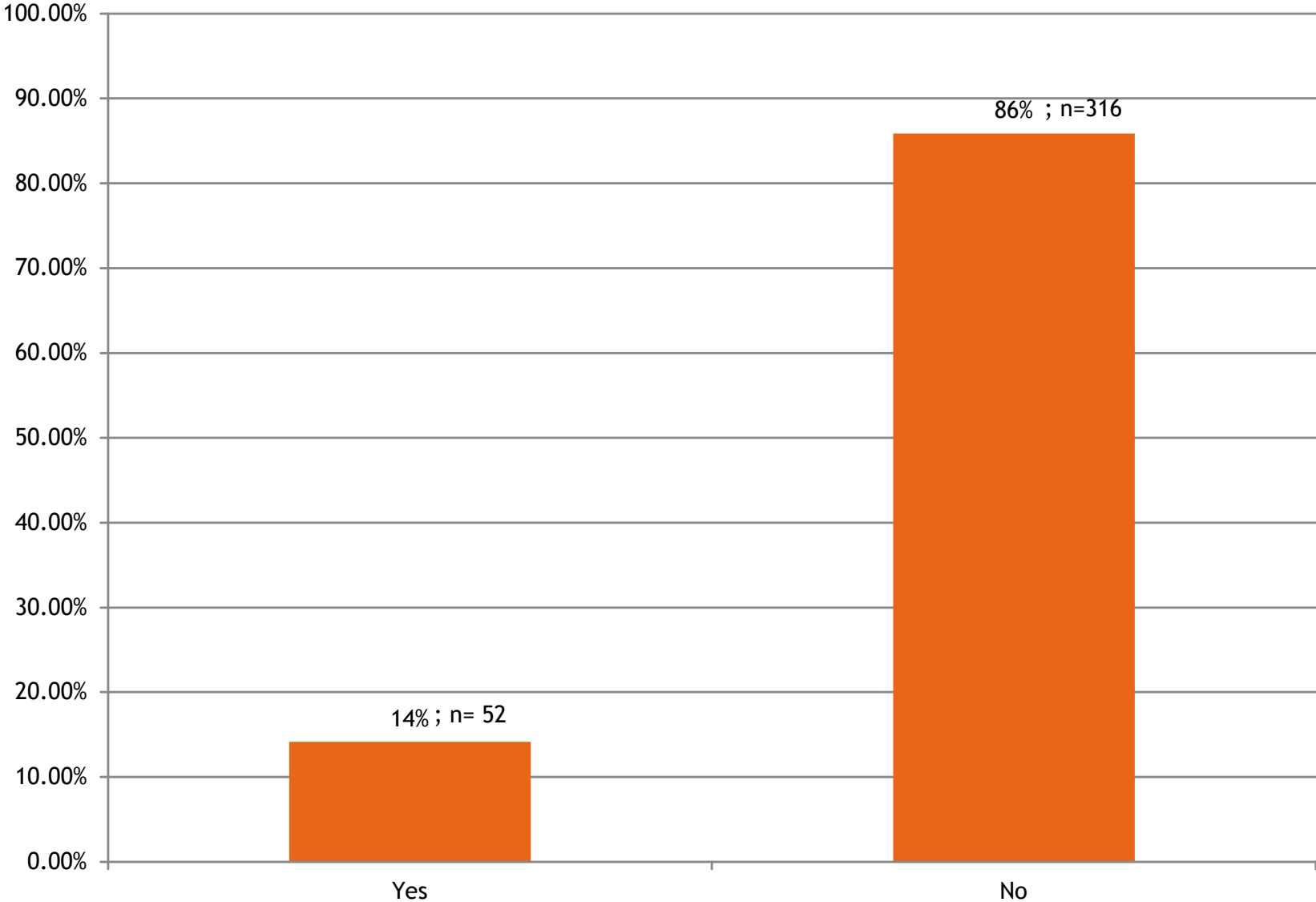
Additional comments? Please e-mail the Transit Study Team at transitstudy@elliottlake.ca.



City of Elliot Lake Conventional and Specialized Transit System Review Study

Survey Results

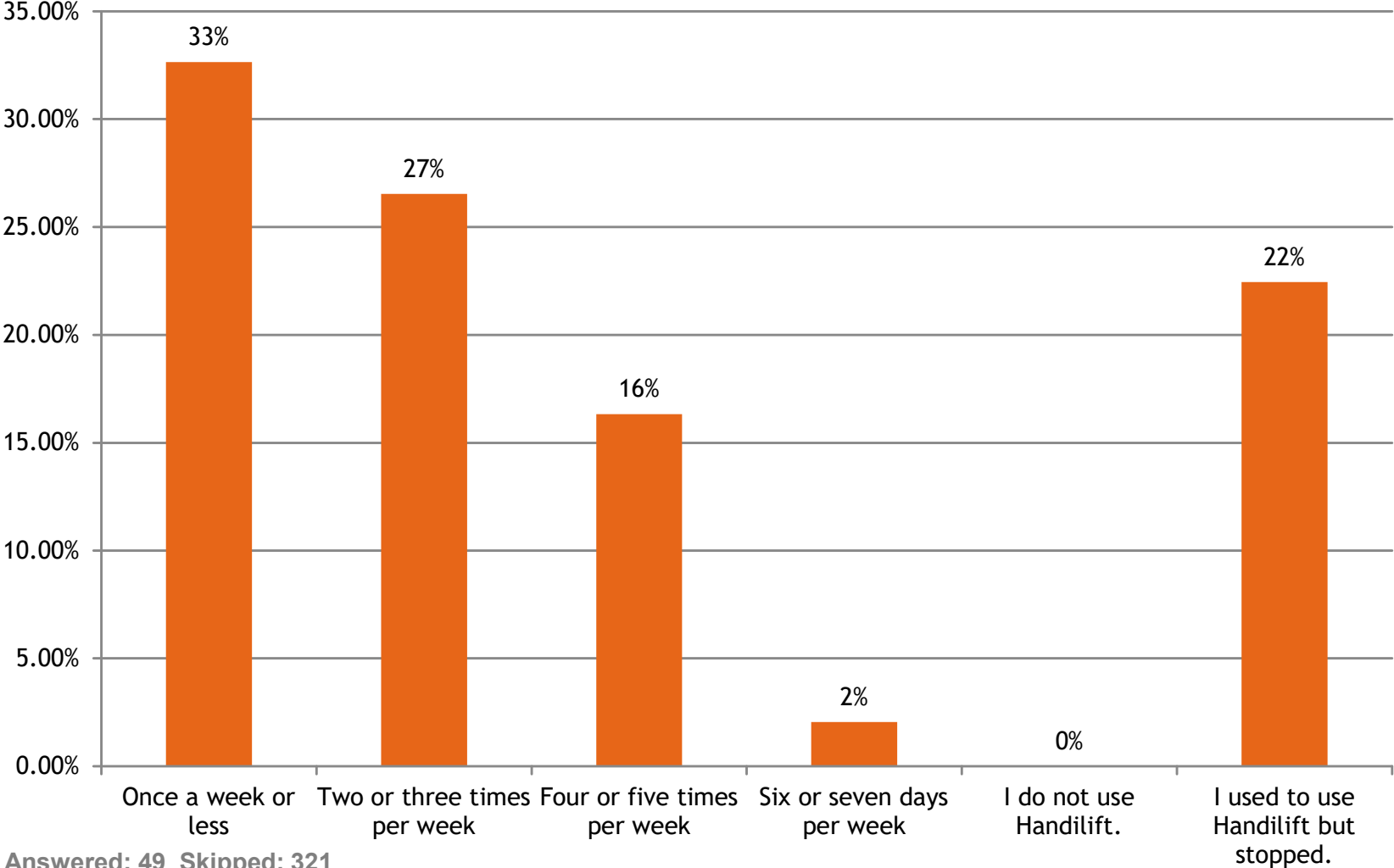
Q1: Are you a current or past user of the City's Handilift Service?



Answered: 368 Skipped: 2

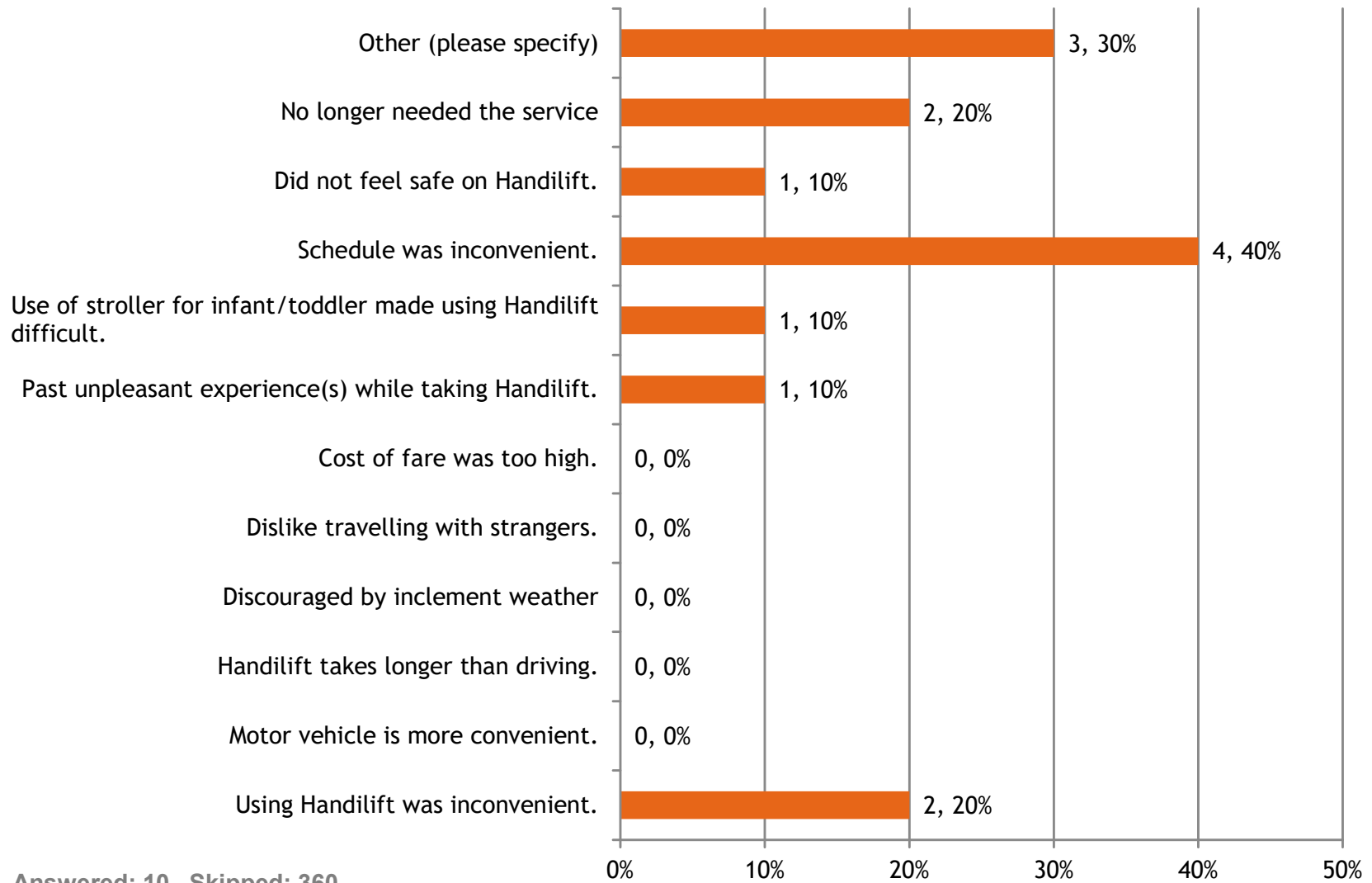
Question 1 reveals that 86% of survey respondents have not utilized the City's Handilift Service.

Q2: How often do you typically use Elliot Lake Transit's Handilift service per week?



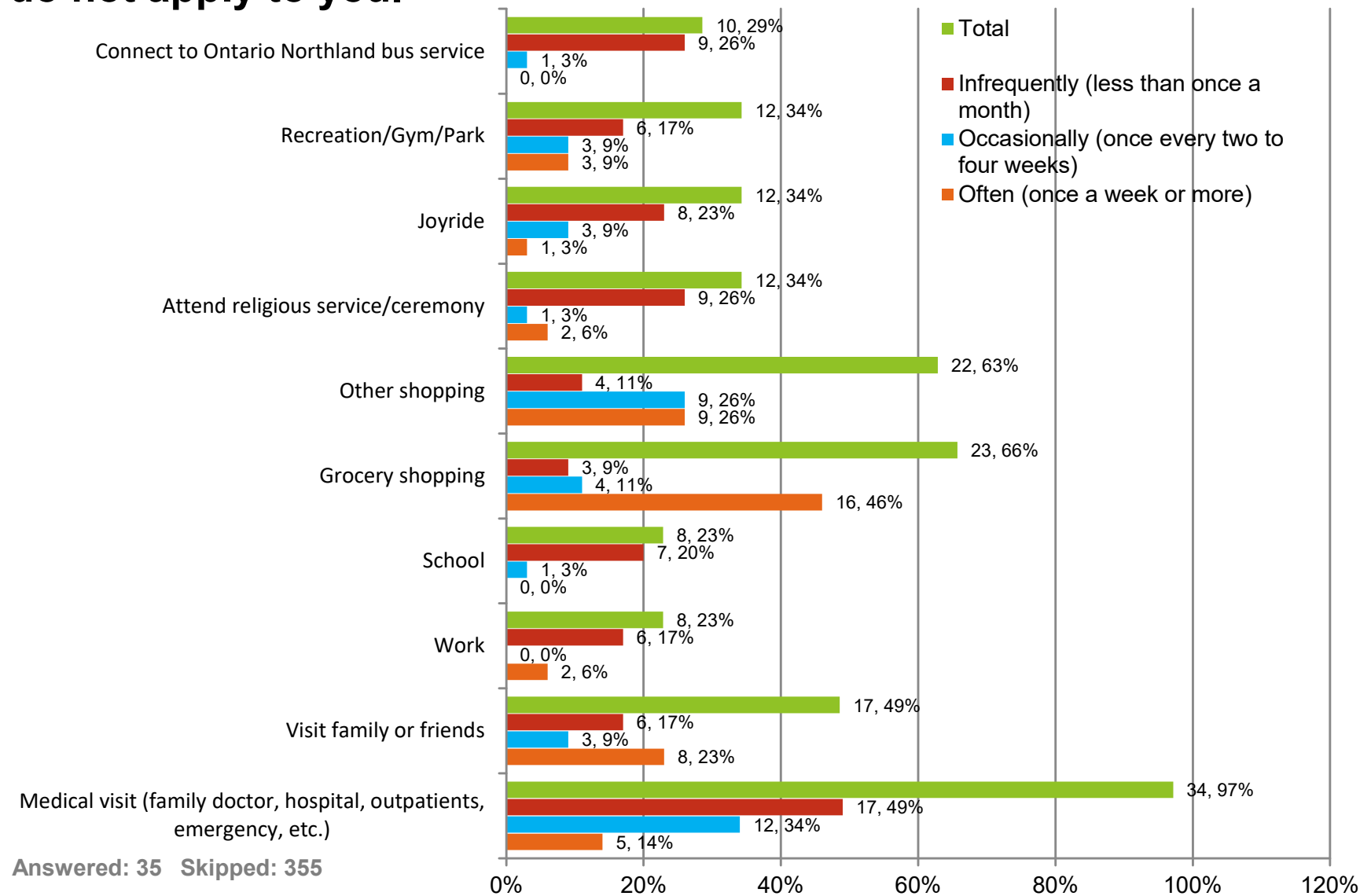
Question 2 demonstrates that a majority respondents reportedly still use Handilift were found to be regular users of the service, with 19 (58%) of the 33 respondents saying they used it twice a week or more.

Q3 - Why did you stop using Handilift? Select all that apply.



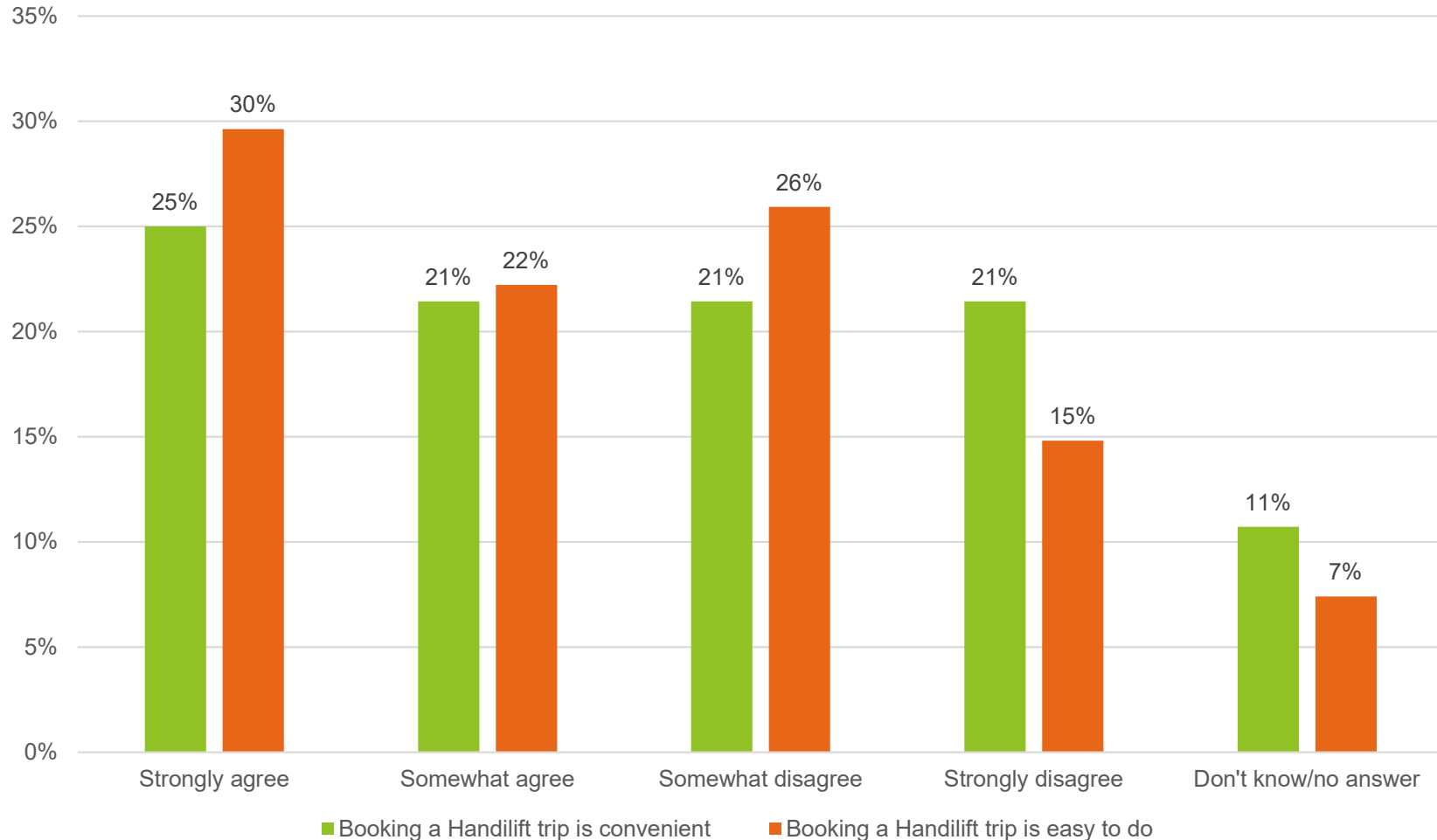
Question 3 finds that there were 10 respondents who indicated that they stopped using Handilift. The main reason survey respondents identified was inconvenient schedules (40%).

Q4 - Please indicate how often you use (or formerly used) Handilift for the types of trips indicated below. Skip over any trip types that do not apply to you.



Question 4 shows that survey respondents use or used Handilift as the most frequent mode of transportation for often or occasional trips were for trip types such as grocery shopping (20, 57%), other shopping (18, 51%), and medical visits (17, 49%). The most common trip type indicated by respondents are medical visits as indicated by 34 of 35 respondent answers.

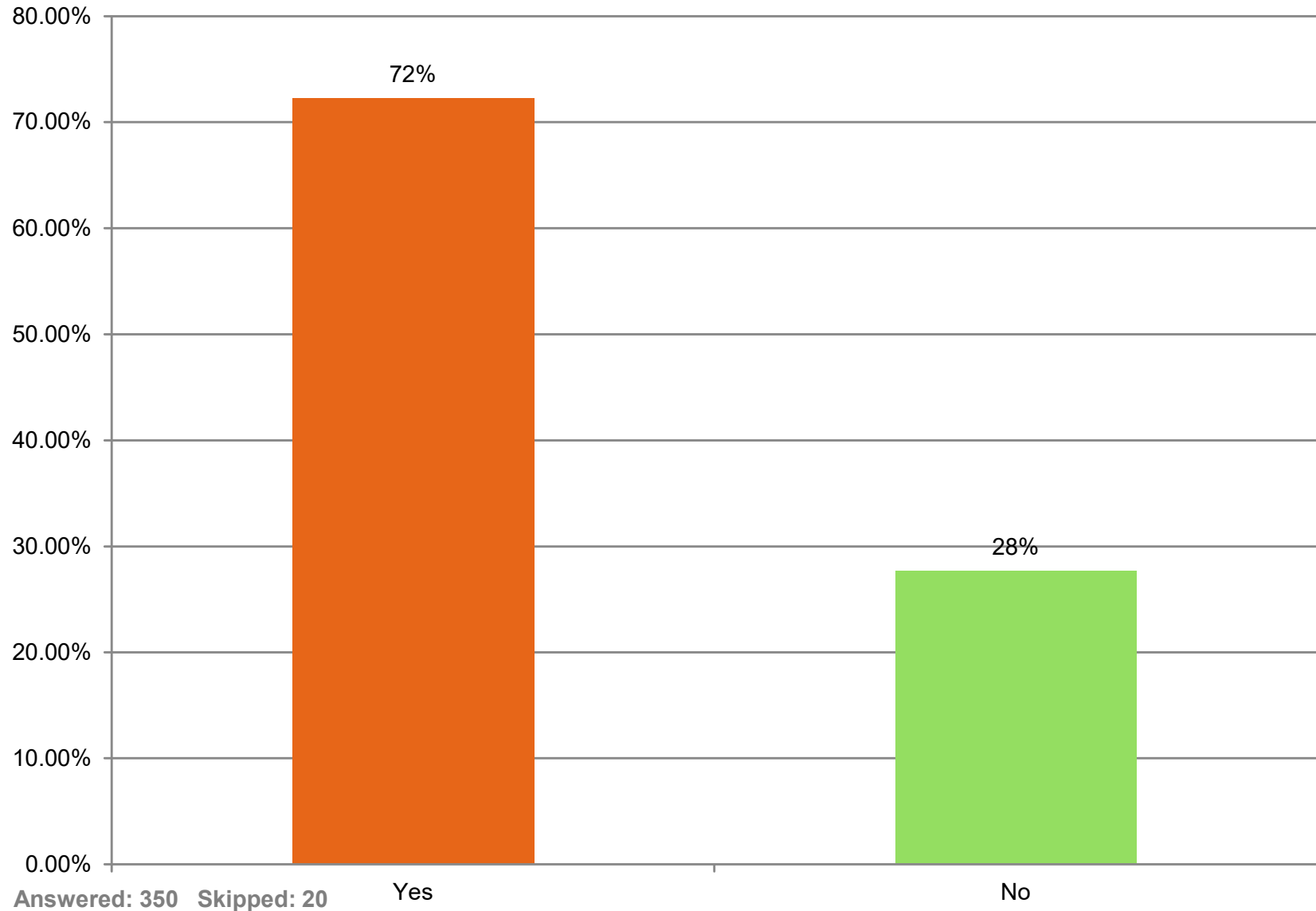
Q5 - Please indicate your level of agreement with the following statements:



Answered: 35 Skipped: 335

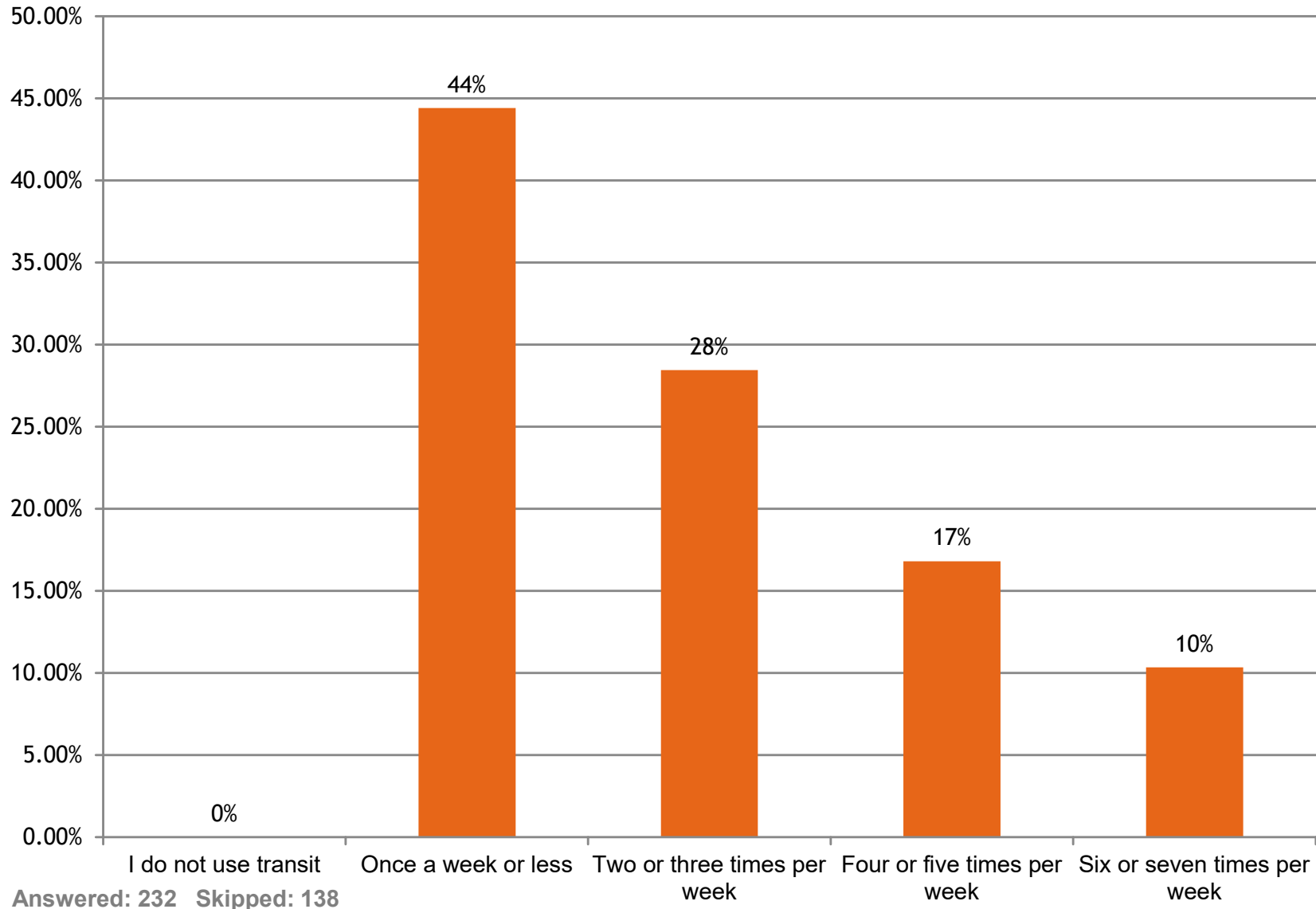
Question 5 demonstrates that survey respondents have mixed opinions regarding the convince and ease of booking Handilift trips. Almost half of survey respondents (54%, 48%) either somewhat disagreeing (21%, 26%), strongly disagreeing (21%, 15%), or not knowing/not answering (11%, 7%) when asked if booking a HandiLift was convenient or easy to do.

Q6 - Are you a current or past user of the City's Bus Transit Service?



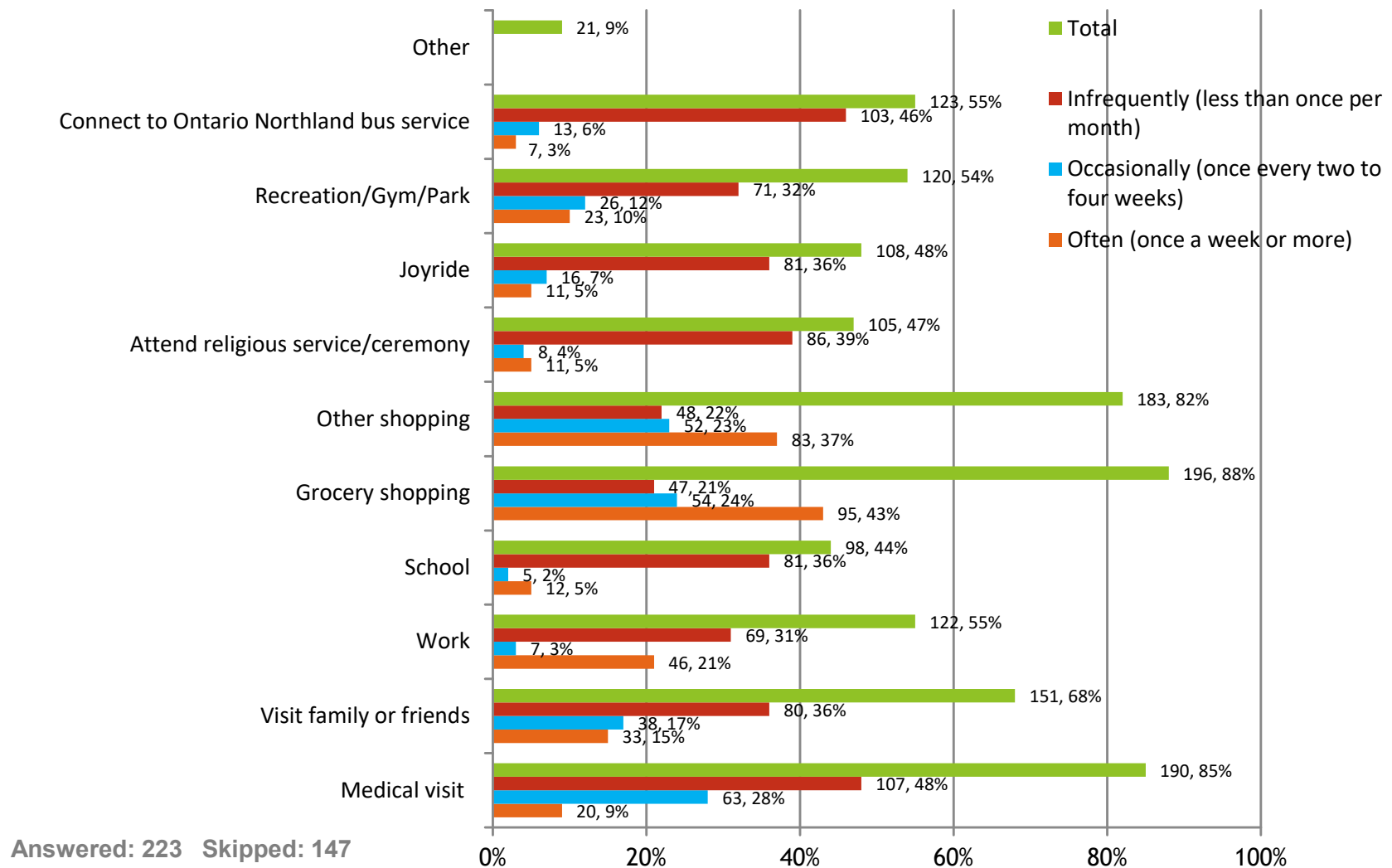
Question 8 indicates the most survey respondents (72%) are current or past users of the City's bus transit service.

Q7 - How often do you typically take Elliot Lake Transit buses per week?



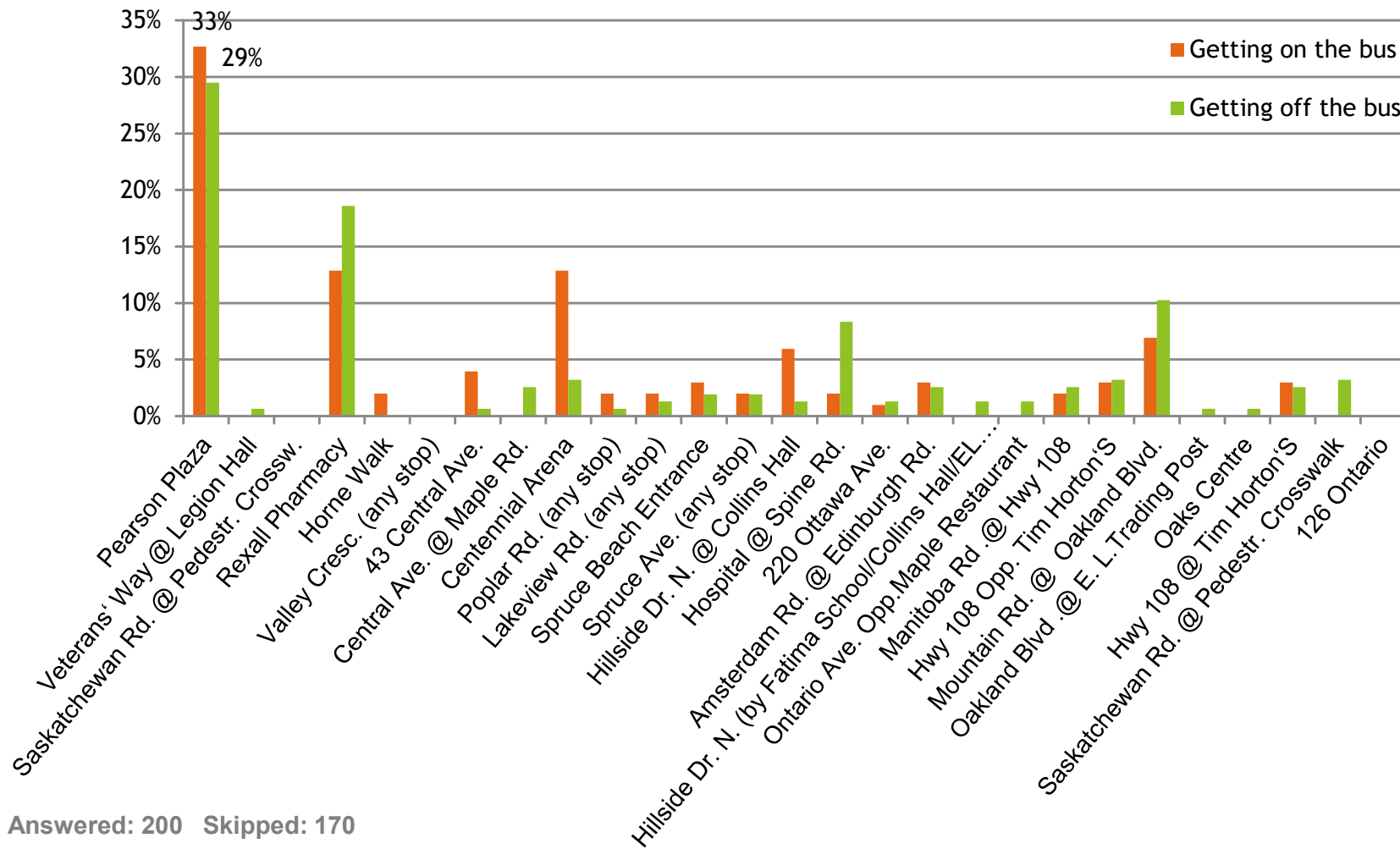
Question 7 indicates that the majority of survey respondents (44%) use transit once a week or less.

Q8 - Please indicate how often you use transit for the types of trips indicated below. Skip over trip types that do not apply to you.



Question 8 shows that survey respondents use (or used to use) the bus transit for similar to the reported Handlift trips. The most common trips said to occur either occasionally or often were Grocery shopping (149, 67%), other shopping (135, 61%), and medical visits (83, or 37%). The most trip type was grocery shopping, as 88% of respondents indicated that they used bus transit either infrequently, occasionally or often for that purpose.

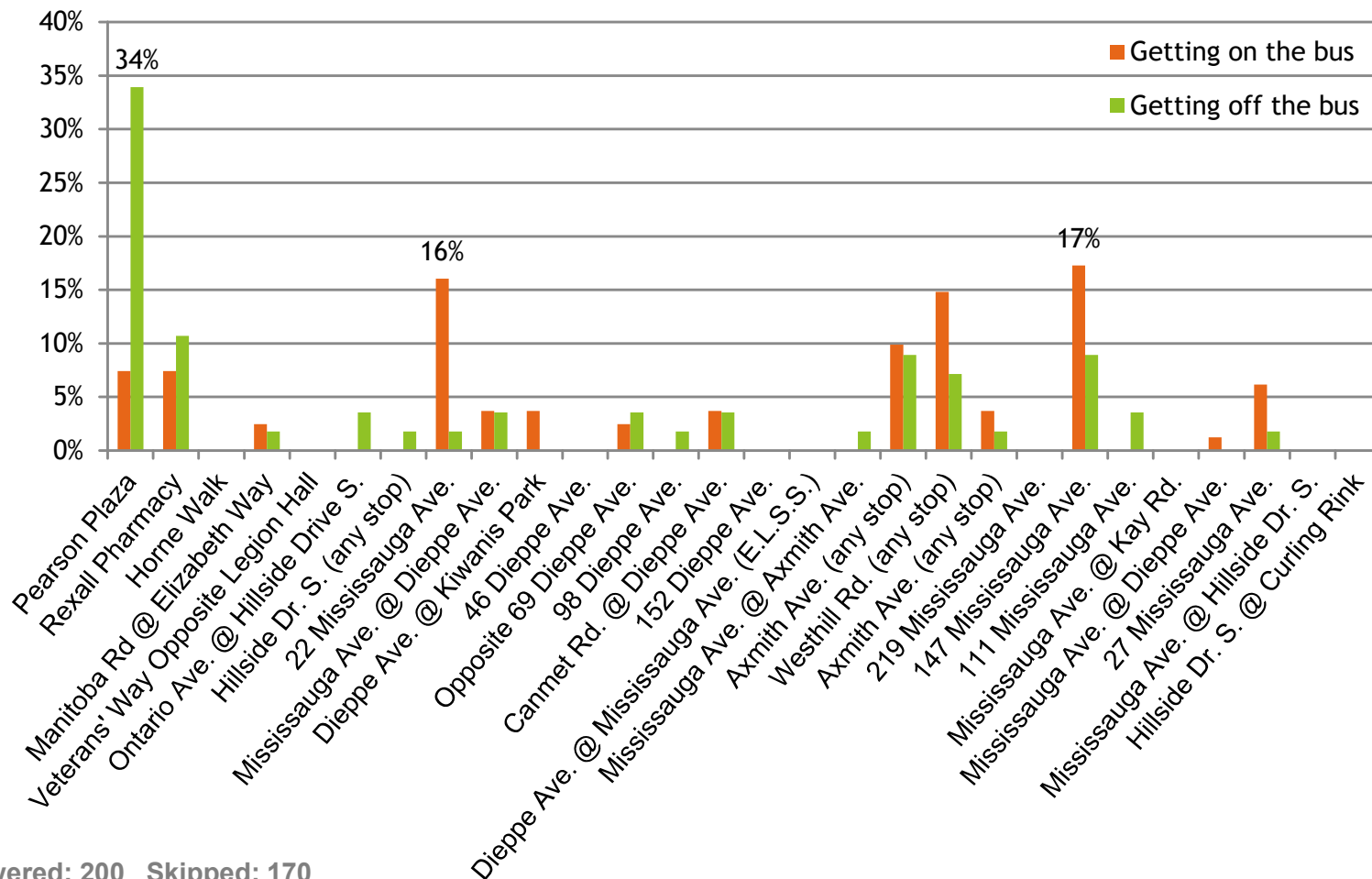
Q9 - For your most common trips, please indicate which routes and stops you use to get on and off the bus (Central Route)



Answered: 200 Skipped: 170

Question 9 shows the distribution of survey respondents embarking and disembarking at bus stops for the Central Route. Pearson Plaza is the most common stop to embark (33%) and disembark (29%).

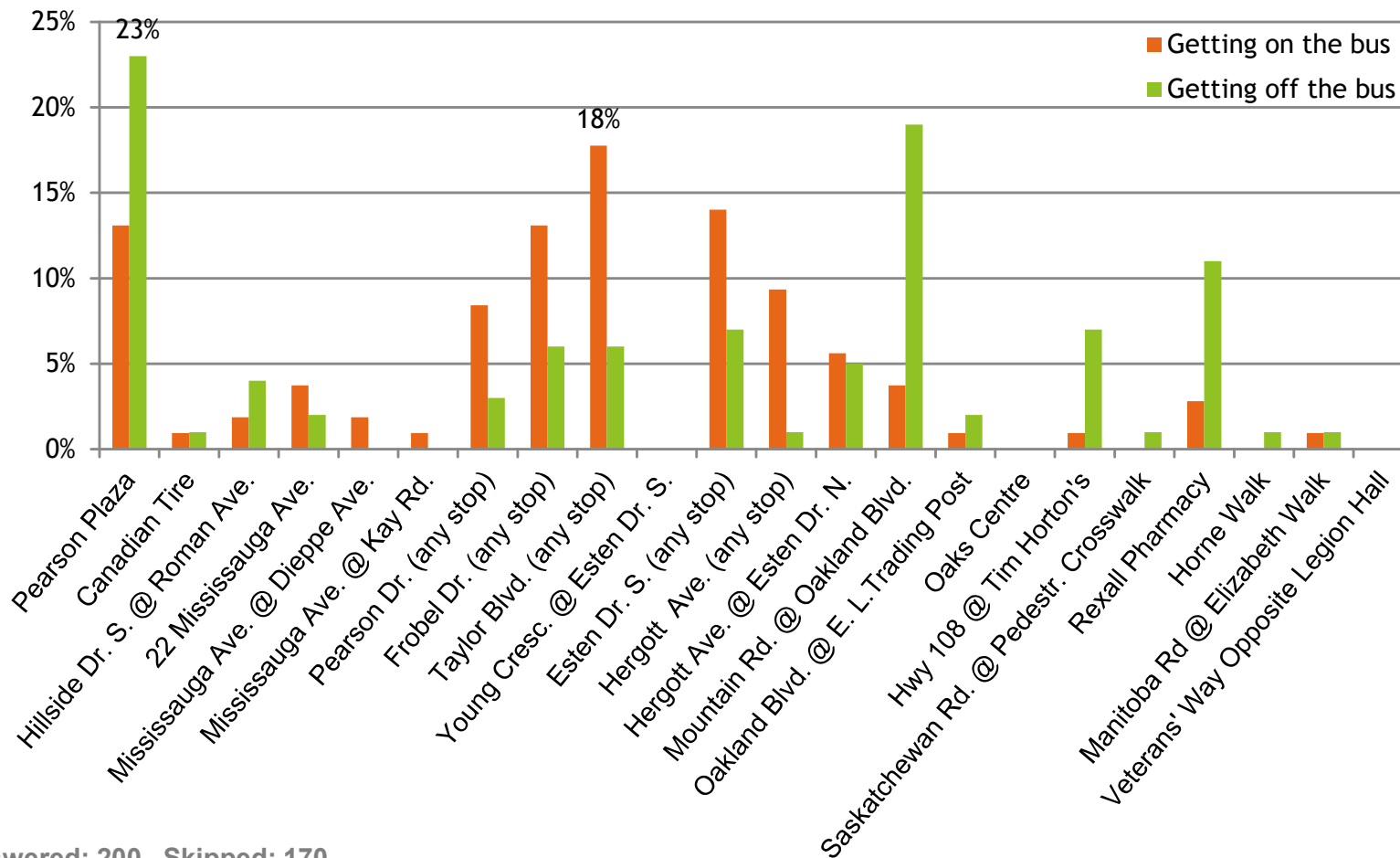
Q9 - For your most common trips, please indicate which routes and stops you use to get on and off the bus (Westhill Route)



Answered: 200 Skipped: 170

Question 9 shows the distribution of survey respondents embarking and disembarking at bus stops for the Westhill Route. 147 Mississauga Avenue is the most common stops to embark (17%) while Pearson Plaza is the most common stop to disembark (34%).

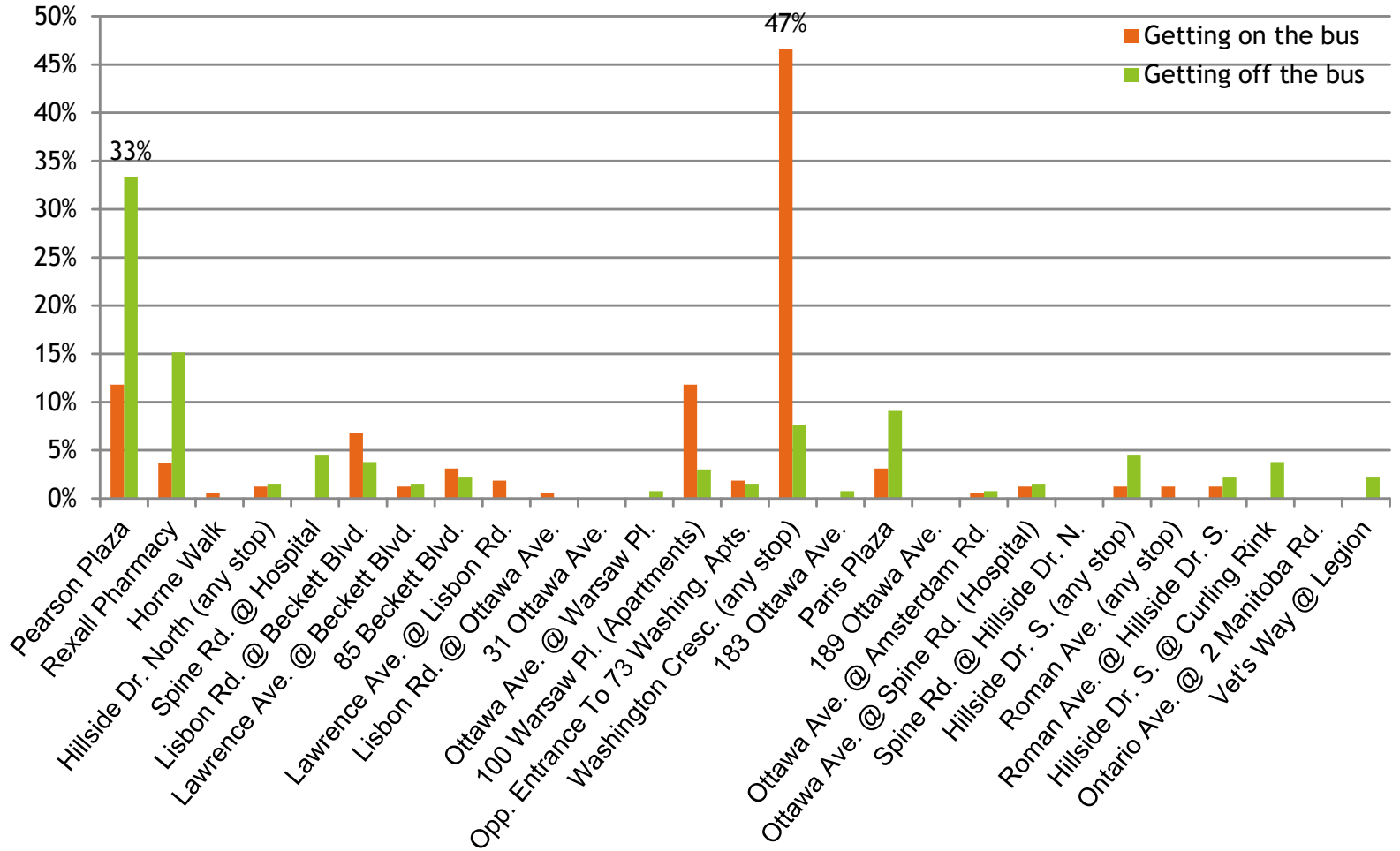
Q9 - For your most common trips, please indicate which routes and stops you use to get on and off the bus (Esten Route)



Answered: 200 Skipped: 170

Question 9 shows the distribution of survey respondents embarking and disembarking at bus stops for the Esten Route. Taylor Boulevard stops are the most common stops to embark (18%) while Pearson Plaza is the most common stop to disembark (23%).

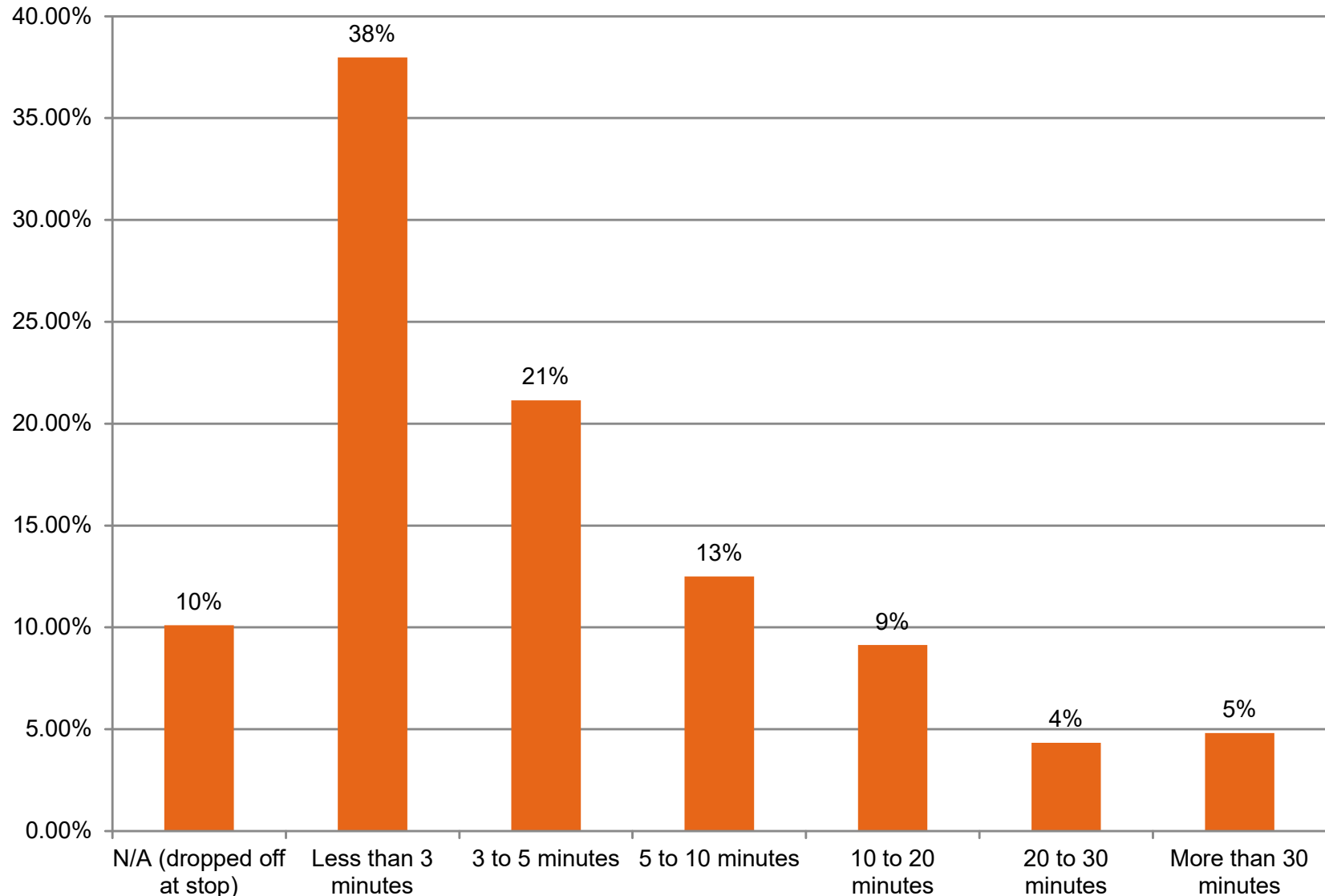
Q9 - For your most common trips, please indicate which routes and stops you use to get on and off the bus (Lakeside Route)



Answered: 200 Skipped: 170

Question 9 shows the distribution of survey respondents embarking and disembarking at bus stops for the Lakeside Route. Washington Crescent stops are the most common stops to embark (47%) while Pearson Plaza is the most common stop to disembark (33%).

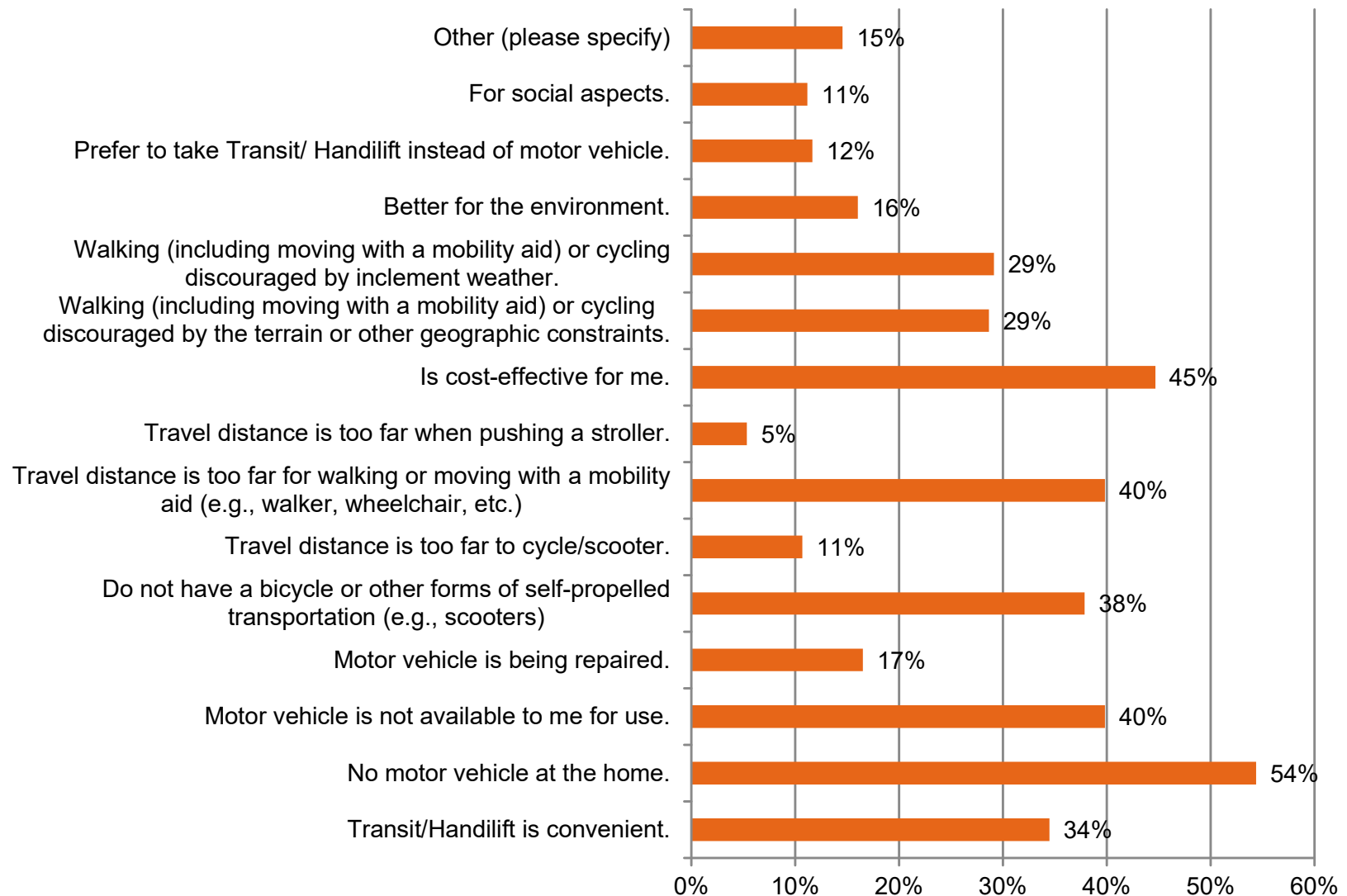
Q10 - How long does it take you to get from your home to your normal departure bus stop?



Answered: 208 Skipped:162

Question 10 demonstrates that most survey respondents (69%) are within close proximity of their departure stop and take 5 minutes or less to return home from the bus stop.

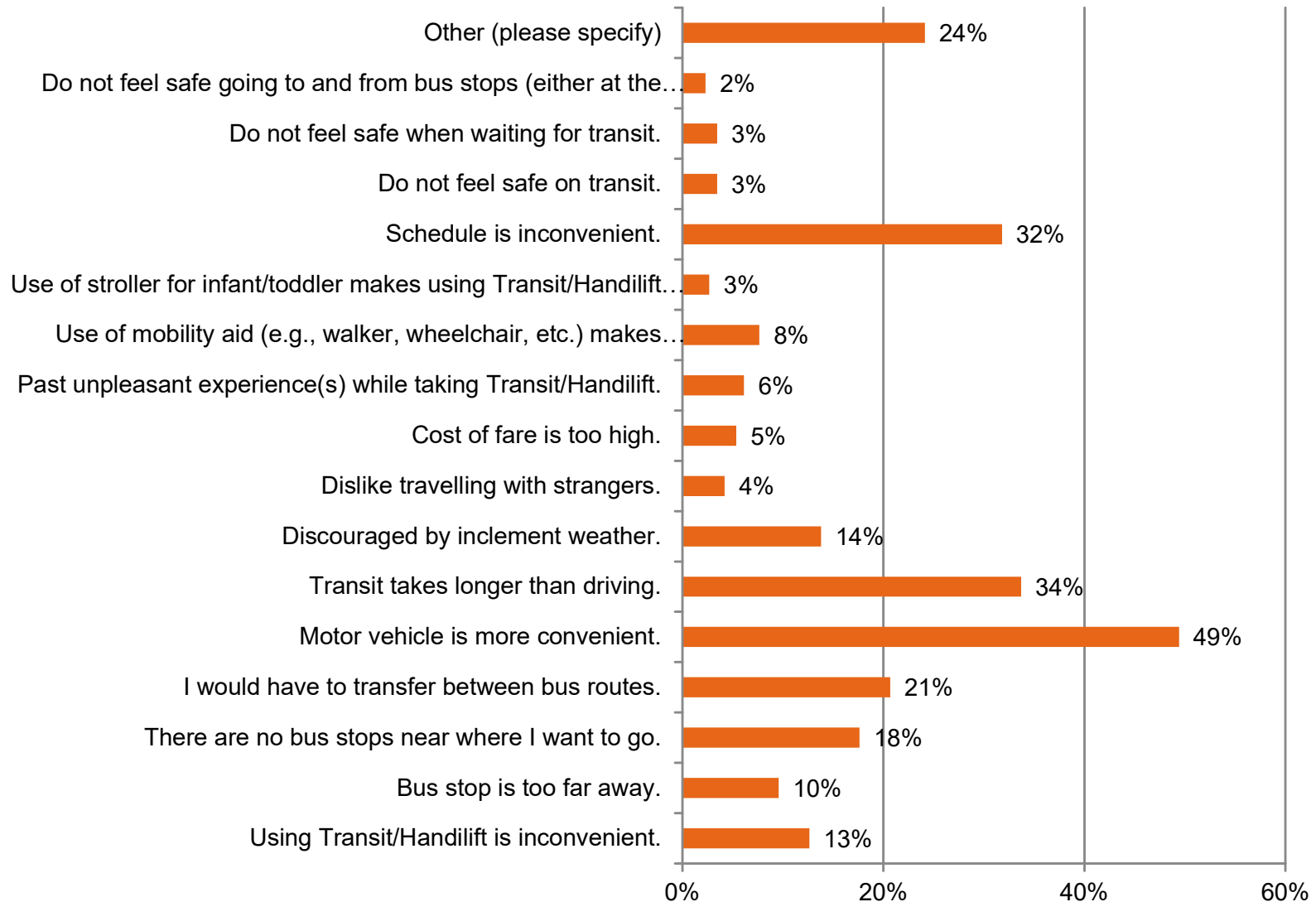
Q11 - When you travel within the City, why do you choose to use Transit and/or Handilift? Select all that apply.



Answered: 206 Skipped: 164

Question 11 identifies that most survey respondents (54%) use Transit/Handilift because they do not have a motor vehicle at home.

Q12 - For those times when you travel within the City but not on Transit/Handilift, why do you choose to use a different mode of transport (i.e., a motor vehicle, bicycle, etc.)? Select all that apply.



Answered: 261 Skipped: 109

Question 12 identifies that most survey respondents (49%) selected the “motor vehicle is more convenient” as the reason for using an alternative mode of transport.

Q13 - Please share with us any comments, thoughts or suggestions that you may have about the City's transit system and how it could be improved.

Summary of Responses

1. Bus Schedule and Frequency:

- Need for more frequent buses (every 30 minutes) and extended service hours, especially in the evenings and weekends.

2. Bus Routes:

- Requests for new routes and stops, particularly in underserved areas like the North Industrial Park and Timber Road.

3. Comfort and Accessibility:

- Issues with rough rides, steep steps, and inadequate suspension.
- Calls for more accessible buses with ramps and kneeling capabilities.

4. Safety:

- Concerns about drivers' speed and passenger safety.

5. Bus Stops and Shelters:

- Need for more shelters and better maintenance of existing ones.

6. Fare and Payment Options:

- Suggestions to review fare system and provide more convenient payment options.

7. General Satisfaction:

- Appreciation for the transit system and the efforts of the drivers and the city.
- Positive feedback on driver friendliness.

Q13 - Please share with us any comments, thoughts or suggestions that you may have about the City's transit system and how it could be improved.

Highlighted Responses

“Drivers are careless.”

“Bus needs to start running earlier”

“Hospital stop should go into hospital”

“Booking should be easy and quick.”

“Drivers need to consider passengers.”

“Drivers don't assist passengers with walkers, canes.”

“Buses are painful to ride.”

“More stops needed”

“Needs more seating and we need different options to pay our bus fare.”

“The buses are to cramped and uncomfortable. Impossible to take shopping bags onto the bus comfortably.”

“More accessible for parents with strollers and/or younger kids”

“Stairs into the bus are a problem with walkers and cane”

“Bus stops are dangerous. I have to stand on the street in winter. Very few shelters.”

“I'm grateful to be able to get around town without a car.”

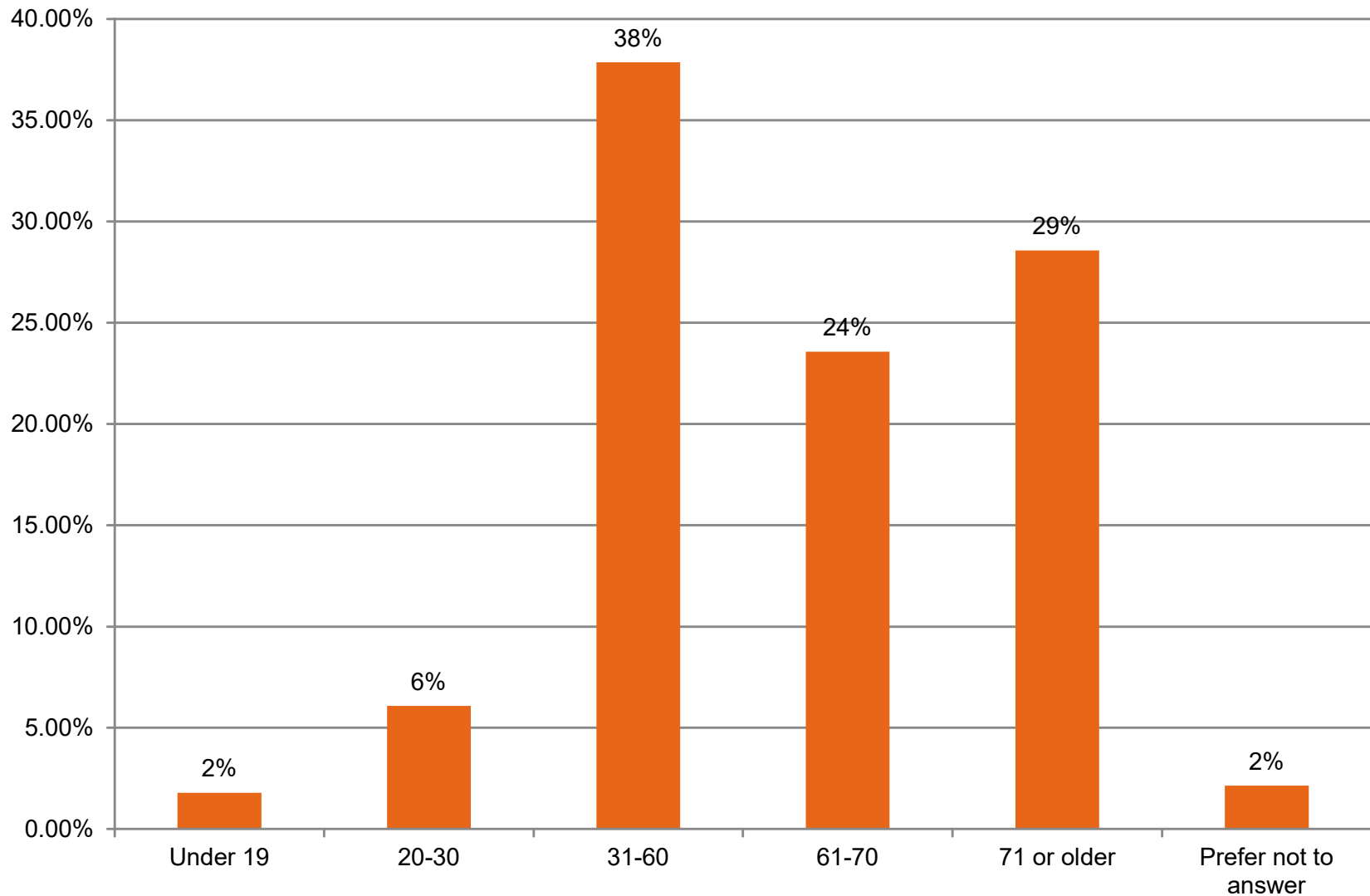
“Hours of operation are inconvenient”

“Transit would be improved by having 30 min consistent schedules instead of rotating every half hour.”

“Buses should run later in the evening”

“Friendly staff, great service”

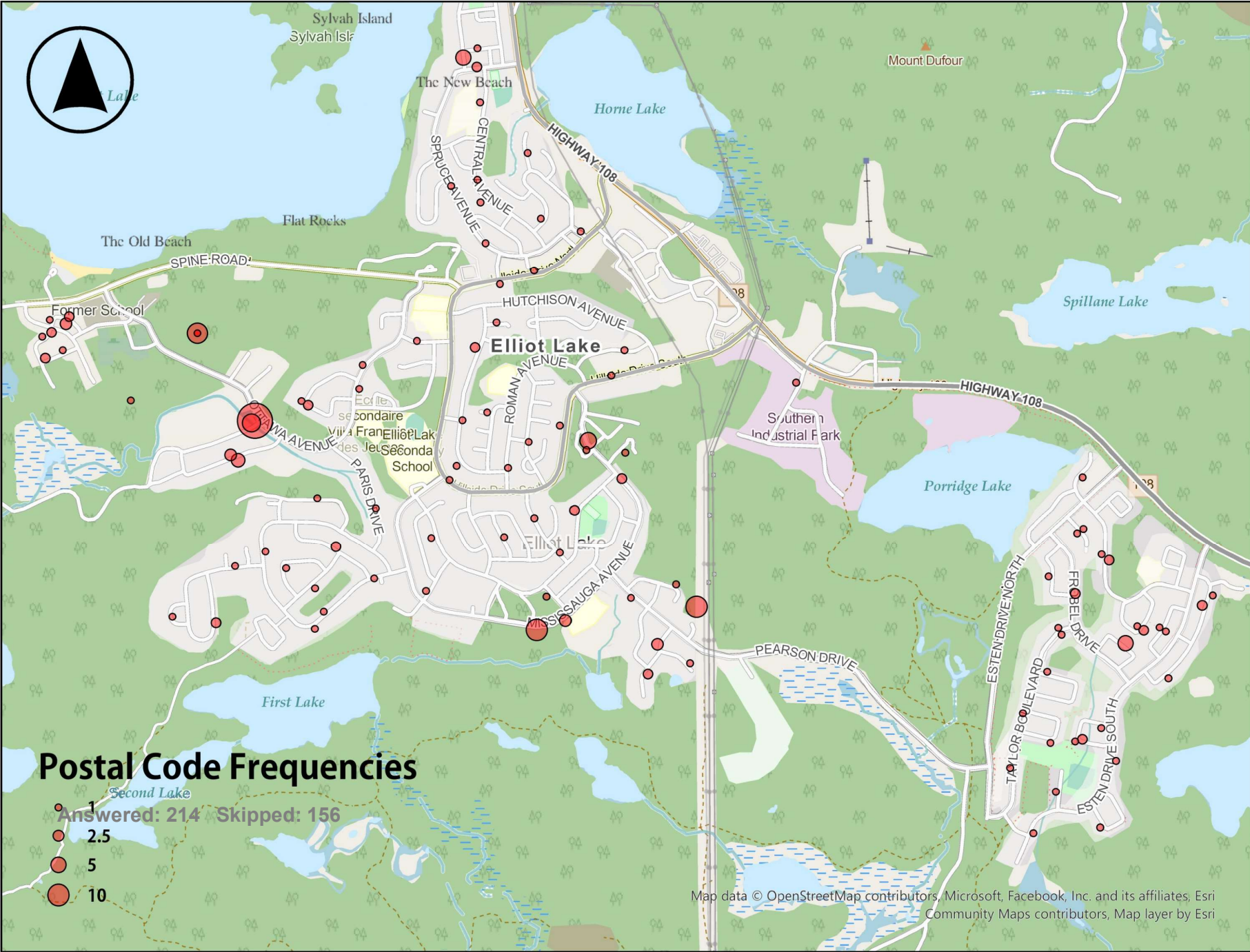
Q14 - Age range?



Answered: 280 Skipped: 90

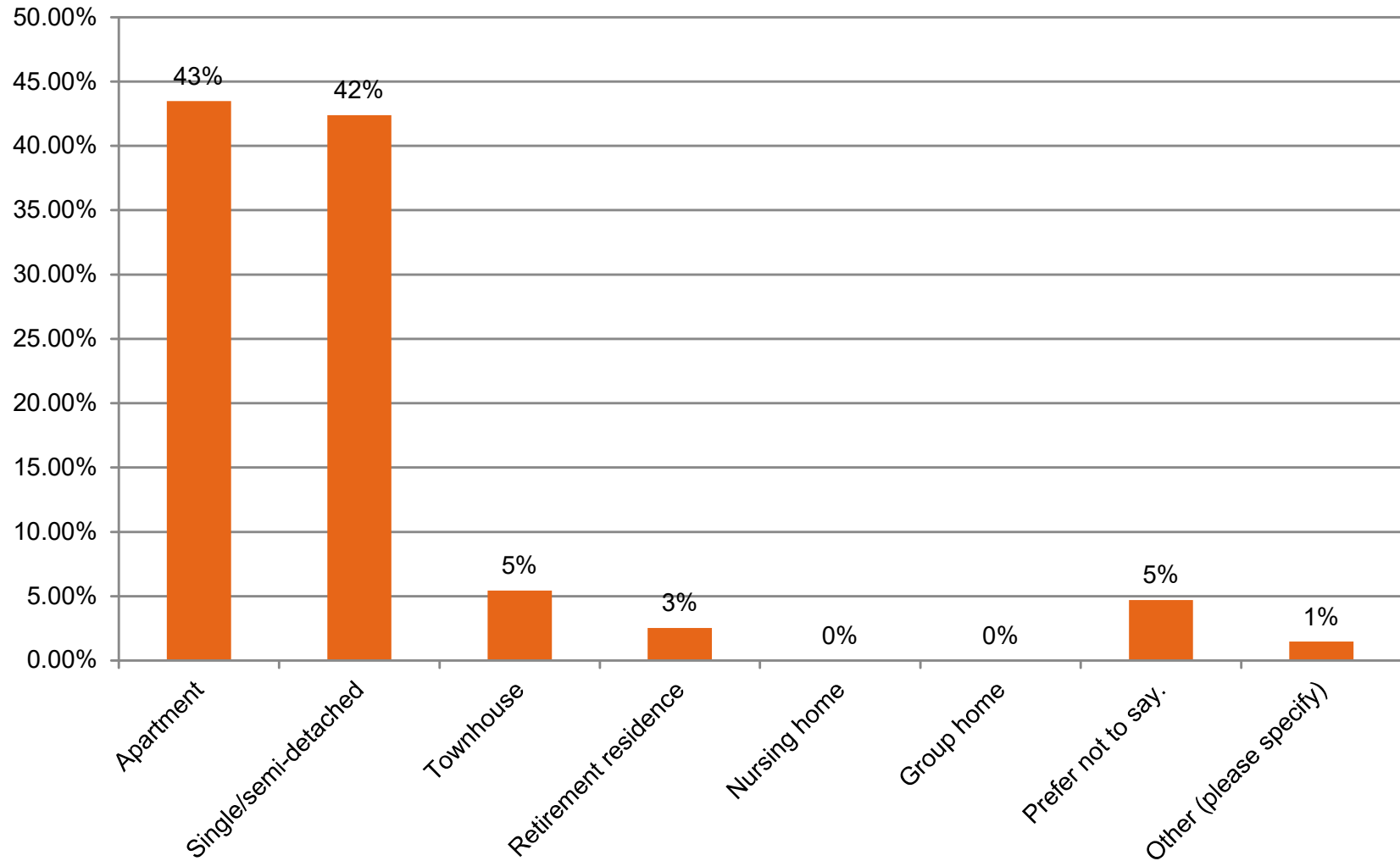
Question 14 represents the age distribution of survey respondents. The median age of the survey respondents was between 61-70 years old. The distribution highlights the aging population of Elliot Lake with the majority of survey respondents (53%) classifying as older than 60.

Q15 – Respondent Postal Code



Question 15 indicates the special distribution of survey respondents.

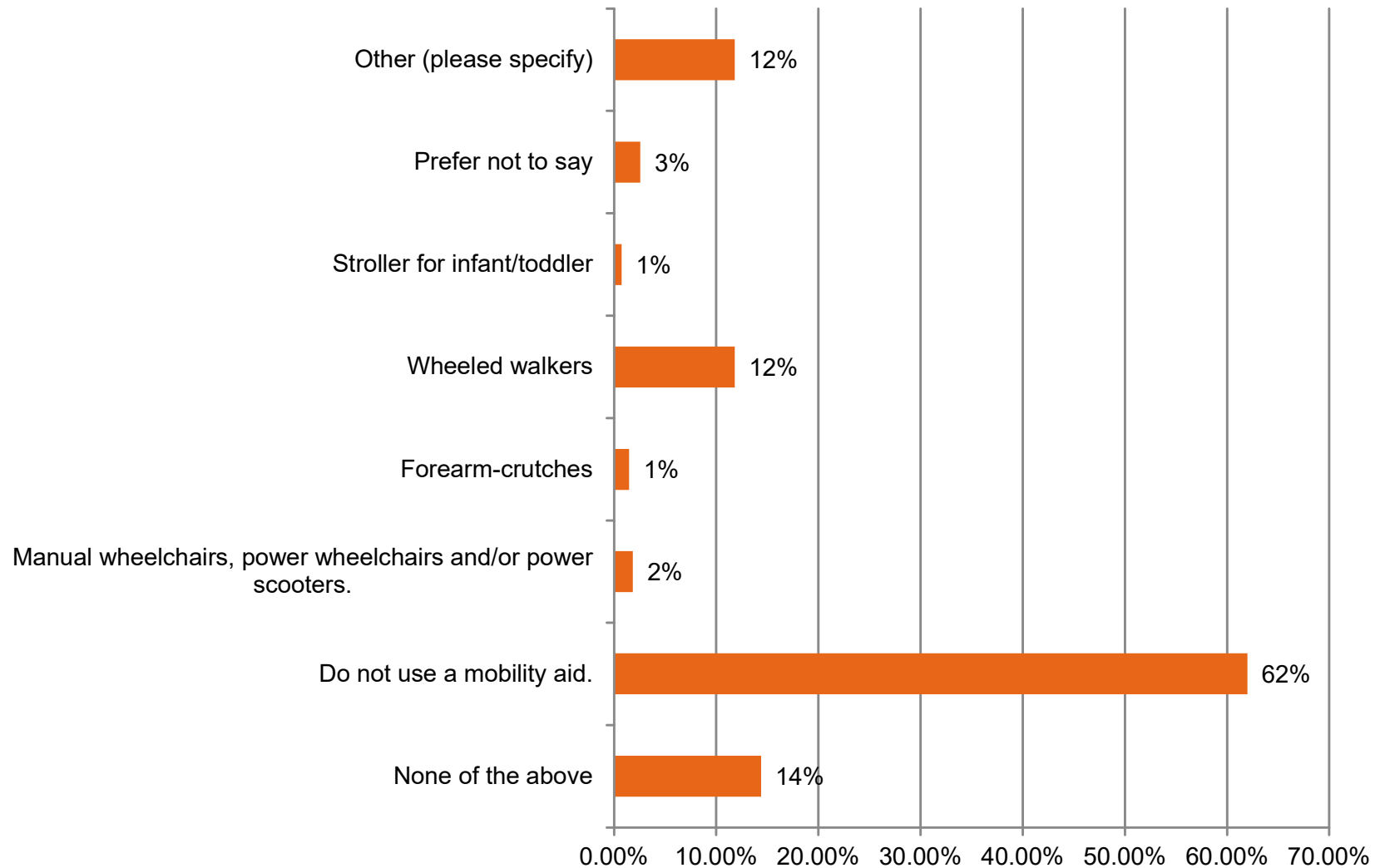
Q16 - Dwelling type?



Answered: 276 Skipped: 94

Question 16 finds that the majority of survey respondents (85%) are distributed between apartments(43%) and single/semi-detached houses (42%).

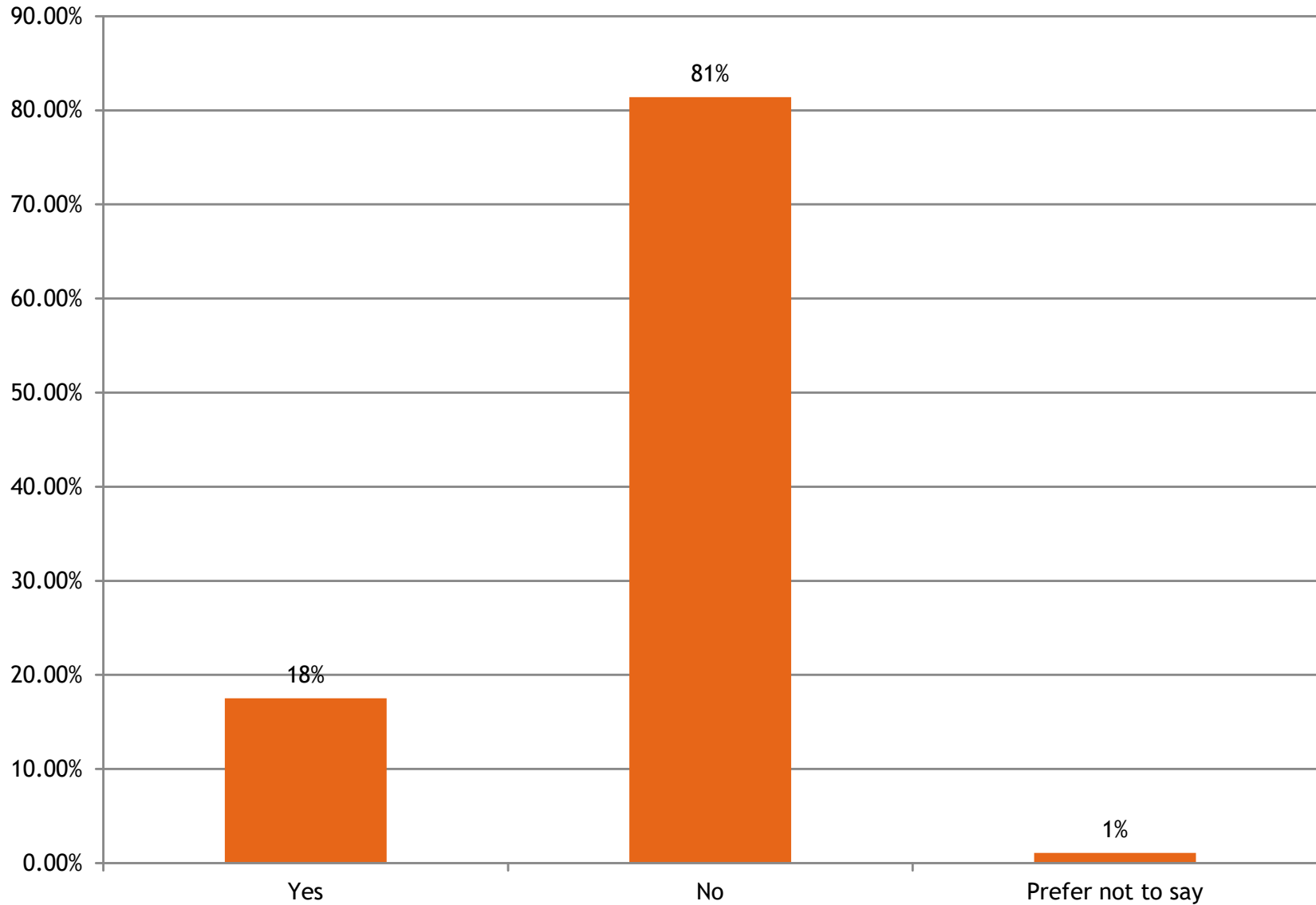
Q17 - Do you typically use a mobility aid? If so, what type? Select all that apply.



Answered: 271 Skipped: 99

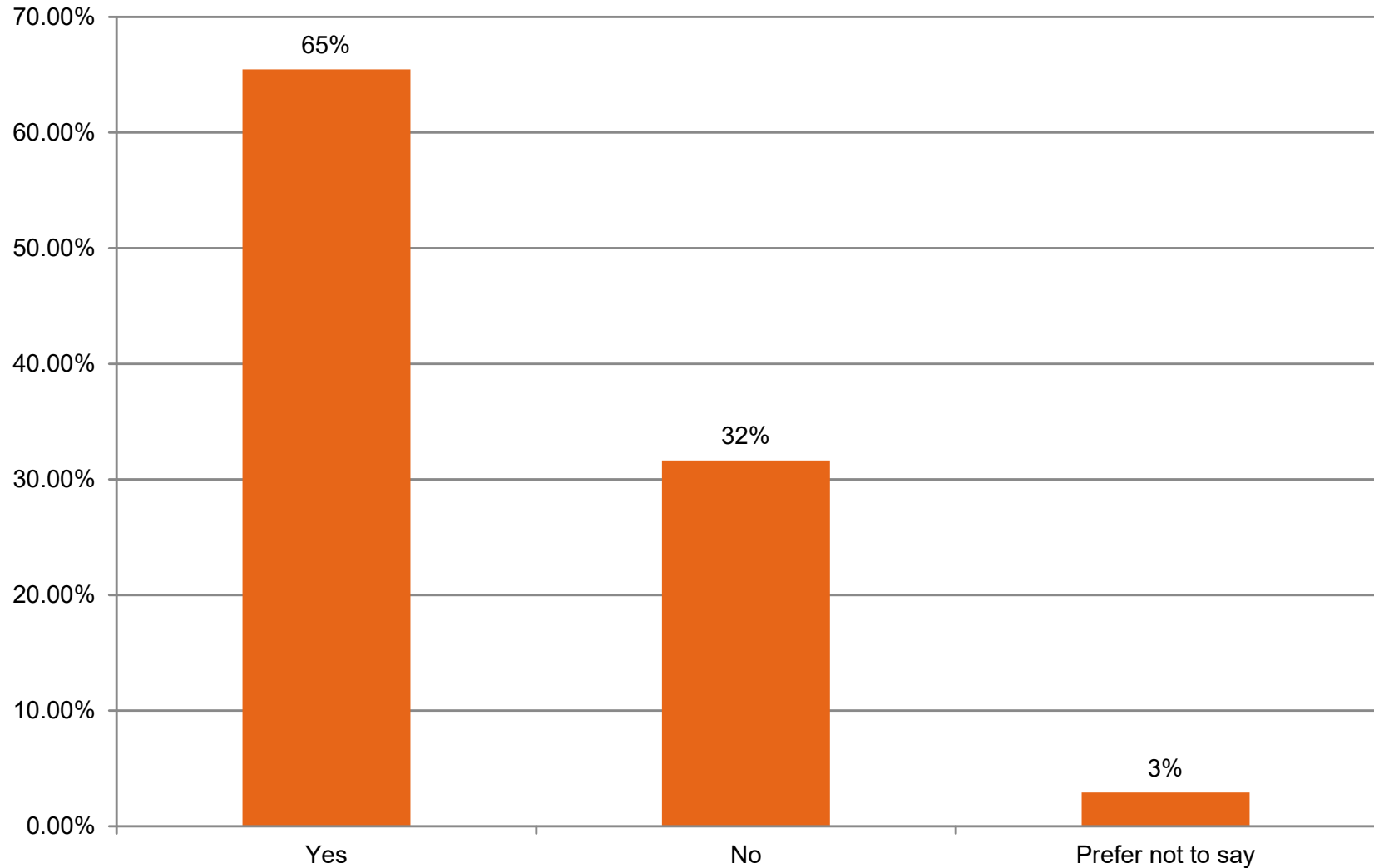
Question 17 finds that the majority of survey respondents (62%) do not use a mobility aid. The remaining survey respondents use a variety of mobility aids with the most common mobility aid selected by respondents are wheeled walkers (32 respondents, 12%) and Canes (28 respondents, 10%).

Q18 - Do you use a bicycle?



Question 18 indicates that the majority of survey respondents (81%) do not use bikes as a form of transportation.

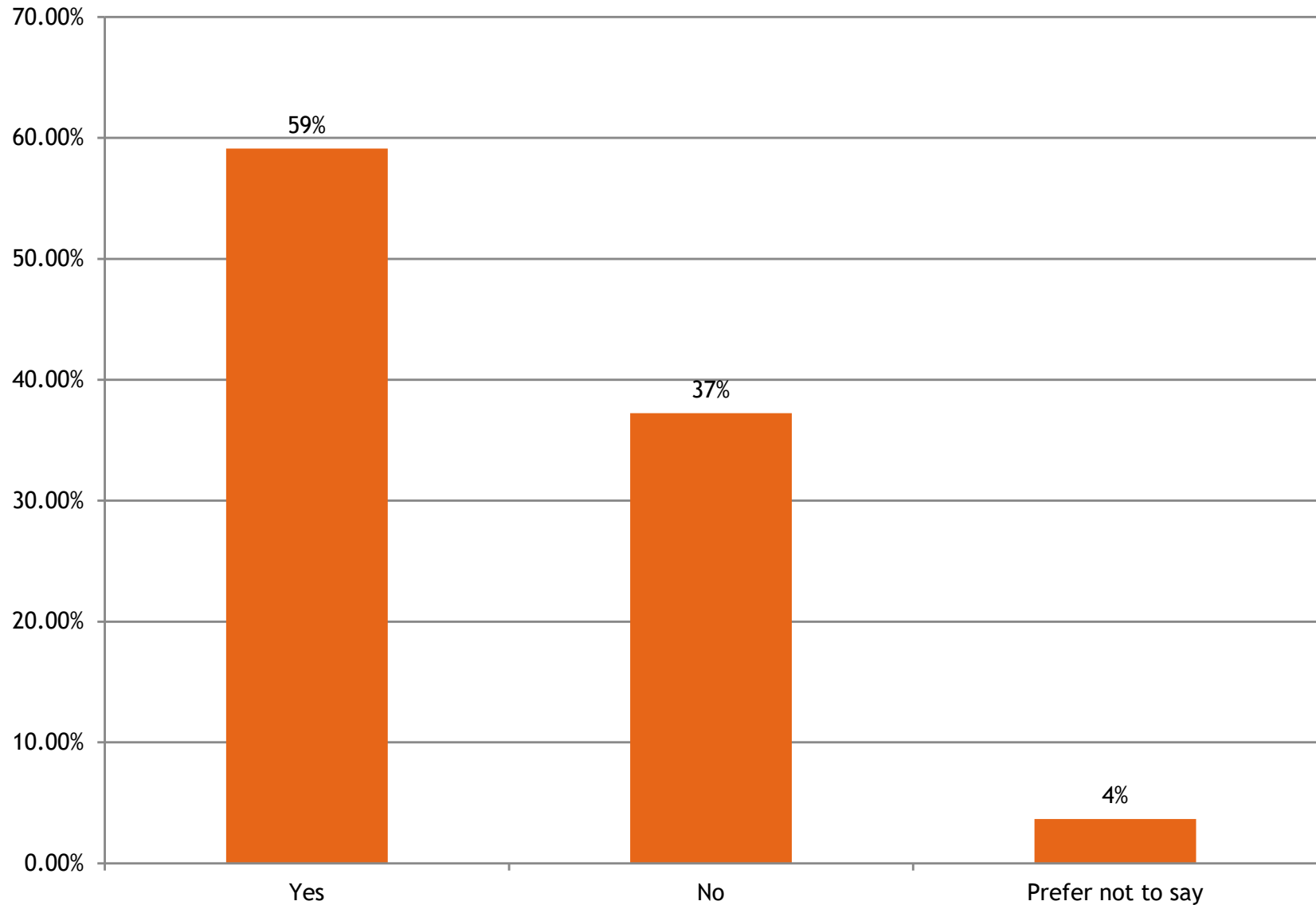
Q19 - Do you have access to a motor vehicle (either to drive or as a passenger)?



Answered: 275 Skipped: 95

Question 19 finds that the majority of survey respondents (65%) have access to motor vehicles. It also showcases that a sizeable portion of survey respondents (up to 35%) may not have access to a motor vehicle.

Q20 - Do you have a valid driver's license?



Answered: 274 Skipped: 96

Question 20 finds that the majority of survey respondents (59%) hold a valid driver's license. A significant portion of survey respondents (37%) do not have a valid driver's license.



City of Elliot Lake Conventional and Specialized Transit System Review Study

Survey Findings

Survey Findings

Respondent Profile

The survey asked a series of questions to develop a profile of the respondents to obtain a better understanding of the residents of the City of Elliot Lake. The survey asked respondents for details regarding their age, dwelling type, mobility aid requirements, vehicle access and driver license status, and bicycle usage.

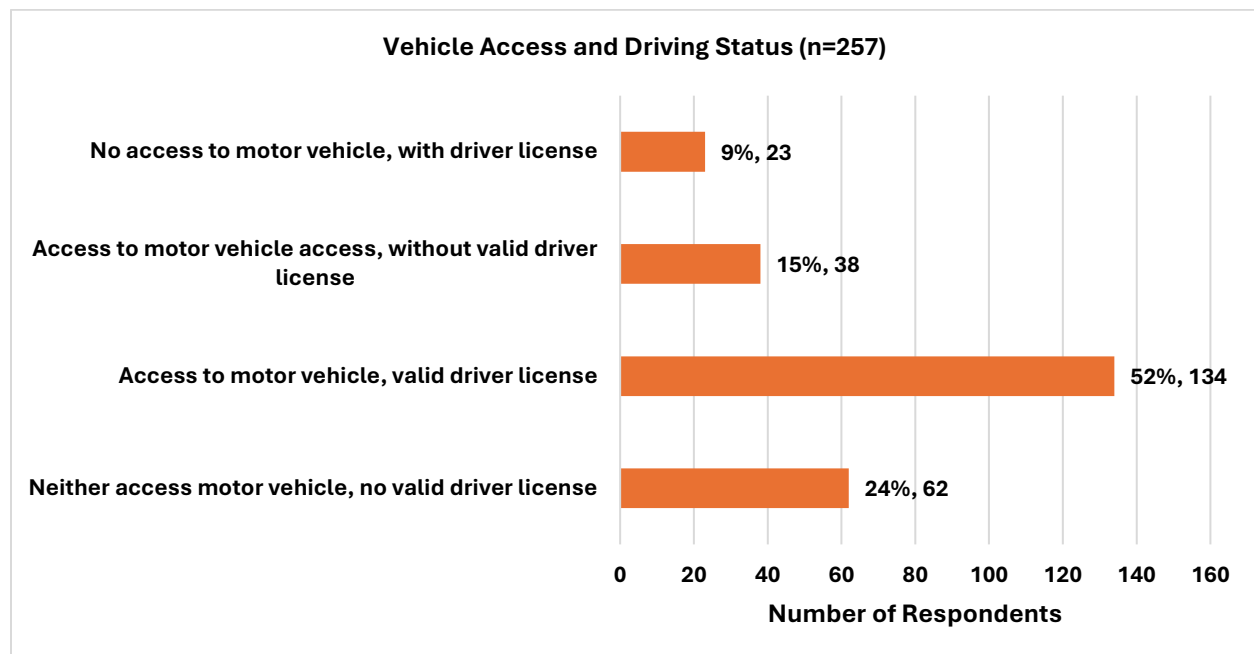
The median age of the survey respondents was between 61-70 years old.

The survey responses indicate that two types of dwelling units compose a majority (85%) of survey responses. The most common dwelling units is an apartment (43%) followed by a single/semidetached unit (42%). The remaining dwelling types (15%) are distributed between townhouses (5%), retirement residences (3%), prefer not to say (5%), and other responses.

Most survey respondents (168 respondents, 62%) do not use a mobility aid. The most common mobility aid selected by respondents are wheeled walkers (32 respondents, 12%) and Canes (28 respondents, 10%).

Approximately half of the respondents (52%, 134 respondents) have access to a motor vehicle and maintain a valid driver's license. A significant portion of respondents (48%, 123 respondents) do not have access to a motor vehicle and/or hold a valid driver's license. This presents a potential limitation to individual mobility for members of the public in Elliot Lake. The survey also inquired about alternative modes of transport. Respondents were asked if they used a bicycle in which most respondents (81%, 223 respondents) responded that they do not use bicycles. This is shown in **Exhibit 1**.

Exhibit 1: Vehicle Access and Driving Status of Survey Respondents



Use of Transit Services

The survey asked respondents if they were current or past users of the Handilift Service and of the City's bus transit service. About 43 respondents (14%) said that they were current or past users of the Handilift Service, while 253 (72%) said that they were current or past users of the bus.

Of those who used the Handilift service, most of them (30, or 70% of reported Handilift users) said that they also used the bus. Seven of the 43 Handilift users (16%) reported not using the bus, while the remaining 6 Handilift users (14%) did not say.

Exhibit 2 summarizes the respondents' reported use of Handilift and Transit.

Exhibit 2: Handilift and Bus Usage

Handilift and Bus Usage	Respondents	Percent
Use neither handilift nor bus	90	25%
Use handilift and bus	30	8%
Use handilift but not bus	7	2%
Use bus but not handilift	223	62%
Use handilift, bus use unknown	6	2%
Does not use handilift, bus use unknown	3	1%
Total	359	100%

Handilift

Frequency of Use

A majority of those who reportedly still use Handilift were found to be regular users of the service, with 19 (58%) of the 33 respondents saying they used it twice a week or more.

There were ten respondents who indicated that they used to use Handilift but stopped. The reasons given included:

- Schedule was inconvenient (four respondents).
- Using Handilift was inconvenient (two respondents).
- No longer needed the service (two respondents).
- Past unpleasant experience(s) while taking Handilift (one respondent).
- Use of a stroller for infants/toddlers made using Handilift difficult (one respondent).
- Did not feel safe on Handilift (one respondent).

Thirty-five respondents shared how often they use (or used to use) Handilift for certain trips. The most common trips that occurred either occasionally (every two to four weeks) or often ((once a week or more) were:

- Grocery shopping (20 respondents, or 57%).
- Other shopping (18 respondents, or 51%); and
- Medical visits (17 respondents, or 49%).

The most common use noted for Handilift was medical visits, as 34 of the 35 respondents (97%) indicated that they used Handilift either infrequently, occasionally or often. **Exhibit 3** provides a breakdown of trip use.

Exhibit 3: Frequency of Trips made using Handilift

	Often (once a week or more)		Occasionally (once every two to four weeks)		Infrequently (less than once a month)		Total	
	Percent (n=35)	Count	Percent (n=35)	Count	Percent (n=35)	Count	Percent (n=35)	Count
Medical visit	14%	5	34%	12	49%	17	97%	34
Visit family or friends	23%	8	9%	3	17%	6	49%	17
Work	6%	2	0%	0	17%	6	23%	8
School	0%	0	3%	1	20%	7	23%	8
Grocery shopping	46%	16	11%	4	9%	3	66%	23
Other shopping	26%	9	26%	9	11%	4	63%	22
Attend religious service/ceremony	6%	2	3%	1	26%	9	34%	12
Joyride	3%	1	9%	3	23%	8	34%	12
Recreation/Gym/Park	9%	3	9%	3	17%	6	34%	12
Connect to Ontario Northland bus service	0%	0	3%	1	26%	9	29%	10
Other							20%	7

Notes:

- *Medical visits include family doctor, hospital, outpatients, emergency, etc.*
- *Items listed for 'other' included the bank, Club 90, the pharmacy, a surgical test, and Huron Lodge Day Program.*

Ease of Use

Current and past users of Handilift were asked if they agreed with the following statements:

- Booking a Handilift trip is convenient; and
- Booking a Handilift trip is easy to do.

The level of agreement was broadly distributed among all four levels of agreement. For example, the percentage of respondents who strongly agreed, somewhat agreed, somewhat disagreed and strongly agreed with the statement that “Booking a Handilift trip is convenient” ranged between 21% and 25%. The distribution of agreement was somewhat wider for the statement “Booking a Handilift trip is easy to do”, which ranged between 22% and 30% for those that strongly or somewhat agree or somewhat disagree, with 15% strongly disagreeing.

The results were broken out by age group to assess whether specific age groups may find booking more or less convenient or easy to do than others. However, as **Exhibit 4** shows, this was not observed.

Exhibit 4: Perspective on the Convenience and Ease of Booking Handilift (by age demographic)

		Level of Agreement									Total
		Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree	Don't know/ No answer					
Statement: Booking a Handilift trip is convenient											
Age Demographic	Count	Percent (n=28)	Count	Percent (n=28)	Count	Percent (n=28)	Count	Percent (n=28)	Count	Percent (n=28)	
31-60	1	4%	1	4%	2	7%		0%		0%	4
61-70	2	7%	1	4%	3	11%	2	7%		0%	8
71 or older	3	11%	4	14%	1	4%	4	14%	2	7%	14
Prefer not to answer	1	4%		0%		0%		0%	1	4%	2
Total	7	25%	6	21%	6	21%	6	21%	3	11%	28
Statement: Booking a Handilift trip is easy to do											
Age Demographic	Count	Percent (n=27)	Count	Percent (n=27)	Count	Percent (n=27)	Count	Percent (n=27)	Count	Percent (n=27)	
31-60	1	4%	2	7%	1	4%		0%		0%	4
61-70	2	7%	1	4%	3	11%	2	7%		0%	8
71 or older	3	11%	3	11%	3	11%	2	7%	2	7%	13
Prefer not to answer	2	7%		0%		0%		0%		0%	2
Total	8	30%	6	22%	7	26%	4	15%	2	7%	27

Bus Transit

Frequency of Use

A majority of bus transit users were found to be regular users, with 129 respondents (56%) saying they used it twice a week or more. **Exhibit 5** provides a breakdown of trip use.

Exhibit 5: Frequency of Use of Bus Transit

	Often (once a week or more)		Occasionally (once every two to four weeks)		Infrequently (less than once a month)		Total	
	Percent (n=35)	Count	Percent (n=35)	Count	Percent (n=35)	Count	Percent (n=35)	Count
Medical visit	9%	20	28%	63	48%	107	85%	190
Visit family or friends	15%	33	17%	38	36%	80	68%	151
Work	21%	46	3%	7	31%	69	55%	122
School	5%	12	2%	5	36%	81	44%	98
Grocery shopping	43%	95	24%	54	21%	47	88%	196
Other shopping	37%	83	23%	52	22%	48	82%	183
Attend religious service/ceremony	5%	11	4%	8	39%	86	47%	105
Joyride	5%	11	7%	16	36%	81	48%	108
Recreation/Gym/Park	10%	23	12%	26	32%	71	54%	120
Connect to Ontario Northland bus service	3%	7	6%	13	46%	103	55%	123
Other							9%	21

Notes:

- *Medical visits include family doctor, hospital, outpatients, emergency, etc.*
- *The main items listed for 'other' included the bank, the pharmacy, accessing trails, the library, and when their vehicle is unavailable.*

Bus Trips

Respondents were asked to list their most common trips, including where they got on the bus and where they exited. A total of 443 trips were shared. **Exhibit 6** presents a summary of the routes where the trips began and ended. The data indicates that the majority of reported trips (64%) began and ended on the same route, while about 36% ended on a different route. While this conceivably would mean a transfer, it may not mean that a use would need to exit and then reboard a different bus, as the bus would generally be continuing as a different route.

The route where trips began most commonly was the Lakeside route (36% of reported trips), while the Central Route was the route where trips would most commonly end (35%). The Lakeside route also had the most trips that started and ended on the same route (25% of all reported trips).

Exhibit 6: Trip Distribution - by Route (n=443)

Bus Stop - Exiting (Route)	Central Route	Esten Route	Lakeside Route	Westhill Route	Total
Bus Stop - Boarding (Route)					
Central Route	15%	3%	3%	2%	22%
Esten Route	6%	15%	1%	1%	24%
Lakeside Route	9%	1%	25%	1%	36%
Westhill Route	5%	4%	1%	9%	18%
Total	35%	23%	30%	13%	

Motivation to Use Transit

Reasons for Using Handilift and Bus Transit

The respondents were asked why they choose to use the bus transit or Handilift. The most common reasons were:

- No motor vehicle at the home (54%);
- It is cost-effective (45%);
- A motor vehicle is not available to me for use (40%); and
- Travel distance is too far for walking or moving with a mobility aid, such as a walker, wheelchair, etc. (40%).

The main reasons for using a different mode of transport instead of Handilift or bus transit were:

- Motor vehicle more convenient (49%);
- Transit takes longer than driving (34%); and
- Schedule is inconvenient (32%).

Appendix C – List of Vendors and Contractors

Sample Contractor and Vendor List


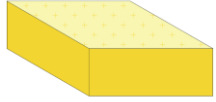

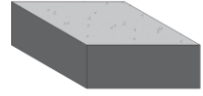
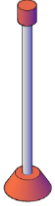
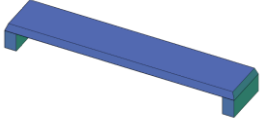
The table below lists potential contractors and vendors for the services outlined in the study. While not comprehensive, this list reflects the current transit needs identified in the report. Additional work may be necessary to address the evolving transit requirements of the City of Elliot Lake.

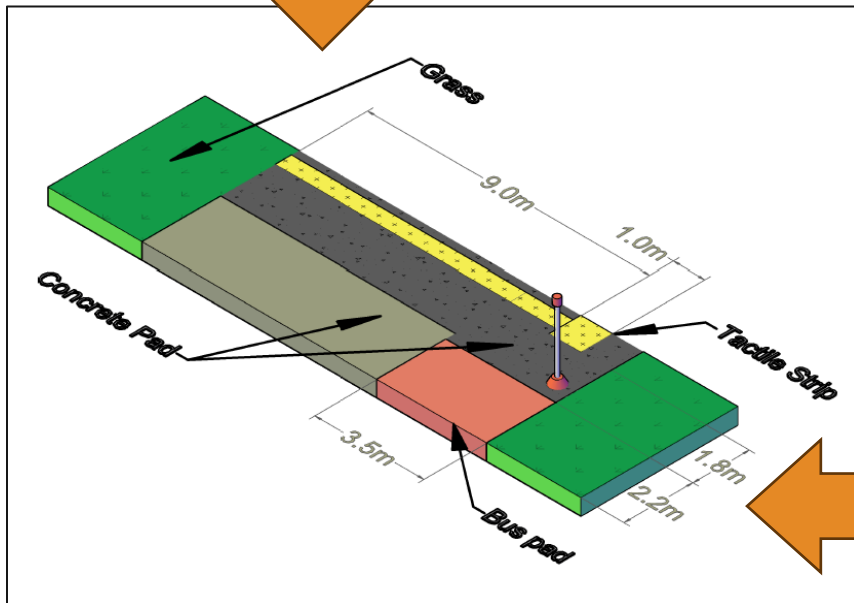
Vendor Name	Services Offered	Website	Phone Number
Vehicle Suppliers			
ARBOC Specialty Vehicles	Offers low-floor transit vehicles with mobility features	https://arbocsv.com/	1-866-953-5555
Champion	Offers low-floor transit vehicles with mobility features	https://www.championbus.com/	
Startrans	Offers low-floor transit vehicles with mobility features	https://forestriverbus.com/startrans	
Overland Custom Coach	Dealer and manufacturer of both wheelchair accessible vans and low floor transit mobility vehicles. Offer van conversions.	https://www.overlandcustomcoach.com/	
Creative Carriage	Low floor transit and mobility devices with wheelchair accessible vans and conversions	https://creativecarriage.com/	800-392-8403
Move Mobility	Dealer of medical vehicles and wheelchair accessible vans and conversions	https://movemobility.ca/	844-951-3808
Humberview Mobility	Dealer of wheelchair accessible vehicles and conversions	https://www.humberviewmobility.com/	416-288-5477
App Development Technology Providers			
RideCo	On-Demand transit solution for transit providers	https://www.rideco.com/	226-240-1089
CS Software	Provides high-quality software built specifically for transportation.	https://camsys.software/platforms/ride-pilot	
CTS Trip Master Software	On-Demand scheduling, dispatch and fare collection software	https://tripmastersoftware.com/	
Pantonium	On-Demand scheduling and dispatch transit	https://pantonium.com/	

Vendor Name	Services Offered	Website	Phone Number
	solution for transit providers		
Spare Labs	On-Demand scheduling and dispatch software AVL systems for transit providers	https://sparelabs.com/	
ITS Max Solutions	Fare collection and AVL systems for transit providers. Includes the ability to gather passenger information	http://itsmax.ca/index.php/en	450-444-0005

Appendix D- Bus Pad Drawings and Description

Description of Bus Pad Elements

Figures						
Description	Grass area	Tactile strips indicating changes in roadway environments for AODA requirements	Designated area for concrete bus pads and potential bus shelter. The potential bus shelter would include resting and seating areas for waiting.	Concrete surface marking the bus stop area, distinguishing it from the surrounding built environment.	Bus stop post	Outdoor bench



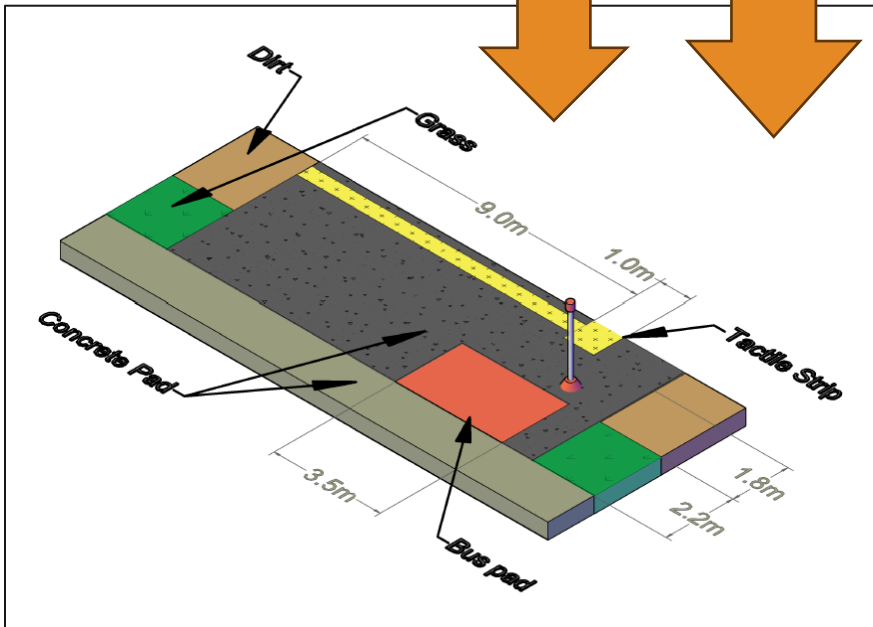
Bus Pad Transformation: Alternative 1

Alternative 1 is designed to accommodate road fronts with or without pedestrian infrastructure connecting to the street interface. This alternative includes:

- Tactile Strips
- The potential to construct an AODA-compliant bus shelter on designated bus pads
- Delineated concrete waiting surfaces marking the perimeter of bus stops
- Bus stop post

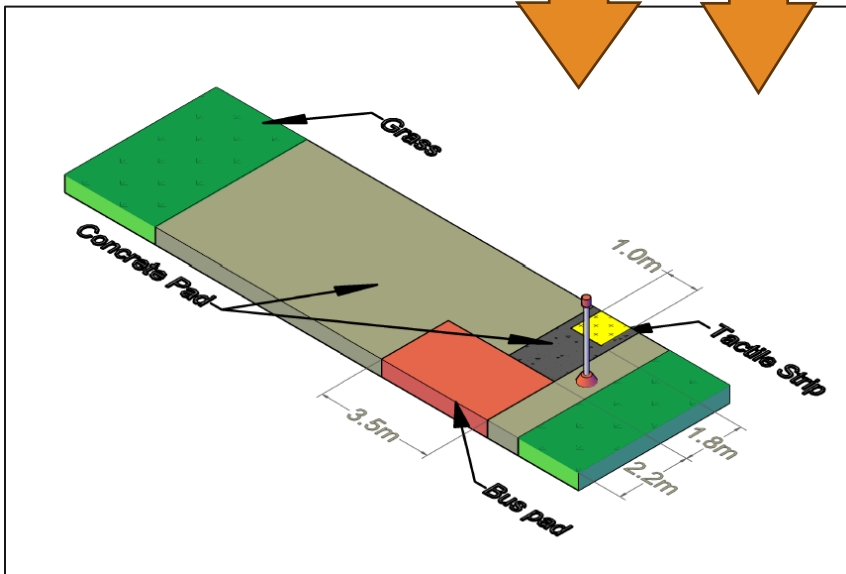
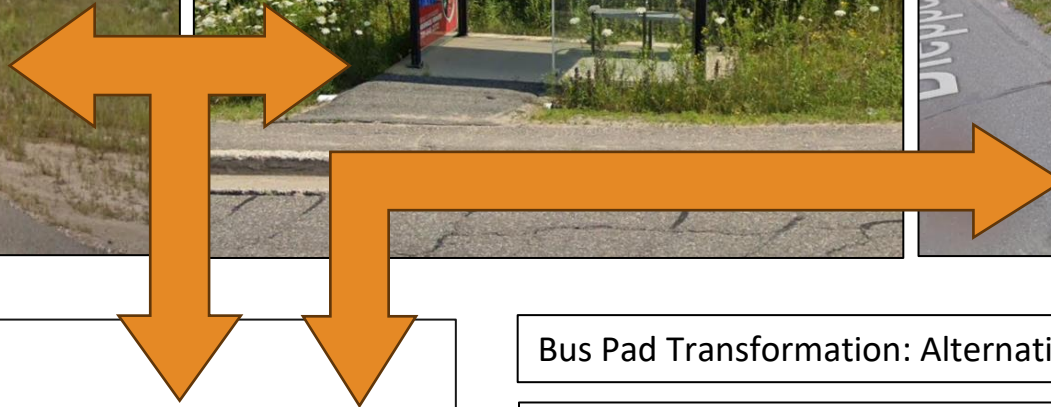


Bus Pad Transformation: Alternative 2



Alternative 2 is accommodated to fit road fronts with pedestrian infrastructure connecting to the street interface. Sidewalk buffers are included as a part of the sidewalk design to add additional distance between soft and hard road users. This alternative should be considered in areas that currently, or preemptively encourage this alignment. This alternative incorporates:

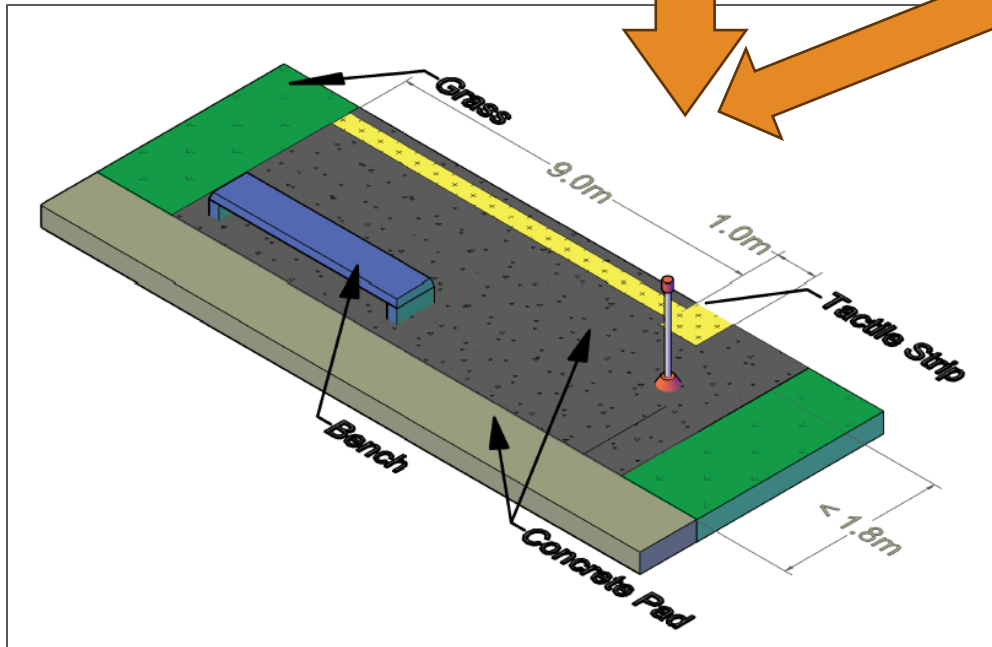
- Tactile Strips
- The potential to construct an AODA-compliant bus shelter on designated bus pads
- Delineated concrete waiting surfaces marking the perimeter of bus stops
- Bus stop post



Bus Pad Transformation: Alternative 3

Alternative 3 is designed for low volume bus stops in suburban, local environments without pedestrian infrastructure, with the potential to construct bus shelters if required. This alternative incorporates:

- Tactile Strips
- The potential to construct an AODA-compliant bus shelter on designated bus pads
- Delineated concrete waiting surfaces marking the perimeter of bus stops
- Bus stop post



Bus Pad Transformation: Alternative 4

Alternative 4 is a low-cost option, accommodated to fit road fronts with pedestrian infrastructure connecting to the street interface at low volume bus stops. Outdoor benches are included to provide waiting and resting facilities. This alternative incorporates:

- Tactile Strips
- Bench
- Delineated concrete waiting surfaces marking the perimeter of bus stops
- Bus stop post

Appendix E- Funding Options

1. Green Municipal Fund

- <https://greenmunicipalfund.ca/funding?keywords=§or%5B%5D=1#views-exposed-form-funding-opportunity-listing-page-block-1>

The Green Municipal Fund (GMF) offers financial support to Canadian municipalities aiming to transition their fleets to zero-emission vehicles (ZEVs). This initiative helps reduce greenhouse gas emissions and promotes sustainable transportation.

- Capital project: [Municipal Fleet Electrification](#)
Maximum Award
 - Combined grant and loan for up to 80% of eligible costs
 - Combined grant and loan up to a maximum of \$10M – Grants for up to 15% of loan amount
- Study: [Municipal Fleet Electrification](#)
Maximum Award
 - Grant for up to 50% of eligible costs up to a maximum of 200,000

Project Criteria

- The project must aim to achieve a partial or complete transition of the municipal and/or transit fleet to zero-emission vehicles (ZEVs).
- Eligible costs include the replacement of internal combustion engine vehicles with ZEVs, required EV supply equipment (EVSE), and necessary facility upgrades

Application Process (6 Phases)

1. Pre application submission
2. Eligibility Determination
3. Full application submission
4. GMF project officer review
5. Peer review and internal review
6. FCM funding decision

2. Zero Emission Transit Fund

- <https://housing-infrastructure.canada.ca/zero-emissions-trans-zero-emissions/index-eng.html#2>

The Zero Emission Transit Fund (ZETF) is a \$2.75 billion initiative by the Government of Canada, aimed at supporting public transit and school bus operators in transitioning to zero-emission vehicles (ZEVs). This fund helps communities invest in cleaner transportation options, reducing greenhouse gas emissions and improving air quality.

- Capital Projects:
 - Funding for the procurement of zero-emission buses, charging and refueling infrastructure, and other necessary supporting infrastructure
 - Eligible for up to 50% of total eligible costs.
 - Includes procurement of zero-emission buses, charging/refueling infrastructure, and other ancillary infrastructure.

Application Process

<https://housing-infrastructure.canada.ca/alt-format/pdf/zero-emissions-trans-zero-emissions/applicant-guide-demandeur-en.pdf>

- Stage 1: Expression of interest- Submit an EOI form through the Housing, Infrastructure and Communities Canada portal. EOI helps determine eligibility and the level of project planning completed
- Stage 2: Project Application (Assessment based of merit)

3. Safe Restart Agreement

- <https://www.canada.ca/en/intergovernmental-affairs/services/safe-restart-agreement.html>

The Safe Restart Agreement (SRA) is a collaborative initiative between the Government of Canada and provincial and territorial governments to help municipalities manage the financial impacts of COVID-19. This agreement provides significant funding to support essential services and public transit systems, ensuring a safe and effective restart of local economies.

Overview

- Total Federal Contribution: Up to \$2 billion to support municipalities with COVID-19 operating costs over the next six to eight months.
- **Public Transit Support:** An additional \$2.3 billion to match provincial and territorial contributions for public transit
- Purpose: To support public transit systems facing reduced ridership and increased operational costs due to COVID-19

Funding Allocation

- Federal Investment: \$2.3 billion.
- Allocation Method: Cash transfer as applicable, cost-shared at 50/50 with provincial and territorial governments.
- Total Allocation for Ontario: \$1,776.647 million

<https://www.canada.ca/en/intergovernmental-affairs/services/safe-restart-agreement/letters/ontario.html>

Eligibility

- All municipalities, regardless of size, are eligible to apply for funding under the SRA.
- Smaller municipalities can benefit from the per capita allocation method, ensuring equitable distribution of funds.

Application Steps

- **Initial Submission:** Municipalities must submit details of their COVID-19 operating costs and pressures, including financial statements and projections.
- **Cost-Sharing Agreement:** Municipalities must demonstrate how they will match federal funds with provincial or territorial contributions.
- **Reporting:** Regular reporting on the use of funds and the impact on municipal operations is required to ensure transparency and accountability

Support for Public Transit

- Smaller municipalities with public transit systems can apply for additional funding to cover operational costs and implement safety measures.
- Funding can be used for enhanced cleaning, protective equipment for staff, and measures to ensure safe ridership.

4. Gas Tax Program

- https://www.infrastructure.gc.ca/site/alt-format/pdf/gtf-fte/Infrastructure_Canada_ENG.pdf
- <https://www.ruralontarioinstitute.ca/uploads/userfiles/files/Kevin%20Dowling%20-%20Gas%20Tax%20Introduction.pdf>

The Gas Tax Program provides a sustainable source of funding for Ontario municipalities to support public transit infrastructure. This program is crucial for municipalities like Elliot Lake, which have already applied and benefited from it.

Overview

- **Public Transit Infrastructure:** The second largest investment category under the Gas Tax Fund (GTF) program.
- **Funding Distribution:** Provincial funding is provided directly to eligible municipalities based on a formula that considers ridership and population. Federal funding is distributed through the Association of Municipalities Ontario (AMO) on a per-capita basis

General Eligibility

- **Compliance:** Municipalities must comply with all applicable federal and provincial laws, regulations, and municipal by-laws.
- **New Systems:** Municipalities initiating new transit systems or confirming financial support can enter the mid-year program with a pro-rated allocation.
- **Statutory Requirements:** Compliance with statutes such as the Accessibility for Ontarians with Disabilities Act, Integrated Accessibility Standards, Highway Traffic Act, Public Vehicles Act, and Accessible Vehicles regulations

Eligible Expenditures

- **Operating Expenditures:** Costs related to the day-to-day operation of transit services.
- **Capital Expenditures:** Investments that promote increased transit ridership, replacement of transportation vehicles, improvements to transit security and passenger safety, and major refurbishments of fully accessible public transportation vehicles

Program Administration

- **Allocation Formula:** Based on 70% ridership and 30% population.
- **Funding Cap:** Gas Tax funds provided to each municipality must not exceed 75% of the municipality's own spending on transit.
- **Notification and Documentation:** The Ministry of Transportation determines and notifies municipalities of their allocations. Municipalities receive a Gas Tax package that includes a Letter of Agreement, program guidelines, and reporting form

Initial Funding Requirements

To receive initial quarterly funding payments, municipalities must provide:

- Two executed original Letters of Agreement.

- Authorizing municipal by-law

5. Connecting the North Transportation Plan

- <https://files.ontario.ca/mto-northern-ontario-transportation-plan-en-2020-12-10.pdf>

The Connecting the North Transportation Plan is a strategic initiative by the Government of Ontario aimed at improving transportation infrastructure and connectivity in Northern Ontario. This plan addresses the unique transportation challenges faced by northern communities, such as vast distances, harsh weather conditions, and limited access to essential services.

Community Transportation Grant Program

- <https://news.ontario.ca/en/backgrounder/1000417/community-transportation-grant-program-recipients-and-services>
- <https://www.ruralontarioinstitute.ca/uploads/userfiles/files/MTO%20PPT%20Applying%20to%20the%20New%20CT%20Program%20PDF.pdf>

The Community Transportation Grant Program has provided funding to enhance transportation services in Northern Ontario. Elliot Lake is one of the nine municipalities benefiting from this program

- **Funding Allocation:** A total of \$3.7 million over five years.
- **Beneficiary Municipalities:** Atikokan, Central Manitoulin, **Elliot Lake**, Manitouwadge, Sioux Lookout, St. Charles, Terrace Bay, Val Rita-Harty, and White River.
- **Purpose:** To enhance community transportation services, ensuring residents have better access to jobs, healthcare, and other essential services

Northern Ontario

Nine communities in Northern Ontario will receive additional funding of \$1.7 million over two years.

	Municipality	2018-2023 Funding	2023-2025 Funding (new)
1.	Atikokan	\$241,309.00	\$70,390.42
2.	Central Manitoulin	\$500,000.00	\$210,095.62
3.	Elliot Lake	\$237,213.00	\$82,124.65
4.	Manitouwadge	\$500,000.00	\$231,249.82
5.	Sioux Lookout	\$761,534.00	\$476,169.99
6.	St. Charles	\$500,000.00	\$260,568.61
7.	Terrace Bay	\$266,148.30	\$78,895.45
8.	Val Rita-Harty	\$499,700.00	\$233,513.46
9.	White River	\$222,585.00	\$58,796.81

Ontario’s Action Plan

- **Additional Funding:** \$4.9 million provided through Ontario’s Action Plan.
- **Purpose:** To further support transportation infrastructure projects in Northern Ontario, addressing immediate needs and promoting long-term economic growth and sustainability

Appendix F- Financial Considerations

Service Plan Actions and Cost Associated

Table 1: Short-Term Budget Chart for Transit System Development (0-2 Years)

Action Item	Estimated Cost	Details	Frequency	Notes
Prepare a Transit Implementation Plan	\$3,500	The cost for staff time to develop the plan over two weeks, assuming 35 hours per week at a rate of \$50 per hour	One-time	Based on the Conventional and Specialized Transit System Review Study
Obtain Council Endorsement	\$2,000	Presentation materials, Council sessions	One-time	Staff hours, materials for Council approval
Restructure Routes	\$2,000	Staff hours for council endorsement and public announcements	One-time	Includes council endorsements and public communications
Implement On-Demand Service- Capital Costs for On-Demand Service and Operational costs	\$276,000- Capital costs, \$219,260- Operational costs	Software and infrastructure for on-demand dispatching. Refer to Table	One-time + Maintenance	Includes licensing fees, training, and software maintenance (\$10,000 annually)
Draft and publish the RFP	\$8,000	Legal and staff time for RFP preparation	One-time	Includes staff hours, legal review, and publication costs
Market RFP and Select Service Operator	\$2,000	Staff hours for marketing, proposal evaluation, reference checks	One-time	Costs for advertising, evaluation committee, and reference checks
Council Endorsement of Proponent	\$2,000	Materials and session time for Council approval	One-time	Staff time and meeting expenses for Council endorsement
Final Contract Negotiations	\$2,000	Legal fees and final contract review	One-time	Ensure clear terms and conditions for service delivery
Launch Pilot Service (Q3 2026)	\$2,000	Initial operations setup, testing, and marketing	One-time	Includes promotional materials and initial service adjustments
Maintain Bus Stops/Bus Pads and Shelters	\$20,000 - \$30,000	Shelter maintenance, cleaning, and repairs	Annual	Includes maintenance contracts, repairs, and seasonal cleaning
Fare Review and Adjustments	\$3,000 - \$5,000	Staff hours and materials for fare analysis	Annual	Implement fare increases based on inflation and service costs

Note: Staff hours are subject to change based on the level of effort and the hourly rate for each staff member involved. The estimation is tentative only.

Table 2: Medium-Term Budget Chart for Transit System Development (5 Years)

Action Item	Estimated Cost	Details	Frequency	Notes
Stage Bus Purchases	\$0 - \$5,000 for planning	Planning cost. Stage purchases to avoid simultaneous breakdowns	One-time	Includes strategic planning, partnership with Metrolinx, and funding applications
Focus on Low-Floor Vehicle purchase (Vehicle purchase)	\$150,000 - \$250,000 per vehicle	Purchase low-floor vehicles for easier access and dual-service use	Annual (one vehicle per year)	Use Metrolinx joint procurement for cost savings and funding opportunities
Integrate conventional evening and weekend operation services with specialized transit	\$248,052.00	Transition costs for integrating into a single service provider. The operational cost associated with planning and implementing On-Demand Service	One-time	May require new software, training, and provider contracts
Advertising Contracts for Shelter Maintenance	Potential Revenue: \$10,000 - \$15,000 annually	Revenue from contracts covering shelter advertising, cleaning, and maintenance	Annual revenue	Income from ads can fund maintenance or be reinvested into service improvements
Monitor Government Funding Opportunities	\$3,000 - \$5,000 (staff hours)	Staff time for grant application preparation and monitoring	Annual	Enables capital support for projects such as new vehicles, shelter upgrades, etc.
Ensure Municipality-wide Connectivity	\$20,000 - \$25,000	Costs to extend service areas for seasonal workers and students (On Demand Operational Costs)	Annual	Expand routes and times to better serve all demographics
Maintain Bus Stops and Shelters	\$15,000 - \$25,000	Shelter maintenance, cleaning, and repairs	Annual	Includes maintenance contracts, repairs, and seasonal cleaning
Implement Feedback Mechanisms	\$5,000 - \$10,000	Software or surveys for collecting feedback	Annual	Continuous improvement through passenger feedback

Note: Staff hours are subject to change based on the level of effort and the hourly rate for each staff member involved. The estimation is tentative only.

Table 3: Long-Term Budget Chart for Transit System Development (10 Years)

Action Item	Estimated Cost	Details	Frequency	Notes
Implement Annual Bus Stop Improvement Program	\$20,000 - \$30,000 per year	Upgrades to improve accessibility and safety at high-priority stops	Annual	Costs vary based on the number of stops upgraded each year and may include curb cuts, ramps, and signage.
Periodic Fare Analysis	\$3,000 - \$5,000	Staff time or consultant fees for fare review and adjustment	Every 2 years	Align fare structures with inflation and operational expenses to maintain financial stability.
Explore Cashless Payment Systems	\$50,000 - \$100,000 (initial setup)	Hardware, software, and staff training for cashless payments	One-time + Maintenance (\$5,000 annually)	Help modernize fare collection, reducing cash handling costs and enhancing rider convenience.
Continuous Grant Applications	\$5,000 - \$10,000 annually	Staff hours for identifying, applying for, and managing grants	Annual	Enables funding support for capital and operational expenses without straining local budgets.
Move transit systems to one service provider and towards an On-Demand Service based on ridership number and demand	\$280,548.00	Transition costs for integrating into a single service provider. The operational cost associated with planning and implementing On-Demand Service	Once	May require new software, training, and provider contracts

Note: Staff hours are subject to change based on the level of effort and the hourly rate for each staff member involved. The estimation is tentative only.