

REPORT

REPORT TO: Chair and Members of the Community Affairs Committee
REPORT FROM: Daniel Ridgway, Transportation Planner
DATE: April 25, 2017
REPORT NO.: P&I-2017-0026
RE: Transit Service Strategy Study - Terms of Reference

RECOMMENDATION:

THAT Report No. P&I-2017-0026, dated April 25, 2017, regarding the Transit Service Strategy Study - Terms of Reference, be received;

AND FURTHER THAT the proposed Terms of Reference for the Transit Service Strategy Study, attached as outlined in Report No. P&I-2017-0026, be approved;

AND FURTHER THAT the Manager of Purchasing be authorized to issue a Request for Proposal (RFP) for the Transit Service Strategy Study, consistent with the Terms of Reference set out in this report;

AND FURTHER THAT staff report back to Council on the results of the Project Consultant selection process and contract award.

BACKGROUND:

The Halton Hills 2014-2018 Strategic Action Plan identifies Transportation and Mobility as a Strategic Priority for the 2014-2018 term of Council. Under this Strategic Priority, the Action Plan directs staff to develop a Public Transit Strategy to address the needs of all potential users, prior to or as part of the Transportation Master Plan Update, scheduled for 2018.

This strategic direction is consistent with the following Town plans and policies that support the development of a strategy for the provision of public transit service in Halton Hills:

- The Halton Hills Transportation Master Plan (2011) (TMP) establishes the vision for a transportation system that is sustainable, integrated and encourages a healthy and active lifestyle, with the goal of providing a transportation system that offers travel choices and balances the needs of all users. Toward this goal, the

TMP identifies a target mode share for transit of four percent by 2031, a two percent increase in transit mode share from 2006. This represents approximately 1,400 p.m. peak hour transit trips per day. The majority of these trips will be inter-regional trips serviced by GO transit, and accommodated locally by increased access to GO transit service. However, the TMP recommends that the Town conduct a Transit Feasibility Review to address the need for local transit prior to or as part of the next TMP update;

- The Guiding Principles for the Vision Georgetown Secondary Plan, which include establishing a transportation system that safely and efficiently accommodates different forms of travel (including automobiles, walking, and cycling) and plans for future public transit; and
- The Mayor's Community Energy Plan (2015) which directs staff to plan and design the Vision Georgetown area to be transit ready.

In addition to the internal direction to study the feasibility of public transit in Halton Hills, the Town has received communication and reports from external agencies which support the need for local transit service, and transit connections to neighbouring municipalities.

ActiVan Specialized Transit Service

The Town of Halton Hills provides curb-to-curb accessible transportation service through the ActiVan Transit program, a demand-responsive specialized transit service for persons with disabilities and seniors over the age of 65 residing within Halton Hills. ActiVan was introduced in 1981 and over the last 35 years, ActiVan has evolved from one bus capable of transporting three wheelchair passengers, to a fleet of five vehicles accommodating a total of seven wheelchair passengers, and up-to twenty-five ambulatory passengers at one time. In 2015, ActiVan service provided 62,608 trips.

ActiVan currently offers service to customers Monday to Sunday from 7:00 a.m. to 11:00 p.m. ActiVan vehicles and drivers operate Monday to Friday from 7:30 a.m. to 5:00 p.m., and Sunday from 8:00 a.m. to 2:00 p.m. Trips outside of the operating hours, or during peak times where ActiVan vehicles do not have enough capacity to accommodate all of the required trips, are contracted to local taxi companies.

In addition to standard ActiVan service, a Taxi Scrip program was introduced in 2005 to provide additional mobility options to ActiVan users. The Taxi Scrip program provides service to ActiVan program users outside of the operating hours of 7:00 a.m. to 11:00 p.m., or if the user prefers to take a taxi during operating hours. The metered taxi fare is billed to the Town. Passengers using Taxi Scrip services purchase tickets for 60% of the face value, and the remaining 40% is subsidized by the Town. Beginning in 2015, the Taxi Scrip program was expanded to provide service to youth aged 13-19.

Regional Transit

Metrolinx - GTHA

Halton Hills is currently served by regional GO Transit service provided by Metrolinx, an agency of the Government of Ontario. This service includes peak hour GO Rail transit service toward Union Station on the Kitchener Line from Acton and Georgetown Stations, as well as 24-hour GO Bus service along Highway 7.

Metrolinx's Regional Transportation Plan - The Big Move was adopted in 2008 and set out an integrated transit and transportation plan for the Greater Toronto and Hamilton Area (GTHA). Implementation of The Big Move included \$16 billion First Wave projects representing about one third of the plan, and \$34 billion in Next Wave transit and transportation projects. Among the Next Wave projects was proposed extension of two-way all-day GO rail service on the Kitchener line (formerly Georgetown line), including service to Georgetown and Acton stations. The introduction of two-way all-day service is an important step toward making the commuter rail system a convenient way to travel around the GTHA, and will unlock the development potential along this corridor. As such, two-way all-day service on the Kitchener Line continues to be a priority for the Town of Halton Hills. The Halton Hills 2014-2018 Strategic Action Plan identifies advocating for all-day 2-way GO train service on the Kitchener GO line as a Strategic Priority for the 2014-2018 term of Council.

Metrolinx is currently undertaking an update to the Regional Transportation Plan to continue to guide the development of a regional transportation system that supports the movement of people and goods in the Greater Toronto and Hamilton Area to the year 2041.

Metrolinx's GO Rail Station Access Plan (2016), developed in coordination with the RTP update, includes recommendations for Acton and Georgetown Stations to encourage the Town of Halton Hills to explore options that build on the current ActiVan and Taxi Scrip programs to deliver transit to their residents with consideration given to on-demand/micro-transit service models, and to encourage the Town to prioritize connections to GO rail service in alignment with current and planned GO rail service.

Halton Region

In February, 2017 the Regional Mobility Management Strategy (MMS) for Halton was approved by Halton Regional Council. This strategy to guide the evolution of a region-wide inter/intra-municipal transportation network to the year 2041 in alignment with provincial, regional, and local transportation initiatives was developed in partnership with local municipalities, including the Town of Halton Hills.

The MMS is based on the principle of Mobility-as-a-Service, and focuses on an interconnected, multi-modal transportation system that offers users options to travel between an origin and a destination through the use of the most efficient or most desirable means such as transit, active transportation, or ride-sharing/hailing.

Key outcomes of the MMS include a proposed region-wide Transit Priority Mobility Network, a review of Major Transit Station Areas to prioritize projects to unlock the

economic potential of these areas, and the identification of supporting transit-related studies to be funded by Halton Region and undertaken by the local municipalities beginning in 2017.

Funding for the Halton Hills Transit Service Strategy was approved through Halton Region Report No. PW-03-17/LPS13-17 in the amount of \$300,000.

Integration with Land Use Planning and Planning for Growth in Halton Hills

In order to develop an effective strategy to guide the development of transit services in Halton Hills, it is critical to understand future demand for transit service. The Town's growth planning framework will inform the estimation of future service demand through this study.

The Town of Halton Hills Official Plan (2008, consolidated 2017) provides a land use planning framework to direct and manage growth to the year 2031 based on population and employment growth targets set out by the provincial Growth Plan for the GGH – Places to Grow. These growth targets are outlined in Table 1 below.

Within Halton Hills, growth will be accommodated within Urban Expansion Areas for which planning has been completed or is underway, such as the Premier Gateway Employment Area and Vision Georgetown Secondary Plan Area, as well as through intensification.

Table 1 Population and Employment Targets (Town of Halton Hills Official Plan, 2008, Consolidated 2017)

Year	2006	2031
Population	58,000	94,000
Employment	20,000	43,000

The 2010 Intensification Opportunities Study was undertaken to guide the allocation of population through intensification in Halton Hills between 2015 and 2031. The results of this Study were implemented through Regional Official Plan Amendment No. 38 and Town Official Plan Amendment No. 9 which identified 5,100 potential intensification units within the built up areas of the Town of Halton Hills to the year 2031. The 2010 Study identified a hierarchy of intensification areas in Halton Hills as shown in Figure 1.

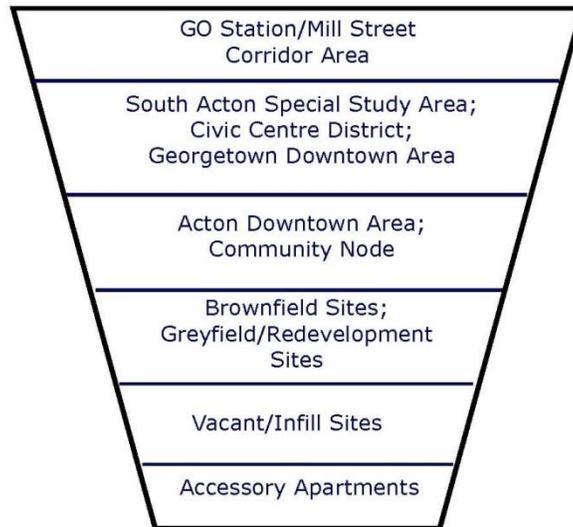


Figure 1 Hierarchy of Intensification Areas in Halton Hills (Intensification Opportunities Study, 2010)

The Town of Halton Hills will soon be undertaking an update to the 2010 Intensification Opportunities Study. The purpose of the study is to understand the ability of the Town of Halton Hills to accommodate residential intensification within the built up urban areas of Georgetown and Acton to the year 2041. A Secondary Plan for Downtown Georgetown is being prepared concurrently with the Intensification Opportunities Update and will include a detailed assessment of intensification opportunities in Downtown Georgetown.

Staff will coordinate to ensure that updates to the Town’s growth planning framework are accurately reflected in the development of the Transit Service Strategy.

COMMENTS:

Consistent with Council’s Strategic Priorities for 2014-2018, the Town of Halton Hills is preparing to undertake the development of a strategy to guide the provision of transit services in Halton Hills to the year 2041. The outcome of this study will be a Transit Service Strategy that guides the development of a local transit system that serves existing and future needs, and is aligned with future growth planning strategies.

A Strategic Visioning Workshop is recommended to be held in fall, 2017 to engage members of Council and senior staff in the early stages of the Study. This facilitated workshop will focus on the relationship between land use planning, transit, and other major initiatives being undertaken by the Town of Halton Hills. The workshop will inform the strategic direction and further refine the goals and objectives of the transit service strategy study.

It is proposed that Committee of Council be established to provide strategic direction and decision making related to the development of a transit strategy for Halton Hills. The Committee will include all members of Council and will be chaired by the Mayor of Halton Hills.

Further to the establishment of a Committee of Council, a Staff Liaison Committee will be formed, comprised of the Chief Administrative Officer and senior staff from the Planning and Infrastructure, and Corporate and Community Service departments. The Staff Liaison Committee will be chaired by the Commissioner of Planning and Infrastructure. The purpose of the Staff Liaison Committee will be to:

- Meet on a regular basis to provide strategic guidance;
- Monitor the progress of the Study;
- Assist with issue identification; and
- Provide comments during the study process including reviewing public communication materials in advance of public consultation events.

Under the project governance of the Committee of Council and Staff Liaison Committee, as outlined above, the Town of Halton Hills will retain the services of a qualified consulting team to undertake a transit service review, a transit needs assessment, and develop a servicing strategy. A key component of this work will be the development and implementation of a robust community engagement and consultation program.

The detailed Terms of Reference for this Study are included as Schedule 1 to this report. This document will form the Terms of Reference for the consulting assignment.

RELATIONSHIP TO STRATEGIC PLAN:

The recommendations of this report directly support the following Strategic Directions, Goals and Objectives of the Town of Halton Hills Strategic Plan:

A. Foster a Healthy Community

A.4 To provide accessibility throughout the community

H. Provide Sustainable Infrastructure & Services

H.1 To provide infrastructure and services that meets the needs of our community in an efficient, effective and environmentally sustainable manner.

H.2 To ensure that infrastructure required for growth is provided in a timely manner.

H.4 To partner with other orders of government, and the private sector, to plan and finance infrastructure expansion and improvements.

H.6 To work with other orders of government to ensure the provision of a safe, diverse and integrated transportation system.

This report also supports the strategic priority of Transportation/Mobility, as identified in the 2014-2018 Top 8 Strategic Priorities.

FINANCIAL IMPACT:

There is no direct financial impact as a result of this report.

COMMUNICATIONS IMPACT:

A communications strategy will be developed and implemented as part of the Transit Service Strategy Study.

SUSTAINABILITY IMPLICATIONS:

The Town is committed to implementing our Community Sustainability Strategy, Imagine Halton Hills. Doing so will lead to a higher quality of life. The relationship between this report and the Strategy is summarized below:

Do the report's recommendations advance the Strategy's implementation?

Yes

Which pillar(s) of sustainability does this report support?

Social Well-being

In Summary, the Sustainability Implications of this report are as follows:

Overall, the alignment of this report with the Community Sustainability Strategy is:
Excellent

CONSULTATION:

A staff workshop was held in June, 2016, through which staff from all departments were consulted about the delivery of transit in Halton Hills.

The Chief Administrative Officer and Senior Management Team were consulted throughout the development of this report and the Transit Service Strategy Study Terms of Reference.

The Manager of Purchasing was consulted and is in agreement with the recommendations of this report.

CONCLUSION:

The Halton Hills 2014-2018 Strategic Action Plan identifies Transportation and Mobility as a Strategic Priority for the 2014-2018 term of Council. Under this Strategic Priority, the Action Plan directs staff to develop a Public Transit Strategy to address the needs of all potential users, prior to or as part of the Transportation Master Plan Update, scheduled for 2018.

Toward this goal, this report outlines the proposed Transit Service Strategy Study Terms of Reference for Council's approval. It is the recommendation of staff that Council approve these Terms of Reference, and that the Manager of Purchasing be authorized to issue a request for proposals to retain a qualified consultant to complete the Transit Service Strategy Study.

Respectfully submitted,

Daniel Ridgway, MCIP, RPP
Transportation Planner

Reviewed and Approved by,

Don Kudo, P. Eng.
Director of Engineering

Chris Mills, P. Eng.
Commissioner of Planning &
Infrastructure

Brent Marshall
Chief Administrative Officer



Transit Service Strategy Study

TERMS OF REFERENCE
April 2017

1. Objective

The Town of Halton Hills Transit Service Strategy Study will assess the need for transit service in Halton Hills and evaluate a range of service delivery alternatives in order to deliver a set of recommendations that will form a comprehensive Transit Service Strategy to guide the development and delivery of local transit service in Halton Hills to the year 2041.

2. Background and Project Understanding

The consultant project team will demonstrate an understanding of transit planning processes and best practices, as well as the local planning and policy context in Halton Hills. This project understanding will be confirmed through discussions and information sharing with Town staff and elected officials at the initiation of the study, through a robust program of community consultation, as well as through participation in a Strategic Visioning Workshop as outlined below.

2.1. Strategic Visioning Workshop

A Strategic Visioning Workshop will be coordinated by the Town of Halton Hills at the outset of the study to engage members of Council and senior staff in the early stages of the Transit Service Strategy Study. This facilitated workshop will focus on the relationship between land use planning, transit, and other major initiatives being undertaken by the Town of Halton Hills. The workshop will inform the strategic direction and further refine the goals and objectives of the transit service strategy study.

The consultant project team will participate in the workshop and incorporate workshop outcomes into the Transit Service Strategy moving forward.

2.2. Background Review Report

A report will be prepared by the consultant team outlining the project background, including relevant plans and policies pertaining to transit in Halton Hills at the provincial, regional, and local levels. The report will also take into consideration information and outcomes of the Strategic Visioning Workshop, to be held prior at the outset of the Study.

The background review will include, but not be limited to the following:

- Metrolinx Regional Transportation Plan - The Big Move (2008);
- Metrolinx Station Access Plan (2017);
- Halton Region Official Plan (2006);

- Halton Region Transportation Master Plan – The Road to Change (2011);
- Regional Mobility Management Strategy for Halton (2017);
- Town of Halton Hills Official Plan (2008, Consolidated 2017) ;
- Halton Hills Intensification Opportunities Study (2009);
- Halton Hills Transportation Master Plan (2010);
- ActiVan Master Plan (2014).

3. Study Approach

The study will follow the planning process outlined below, based on the Transportation Association of Canada (TAC) Design and Implementation of Transit Services Guidelines for smaller communities (Figure 2), or a similar process as detailed in the selected proposal.

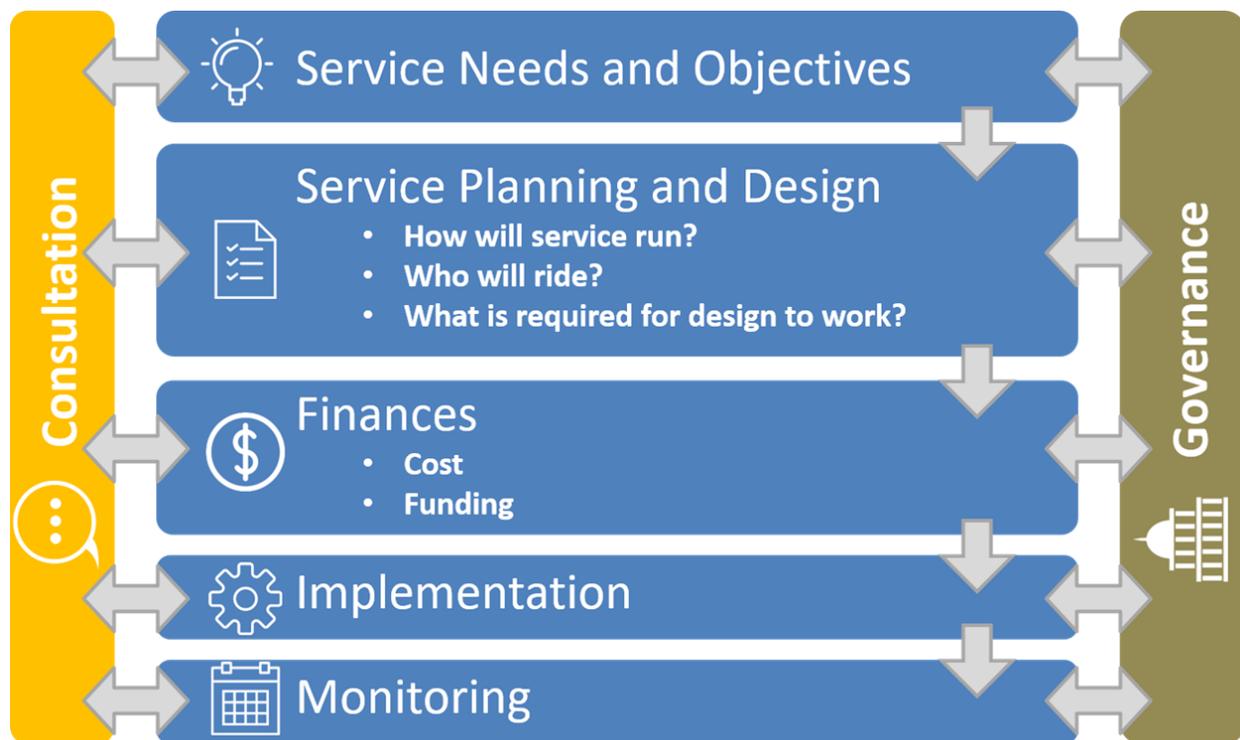


Figure 2 Transit Planning Process Flowchart (Transportation Association of Canada, 2016)

Key tasks and deliverables associated with the completion of this study are outlined below. The proponent shall provide a detailed work plan as part of the proposal, and a project charter will be developed and approved by the Council Committee at the outset of the study.

3.1. Consultation and Community Engagement

Community consultation is a critical element of planning for any transit service. It is particularly important for Halton Hills as a small municipality with transit

services currently being provided to specific groups including persons with disabilities, adults over 65 years of age, and youth. This study presents the opportunity to understand the transit and mobility needs of the community, and develop a strategy to provide services that meet these needs in a way that is made in Halton Hills.

Community involvement will begin in the early stages of the project to seek input on the needs and desires of the community. Insights gained through this stage of the project will inform the service planning and implementation plans. Community engagement should continue throughout the study process and beyond, to foster on-going communication between the Town and transit users.

Consultation activities and opportunities for engagement with the study will be accessible for all and will take place both online and in-person. Points of contact may range from individual meetings to workshops, focus groups or open houses.

The study will engage a range of individuals and groups including the Mayor and Council of Halton Hills, Town staff, technical agencies, stakeholder groups, and residents of Halton Hills.

3.1.1. Consultation and Community Engagement Strategy

A detailed Consultation and Community Engagement Strategy will be prepared by the project consultant team for Committee approval as an early deliverable of the study. The Strategy will be designed to achieve a high level of community engagement early on, and throughout the study process.

The Consultation and Community Engagement Strategy will outline the consultation activities, communication strategies, and engagement tactics that will be implemented through the Study. The Strategy will identify any subsequent deliverables such as summary reports of public meetings, project newsletters, etc.

Points of contact will include, at a minimum, the following:

- Twelve (12) meetings with the Committee of Council;
- Twelve (12) meetings with the Senior Staff Liaison Committee;
- Three (3) meetings with Technical Agencies;
- Three (3) Stakeholder group meetings;
- Three (3) Public meetings/facilitated workshops;
- One (1) facilitated workshop with staff from relevant departments within the Town;
- One (1) workshop with Town of Halton Hills Council; and
- One (1) presentation to Halton Hills Council upon completion of the study.

3.2. Governance

3.2.1. Policy Level

At the policy level, governance determines who has the authority to make decisions regarding the transit system, and who bears the accountability and risk associated. For the purpose of this study, the Town of Halton Hills is the governing agency for local transit services and will set transit policy and retain the ability to make decisions regarding service delivery.

A Committee of Council will be established to provide strategic direction and decision making related to the development of the Halton Hills Transit Service Strategy. The Committee will include all members of Council, and the Chief Administrative Officer, and will be co-chaired by the Mayor of Halton Hills and the Chief Administrative Officer.

A Staff Liaison Committee comprised of senior staff from the Planning and Infrastructure, and Corporate and Community Service departments will provide further guidance. The Staff Liaison Committee will be chaired by the Commissioner of Planning and Infrastructure.

3.2.2. Implementation Level

At the implementation level, governance refers to how the service is delivered and by whom. There are a number of possible service delivery scenarios, each with differing degrees of cost and risk associated. Possible scenarios include the Town owning and operating the system, delivering transit services through contracted services, or entering into partnerships with other agencies and organizations.

Implementation level governance will be determined through the transit planning process as part of the Study.

3.3. Service Needs and Transportation Demand Analysis

Identifying the transit and mobility needs of the community is critical to the development of a successful service delivery strategy. As the Town of Halton Hills does not currently have local transit service, defining service needs is particularly important. This process will include an inventory of current transit services and transportation options available to residents of Halton Hills, defining the demographic markets to be served, defining geographic markets for transit service including key destinations, and the types of trips to be served (e.g. first-mile/last mile commuters, medical and social services, school trips).

The Transit Service Strategy will provide ridership forecasts to 2041, delineating between ridership from new development and existing development. This will take into consideration the Town’s forecasted population growth, and transportation demand generated by the introduction of two-way all-day rail service on GO Transit’s Kitchener line to Georgetown and Acton stations.

3.4. Service Planning (Development and Evaluation of Service Delivery Models)

Based on the transit service need identified through the first stage of the study, service planning will be undertaken as part of the study. Service planning will address service area, service span, and service type, as outlined in Figure 3 and discussed in further detail below.

A range of service delivery alternatives will be developed and evaluated based on an evaluation framework that is reflective of the priorities of the community. Service planning will take into consideration existing accessible and specialized transit services provided to seniors, youth, and persons with disabilities through the ActiVan program, as well as integration with regional services (i.e. GO Transit).

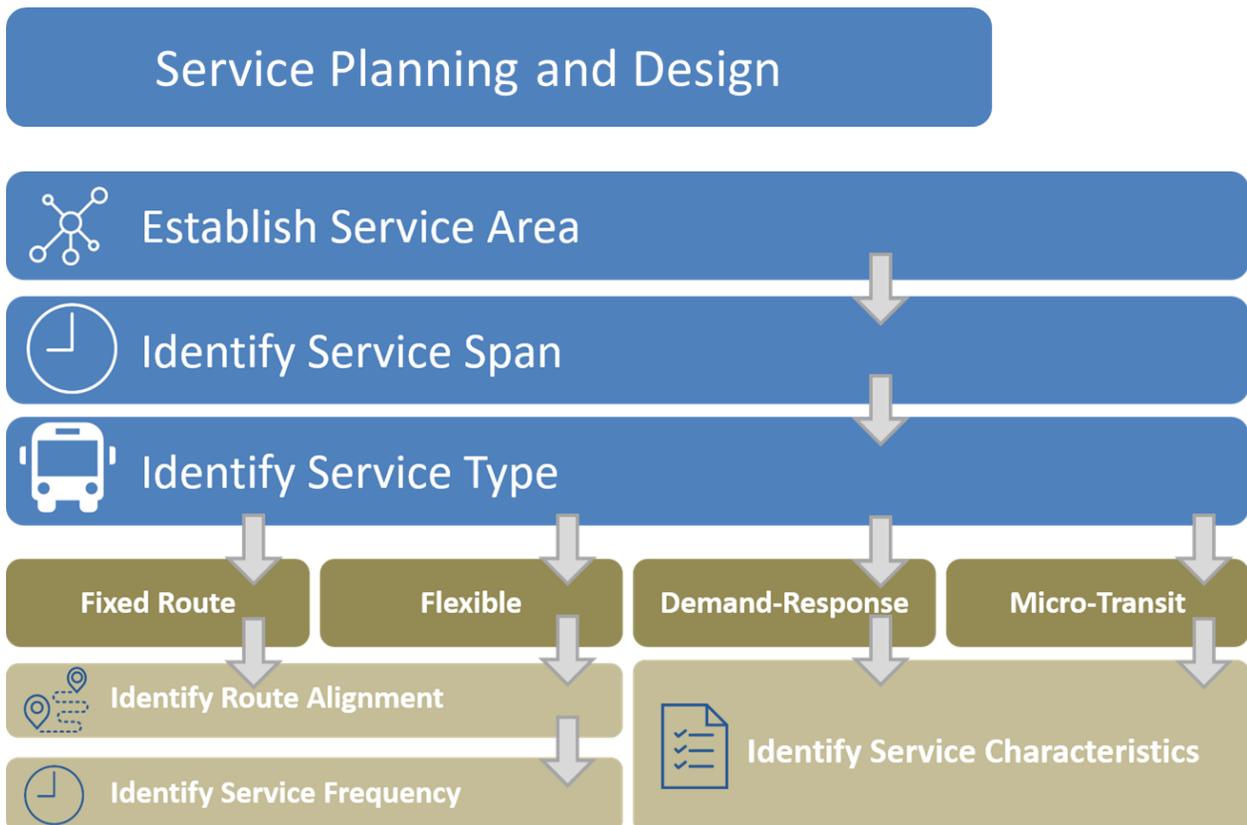


Figure 3 Service Planning Process Flowchart (Transportation Association of Canada, 2016)

3.4.1. Service Area

Service area will define the geographic area in which transit service will be provided within the Town of Halton Hills. This will take into consideration important trip generators and destinations, and types or trips identified in the previous phase of study. It will consider spatial relationships within the community and balance the need to provide a high level of access to transit services, with the need to deliver a financially sustainable service.

3.4.2. Service Span

Service span refers to the time period within the day and week in which transit service will operate. As with the service area, this will be informed by the needs identified in the previous phase of study, as well as peak travel times and operations of key generators and destinations. Current ActiVan operating hours and AODA service requirements should be considered when identifying service span.

3.4.3. Service Type

Service delivery types will be identified and evaluated. A full range of transit service delivery models will be considered including conventional fixed-route services, flexible transit services, demand responsive services, and emerging transit and mobility solutions such as micro-transit, ridesharing or vanpooling. The evaluation of service types will take into consideration ridership capacity, the ability of the service to meet community needs, and its financial feasibility.

3.4.4. Service Characteristics

Based on the ridership demand and service delivery type, operating characteristics of the recommended system will be defined as appropriate for the service. These may include characteristics such as network types, route alignments, service frequency, fare structure (cash fares, tickets, monthly passes), fleet/facility requirements, staff and/or contracted service requirements, and infrastructure improvements. The operational characteristics for each alternative should be developed to the extent required to evaluate alternatives, and developed in greater detail for the preferred service delivery type.

3.5. Implementation

The Transit Service Strategy will provide recommendations to guide the implementation of the proposed transit service. The implementation plan will address recommended changes or impacts to current ActiVan services as new transit services are introduced.

Implementation may require a phased approach based on growth targets or other major milestones such as the introduction of two-way all-day GO Rail service to Georgetown and Acton. The implementation plan will include timelines for service changes, infrastructure projects, securing operating and capital funding, and procurement processes.

Implementation plans should be flexible to allow the Town to remain responsive to changing needs in the community as ridership grows.

3.6. Monitoring

The Transit Service Strategy will identify a monitoring program to be completed by the Town during the implementation phase. The purpose of monitoring is to determine how well the transit system is operating, if goals are being met, and if service delivery changes are required.

The monitoring program will identify key performance metrics or indicators based on the service delivery model, benchmarks (internal or external) against which performance will be measured, data collection and management requirements, and key milestones at which performance should be evaluated.

3.7. Financing and Asset Management Planning

Financial sustainability is an important aspect of the Town's Transit Service Strategy. Financial criteria will be an important consideration in the evaluation of service planning. Once the service planning phase is completed, the financial implications for the service will be estimated in order to confirm that the proposed service is affordable and can be reflected in capital and operating budgets, and development charges collected for transit service as applicable. Financial considerations should address operating and capital costs, as well as revenue and funding sources.

3.7.1. Operating Costs

Operating expenses to keep the proposed transit service running on a day-to-day basis include staff salaries and wages, contracted services, fuel, supplies and materials. Annual operating costs are typically estimated using the number of revenue service hours operated.

Operating costs estimates should take into account which aspects of the service will be delivered by Town staff and which will be contracted services, as well as consideration integration with the Town's ActiVan program and existing capital assets, and the phasing strategy proposed in the Transit Service Strategy.

3.7.2. Capital Costs

Capital costs will include fleet and vehicle purchases, physical infrastructure such as garage and maintenance facilities, transit stops, shelters, and other equipment including computers and scheduling software, communications equipment, etc. These costs will be identified based on the proposed transit service identified in the previous phase of the study, and will take into consideration integration with the Town's ActiVan program and existing capital assets, and the phasing strategy proposed in the Transit Service Strategy.

The TAC Design and Implementation of Transit Services: Guidelines for smaller communities provides capital cost calculation worksheets that may be used to assist in the estimation of capital costs.

3.7.3. Funding Sources and Revenue

In addition to the estimation of capital and operating costs, the Transit Service Strategy will identify potential funding sources for the proposed transit system. Funding sources include fare revenue, municipal contributions, and federal and provincial contributions through gas tax funding and grants, or other sources. Existing ActiVan transit revenue and funding sources should be considered.

Passenger fares are an important revenue source for public transit services. In order to estimate the amount of revenue that will be generated by fares, ridership estimates will be developed as part of the study and fare structures will be applied.

3.7.4. Development Charges & Asset Management Planning

The Town utilizes development charges (DC) to recover the capital costs related to the increase in needs for service attributable to future development. Recent amendments to the Development Charges Act (DCA) impose four requirements for inclusion of transit services in a Development Charges Background Study:

1. A forecast of ridership for all modes of transit services proposed to be funded by the DC for the 10-year forecast period (categorized by development type and whether from existing or future development);

2. Ridership capacity for all modes of transit services proposed to be funded by the DC for the 10-year forecast period;
3. A forecast of the planned level of service over the 10-year period immediately following the preparation of the background study (i.e. the 10-year forecast period), excluding the portion of the service that is intended to benefit anticipated development beyond the 10-year forecast period; and
4. An Asset Management Plan including the following:
 - i. State of Existing Infrastructure - information on the asset portfolio including inventory, condition, cost, etc. accompanied by information on supporting;
 - ii. Desired Levels of Service – description of how the service is linked to infrastructure investment , how service is measured, and how performance goals and expectations are identified and set;
 - iii. Asset Management Strategy - a set of planned actions that will enable the assets to provide the desired levels of service in a sustainable way, while managing risk, at the lowest lifecycle cost (e.g. through preventative action); and
 - iv. Financing Strategy – an annualized plan of lifecycle investment requirements and appropriate funding strategies over the defined forecast period.

An important component of the Transit Service Strategy will be providing the required information for the inclusion of transit services in the Town's Development Charges Study, as appropriate. The asset management plan component should focus on capital assets which are development charge eligible, including existing ActiVan assets, (i.e. owned or leased facilities and rolling stock). The successful consultant will meet coordinate with the project team currently undertaking the Town's Development Charges Study.

4. Schedule

The Transit Service Strategy Study will commence within one month of the award of contract. An interim Directions Report, as outlined below, will be provided for endorsement by Council prior to June, 2018 to confirm strategic project directions prior to 2018 municipal elections. The Transit Service Strategy will be presented to Council for endorsement in late 2018.

5. Deliverables

Project deliverables will include the following:

- Project Charter – a Project Charter will be prepared based on the consultant's proposal and input received from the Town. The project charter will include a

detailed project schedule including meetings, deliverables and key milestones, as well as roles and responsibilities of the consulting team and Town.

- Background Review Report – a report will be prepared by the consultant team outlining the project background, including relevant plans and policies pertaining to transit in Halton Hills at the provincial, regional, and local levels.
- Consultation and Community Engagement Strategy – a detailed strategy will be prepared and documented outlining the consultation activities, communication strategies, and engagement tactics that will be implemented through the Study. The Consultation and Engagement Plan will identify any subsequent deliverables such as summary reports of public meetings, project newsletters, etc.
- Transit Planning Process Reports – interim reports will be prepared at the completion of each phase of the transit planning process summarizing the process and findings.
- Directions Report - a Directions Report will be provided for endorsement by Council prior to June, 2018 outlining progress to date, and strategic directions for the Transit Service Strategy.
- Transit Service Strategy Report - The study process, findings and recommendations will be documented by the proponent in a final Transit Service Strategy Report, to be completed to the satisfaction of the Town. The report will include all tasks and previous deliverables identified in this RFP, including a detailed record of consultation.

Town staff will review a draft version of all reports and provide feedback to the consultant team. All final deliverables will be provided to the Town both electronically and in hard copy.