



# 10-YEAR TRANSIT MASTER PLAN

Report prepared by:  
Left Turn Right Turn Ltd.

To the attention of:  
The Town of Innisfil

March 2026

# DOCUMENT REVISIONS CONTROL

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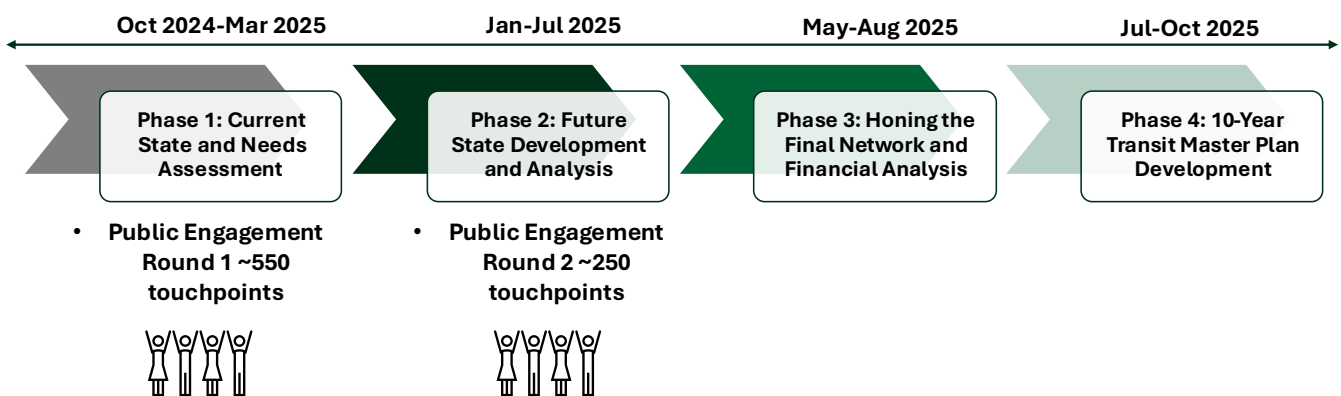


# EXECUTIVE SUMMARY

The Town of Innisfil is at a pivotal moment in its transit evolution. Rapid population growth, the future launch of the Innisfil GO Station, and the transformative Orbit development are reshaping the transit context. The Town now faces critical questions: Can the current rideshare-based model meet future needs? And how should transit evolve over the next decade?

This Transit Master Plan sets out a 10-year strategy to guide service expansion, improve cost-effectiveness, and ensure equitable access. The study assessed current performance, engaged residents, explored future options, and developed a plan to support Innisfil's growth and mobility goals.

Figure 1. Project Timeline



## Early Success

Launched in 2017, Innisfil Transit introduced a bold, innovative model for public transit delivery through a collaboration with Uber and supported by a fare structure combining tiered hub fares (\$4.10–\$6.20) with municipal subsidies and a flat \$4 subsidy for non-hub trips. This approach has delivered major successes:

### 1. Town-Wide, All-Hours Coverage

24/7 service across a large rural area, uncommon among peer municipalities.

### 2. Rapid Ridership Growth and Strong Investment

Ridership quickly outpaced peer communities, supported by a level of investment that exceeds comparable rural towns.

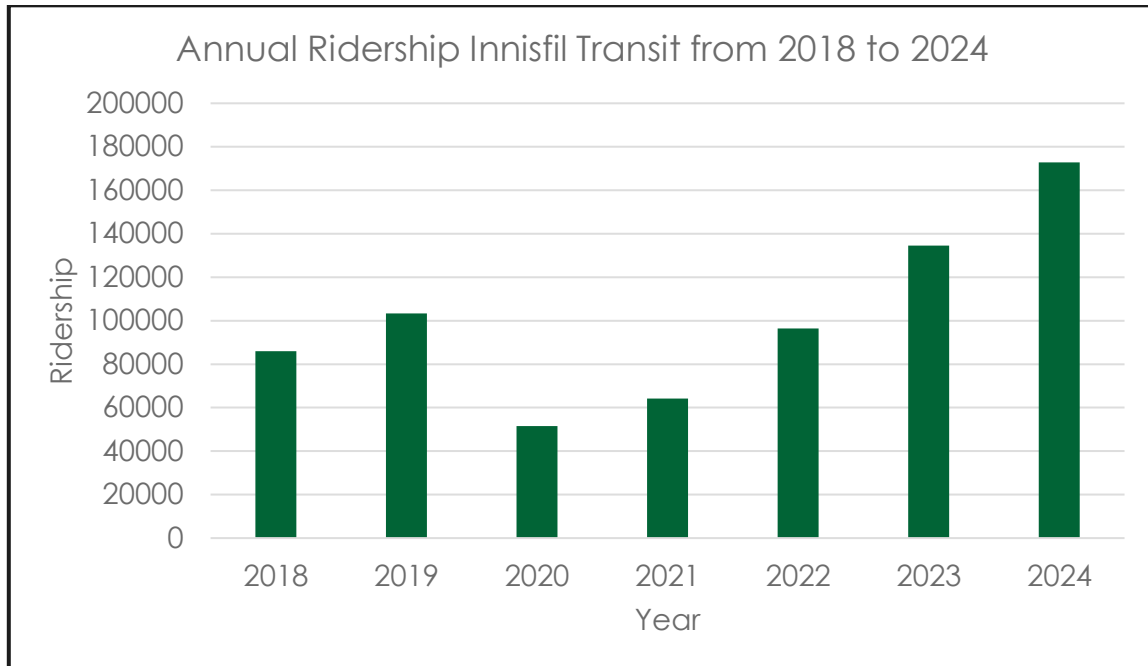
### 3. Delivered High Service Quality

Short wait times and direct trips, creating a rider experience that rivals rideshare and taxis.

### 4. Earned Strong Community Support

Built a growing culture of transit and became a point of pride for Innisfil.

**Figure 2. Historic Annual Ridership of Innisfil Transit Rideshare Services**



## Growing Pains

However, as the community grows and ridership increases, the model’s limitations have become more apparent.

### 1. Cost Escalation

Rideshare costs are directly tied to ridership. As more people use the service, municipal expenses rise, as shown in **Table 1**, and often unpredictably due to challenges in predicting ridership. This creates budgeting challenges and can limit the long-term sustainability of transit service as it grows.

**Table 1. Historical Ridership and Financial Figures, 2020-2024**

	2020	2021	2022	2023	2024
<b>Trips</b>	<b>52k</b>	<b>63k</b>	<b>95k</b>	<b>133k</b>	<b>173k</b>
<b>% Change</b>	<b>-49%</b>	<b>21%</b>	<b>51%</b>	<b>40%</b>	<b>30%</b>
<b>Municipal Subsidy</b>	<b>\$595k</b>	<b>\$732k</b>	<b>\$826k</b>	<b>\$1.4M</b>	<b>\$1.8M</b>
<b>% Change</b>	<b>-30%</b>	<b>23%</b>	<b>13%</b>	<b>69%</b>	<b>29%</b>

### 2. Customer Limitations

While service quality is strong, several access-related challenges limit its inclusivity. Monthly trip caps restrict frequent users, who tend to be those with limited transportation alternatives. Accessibility is constrained by under-publicized specialized services requiring advance booking. Other barriers also include group travel limits, youth restrictions, and reliance on technology.

### 3. Inequitable and Inefficient Fare Structure

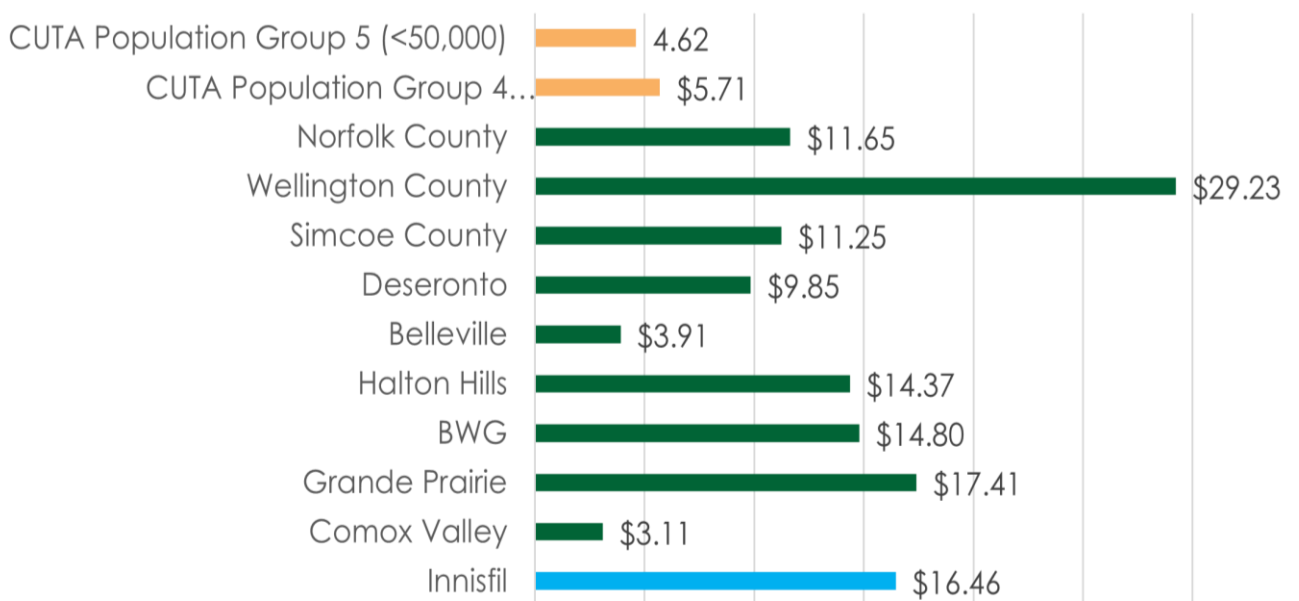
The hub-based fare structure is misaligned with service costs, creating inefficiencies and equity concerns. Longer commuter trips involving hubs are incentivized as they receive higher subsidies which concentrates ridership and costs around hubs. This is reflected in the fact that 30% of municipal costs are attributed to trips to and from Barrie South GO. Meanwhile shorter trips more often used by vulnerable residents receive less support. The result is reduced cost-effectiveness, inequitable access, and passenger behaviors that further increase costs, such as booking multiple hub-based trips to minimize fares.

### 4. Variable Cost-Effectiveness

While ridership is strong, cost-effectiveness is weaker as shown by cost per trip benchmarks in **Figure 3**. Innisfil's cost per trip remains relatively uniform across the service area and time periods. By contrast, peers show greater variability, influenced by demand concentration and rural versus urban contexts.

Wellington County, the only peer offering full local service to a predominantly rural population, has a significantly higher cost per trip than Innisfil. Urban-focused peers, such as Belleville, Comox Valley, and municipalities in CUTA Groups 4 and 5, achieve much lower costs per trip. This difference reflects service models: urban areas leverage high-capacity fixed routes to move more people efficiently, while Innisfil relies on rideshare.

**Figure 3. Peer Comparison Passenger and Municipal Cost/Trip<sup>1</sup>**



Innisfil Transit's rideshare model is relatively more cost-effective in low-demand contexts (e.g., rural areas and overnight service) but less cost-effective in high-demand contexts, such as daytime service for Alcona and Barrie South GO.

<sup>1</sup> Innisfil Transit peer comparison figures differ from the 2024 metrics because peer data was only available for 2023, while the base Innisfil dataset spans late 2023 and most of 2024. This combined timeframe provides a more accurate basis for comparison than using 2024 figures alone.

Introducing fixed routes in select corridors is not about spending more; it’s about maintaining strong service at a lower cost. For example, replacing weekday rideshare trips between Barrie South GO and Alcona (11 a.m.–6 p.m.) with a fixed route in 2024 would have saved ~29% in operating costs as shown in **Table 2**.

**Table 2. Rideshare vs. Fixed Route Cost Comparison**

	2024 Innisfil Transit Cost using Rideshare <sup>2</sup>	Estimated Barrie South GO – Alcona Fixed Route Cost <sup>3</sup>
<b>Annual Cost</b>	\$261,766	\$186,733

With a more effective fare structure that is distanced-based, these savings would be even greater. Improving the current fare model would boost ridership in compact, high-density areas, where trips are typically shorter and more frequently non-hub based, aligning well with the coverage of fixed route services. Additionally, as ridership continues to grow, the relative cost-efficiency of fixed routes compared to rideshare will increase. With Innisfil’s projected 2.5% annual growth and major developments like the Orbit, these and other identified challenges will become even more pronounced.

### Recommended Approach

Based on these challenges the plan focuses on:

1. **A revised fare structure** that is fairer for riders and more sustainable for the Town.
2. **A multi-modal network** using a mix of service types as described in **Table 3**. Non-rideshare services offer predictable costs and more cost-effectively serve high-demand areas.

**Table 3. Types of Transit Service**

Service Type	Description
<b>Rideshare</b>	On-demand trips using non-dedicated vehicles (e.g. Uber)
<b>Fixed route</b>	Scheduled buses on set routes, operated by a contracted service delivery partner
<b>Dedicated on-demand</b>	On-demand trips using dedicated transit vehicles
<b>Specialized</b>	Door-to-door service for riders with disabilities

### Options and Engagement

Four service options were developed using the same investment level to illustrate trade-offs and shared with the community during Round 2 engagement.

<sup>2</sup> Figure reflects actual costs for trips occurring within 400 m of a proposed Barrie South GO–Alcona fixed route, based on data from November 2023 to October 2024. The 400 m standard aligns with industry guidelines for a 5-minute walk to transit service.

<sup>3</sup> Costs are based on the peer-average hourly rate for turnkey contract operations, combined with a minimum viable level of internal operating cost required for stop maintenance.

**Table 4. Summary of Network Redevelopment Options**

Option 1: Status Quo	Option 2: Introducing Supporting Services	Option 3: New Primary Services	Option 4: Fixed route and Dedicated On-Demand Only
A rideshare-only service option.	A rideshare-primary, fixed route supported service option.	A fixed route and on-demand primary, rideshare supported option.	A fixed route and dedicated on-demand only service option.

Public engagement guided the plan throughout. Round 1 revealed strong support for fixed routes, regional connections, and fairer fares. In Round 2, residents favored Option 3 for its balance of cost-effectiveness, accessibility, and rider experience.

## Reimagining Transit to 2035

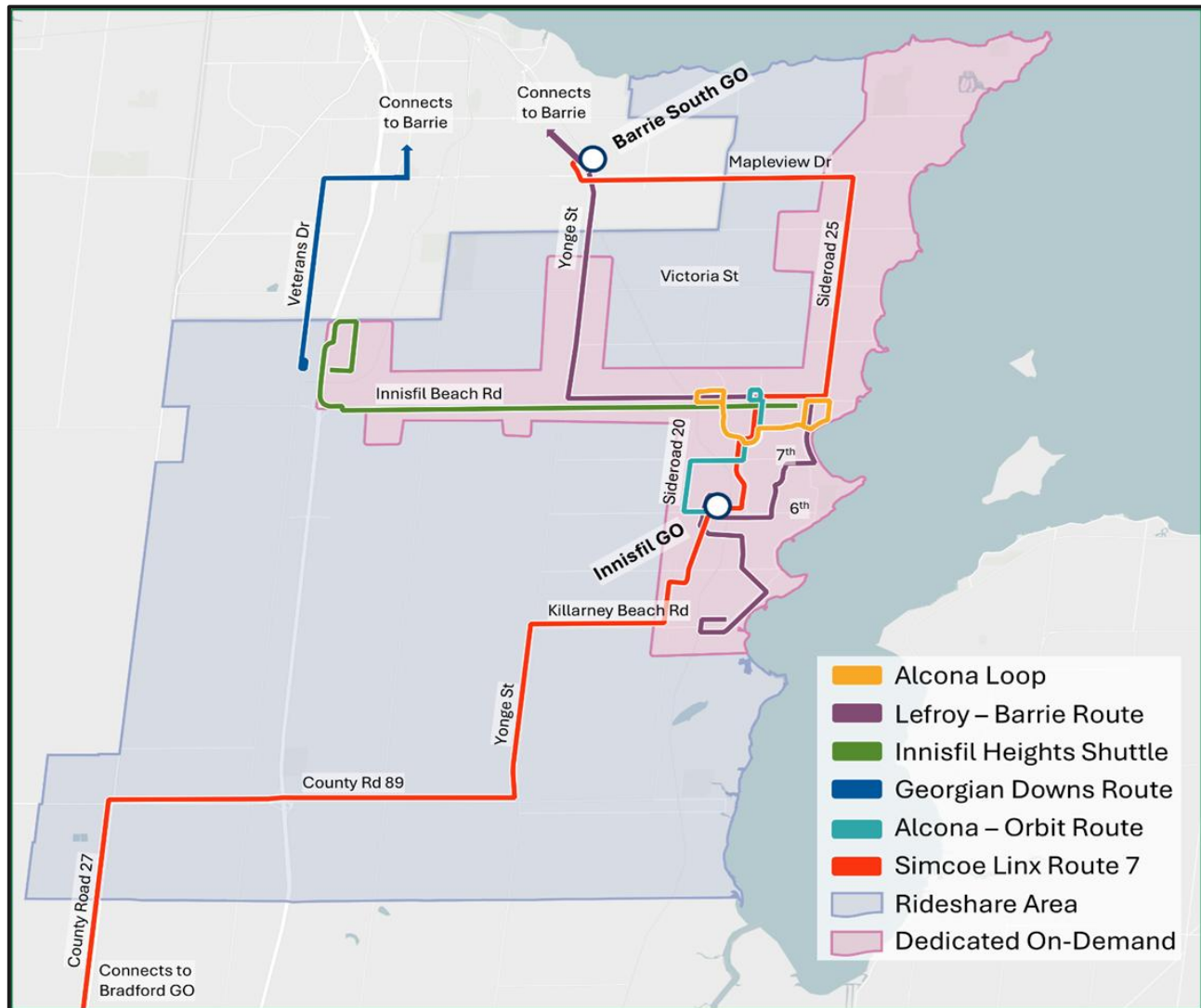
The Innisfil 10-Year Transit Plan builds on this feedback, refining Option 3 along with broader input.

### Features of the Plan

The plan expands and enhances transit service options and fares in Innisfil to better meet current needs and future growth. Features include:

- The introduction of a hybrid service model, as shown in **Figure 4**, includes new and existing service types:
  - *Fixed Routes*: Replaces rideshare in high-demand corridors where it is more cost-effective
  - *Rideshare*: Retained for rural and low-demand times and zones where it is more cost-effective.
  - *Co-Mingled On-Demand and Specialized Transit*: General flexible-route stop-to-stop service in moderate demand areas and specialized needs across all of Innisfil.
- Service details to 2035 that guide the implementation and growth of an efficient and responsive transit system.
- A new fare strategy that will serve as an essential tool for improving service equity, promoting more efficient travel patterns, enhancing affordability, and supporting long-term transit growth and transportation sustainability.
- Administration efficiencies through contracted service delivery via a turn-key contract with either a private operator or a public agency (e.g., Barrie Transit or Simcoe Linx), eliminating vehicle procurement, streamlining implementation, and reducing overhead.
- Reforms policies to address existing challenges in the rideshare service type such as the removal of monthly trip caps and expansion of group limit cap to four passengers.

Figure 4. Planned Stage 3 Innisfil Transit Network in 2035



### Service Details

By 2035, most fixed routes will run every 20–30 minutes, except Stroud–Town Campus (hourly) and the Innisfil Heights Express Shuttle, which will align with peak shift times. Service will operate during the day: 7 AM–7 PM weekdays, 9 AM–7 PM weekends.

Rideshare subsidies apply only if trips start or end in the rideshare zone and are at least 400 m from a fixed route stop, or if crossing into areas of other municipalities without fixed route service. Dedicated on-demand trips can connect anywhere within the on-demand and fixed route zones, provided both ends are not within 400 m of a fixed route stop.

All trips will be booked through a trip-planning app, which assigns the right service and fare. Fixed route fares can also be paid onboard. Transfers booked through the app are free (you pay only the higher fare), encouraging rideshare for first/last-mile connections and maximizing use of high-capacity routes.

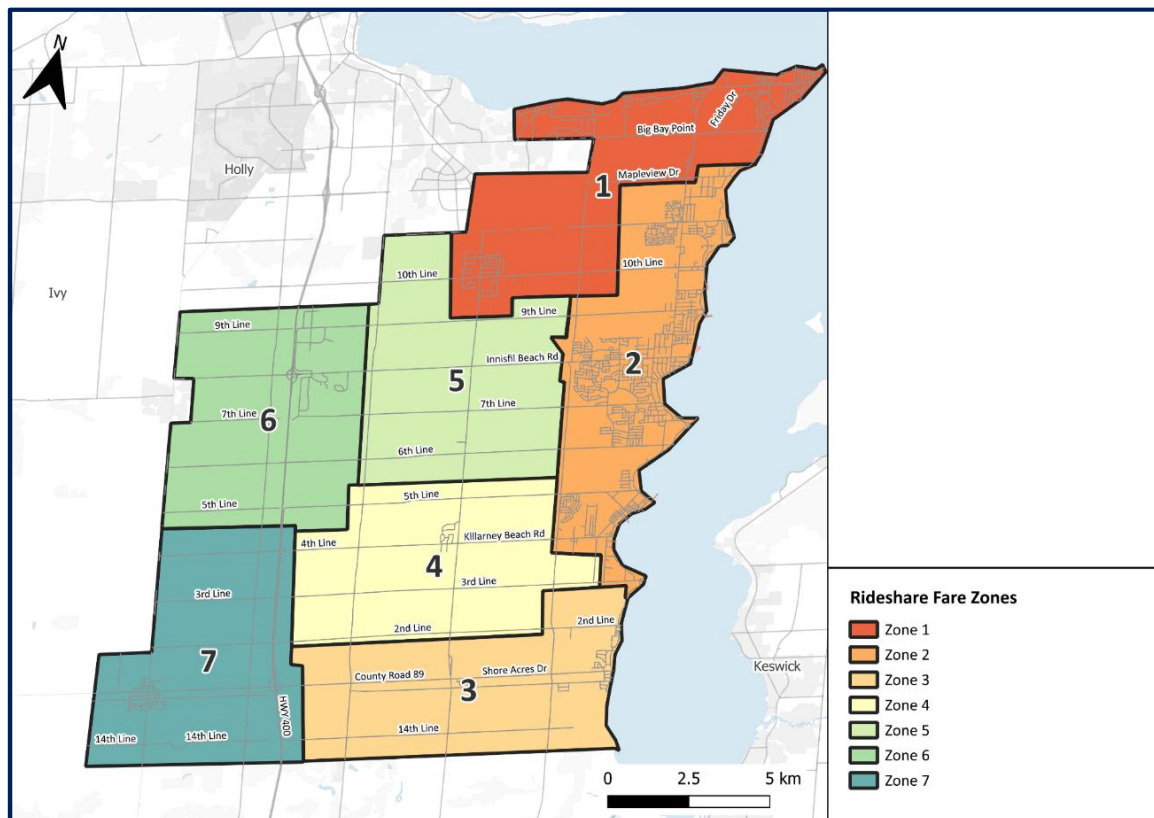
## New Fare Strategy Summary

The proposed strategy addresses current challenges in the fare structure, including cost and service inefficiencies and inequities in subsidy distribution, by aligning fares more closely with the cost of service and trip value to the community. The strategy differentiates between rideshare services (e.g., rideshare-based trips) and dedicated transit services (fixed route and dedicated on-demand). This distinction is critical because the two service types have fundamentally different cost structures.

- **Dedicated Service Fare Structure:** For fixed route and dedicated on-demand services. Fares will remain simple and affordable to encourage ridership growth and maximize vehicle utilization and ensuring predictability for passengers. Single trip fare is proposed to be \$3.00 with monthly passes and concession fare media (discounted fare for youth, low-income, etc.) being available.
- **Rideshare Fare Structure:** Moving from a hub-based model to a distance-based structure, where passenger fares are linked to trip distance. There are two alternative options for the distance-based structure
  - “Zone-based” where zone boundaries are established within the service area and fare increases per zone travelled (zones and cost structure for Innisfil’s service boundary are shown in **Figure 5** and **Table 5**).
  - “Minimum fare” where a minimum passenger fare of \$3.25 is applied, with a maximum municipal subsidy of \$10.00.

Transfers between rideshare and fixed route or dedicated on-demand services will be free, encouraging first-mile/last-mile connectivity to higher capacity dedicated services and helping to reduce transportation costs for riders and the Town.

**Figure 5. Fare Zone Map**



**Table 5. Zone/Distance-based Pricing for Rideshare**

<b>Travel Distance</b>	<b>Passenger Fare</b>
<b>Travel within 1 zone</b>	\$4.50
<b>Travel across 2 zones</b>	\$7.50
<b>Travel across 3 zones</b>	\$9.50
<b>Travel across 4 zones</b>	\$11.50

**How the Plan Addresses Existing Challenges**

The plan directly mitigates current transit issues as shown in **Table 6**.

**Table 6. How the Plan Mitigates Current Transit Issues**

<b>Challenge</b>	<b>Solution</b>
<b>Cost Escalation</b>	Fixed route and dedicated services offer predictable, scalable costs
<b>Inequitable and Inefficient Fare Structure</b>	Zone-based pricing aligns subsidies with actual service use
<b>Variable Cost-Effectiveness</b>	Fixed routes implemented where more cost-effective than rideshare
<b>Customer Limitations</b>	Dedicated transit services and policy changes remove trip caps and access barriers
<b>Regional Travel</b>	Subsidized inter-municipal trips and new fixed routes to Barrie

**Critical Metrics**

By 2035, Innisfil Transit will nearly triple annual ridership to 433,000 and improve cost efficiency, reducing municipal cost per trip from \$10.40 to \$7.78 (see **Table 7** for full 2024 vs. 2035 metrics). These gains are derived from diversified services and fare restructuring to minimize cost increases.

**Table 7. Critical Metrics for Transit in Innisfil<sup>4</sup>, 2024 and 2035**

<b>2035 System Metrics<sup>+</sup></b>		
<b>Time Period</b>	<b>2024</b>	<b>2035</b>
<b>Annual Ridership</b>	173,000	433,000
<b>Ridership per Capita</b>	3.5	6.8
<b>Municipal Cost per Trip</b>	\$10.40	\$7.78
<b>Municipal Cost per Capita</b>	\$36.51	\$52.80
<b>Passenger and Municipal Cost per Trip</b>	\$16.54	\$11.56
<b>Passenger and Municipal Cost per Capita</b>	\$58.06	\$78.41

<sup>4</sup> Does not include GO Transit

## Why This Plan?

This plan is designed to maximize community benefit while maintaining fiscal responsibility. It supports the Town of Innisfil's policy goals, including a 20% transit mode share by 2031, and responds to public feedback. The plan increases overall transit investment in response to community feedback, community growth, and policy goals, but it uses that funding more strategically. The Town will provide more at a lower cost per trip, improving cost-efficiency. While total spending rises, the system delivers significantly more benefit for each dollar invested, supporting ridership growth, equity, and long-term sustainability. The community benefits of this enhanced system include:

- More affordable and accessible transportation.
- Greater equity for youth, families, and marginalized groups.
- Environmental, safety, and health improvements from reduced car dependency and enhanced mobility.
- A more cost-efficient transportation system that supports economic development.

## Getting to 2035

### Implementation Triggers

The transit plan is guided by implementation triggers: performance indicators that determine when specific service transitions should begin. These triggers ensure the system evolves in a flexible, cost-effective, and community-responsive way.

Most triggers are ridership-based, reflecting when fixed route service becomes more cost-effective than rideshare in a given area. Other key triggers include:

- Launch of Innisfil GO Station
- Introduction of Simcoe Linx Route 7
- Population growth in Alcona (e.g. The Orbit)

Collaboration with Barrie Transit is a key opportunity that should deliver mutual benefits. However, collaboration is not assumed. The plan includes dual-path triggers: one set for launching services with partners (e.g. Friday Harbour, Innisfil Heights employers), and another for proceeding independently if partnerships are not established. This ensures the Town remains agile and prepared to act regardless of external decisions.

### Implementation Stages

Three implementation stages are presented and are based on the expected timing of triggers. Stage 1 focuses on foundational improvements, fare updates, trip cap removal, and the launch of key fixed routes that aim to improve cost-effectiveness. Stage 2 grows fixed route services through collaboration. Stage 3 fully addresses accessibility limitations and builds off significant transit-supportive development to establish a robust transit network. **Figure 6** and **Figure 7** show the network's progression through Stage 1 and 2 respectively.

Figure 6. Stage 1 Network

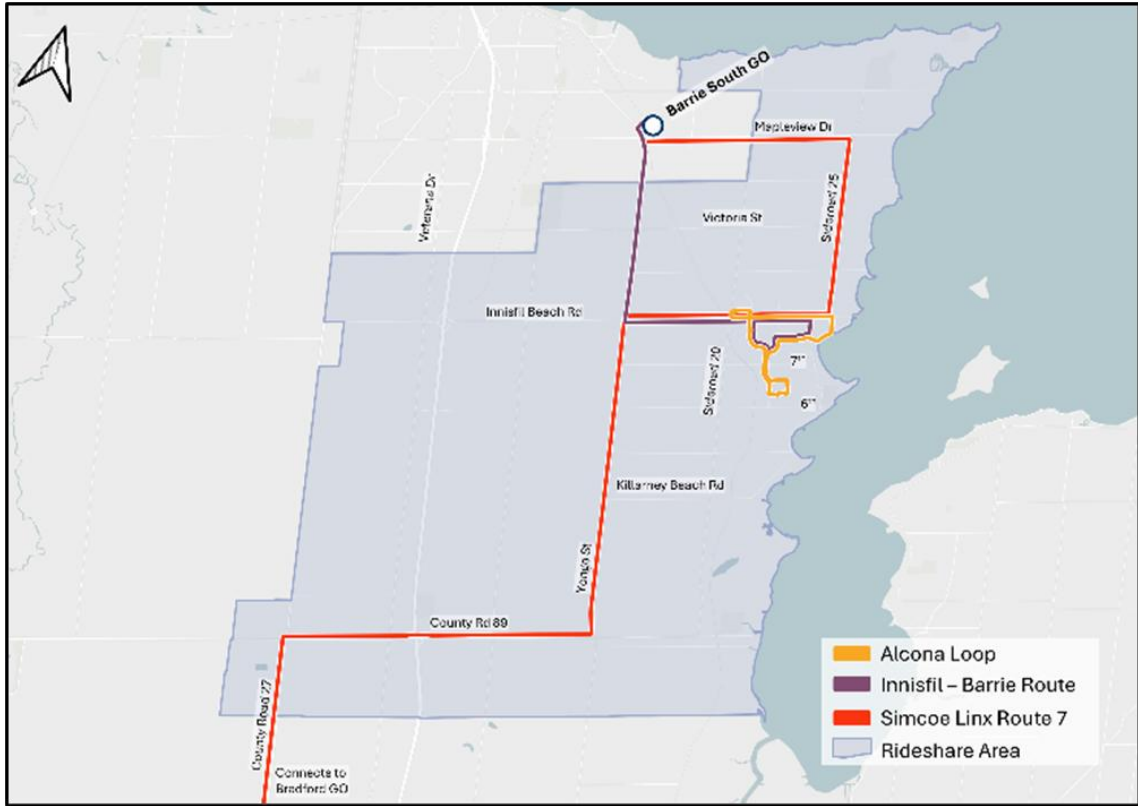
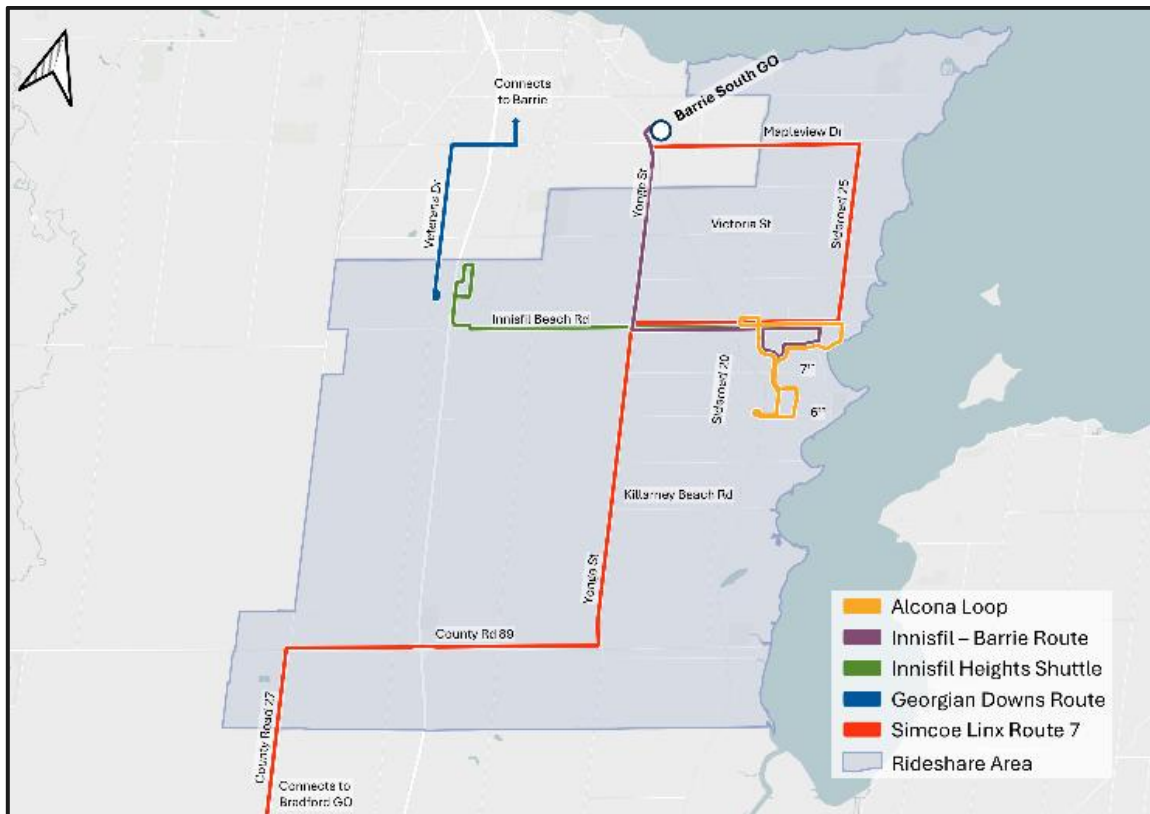


Figure 7. Stage 2 Network



## Financial Strategy

The financial strategy follows the implementation phasing. In Phases 1 and 2, spending increases modestly to support population growth. Phase 3 introduces a 45% increase in per capita spending over current levels, primarily to support the co-mingled on-demand and specialized service. This inclusive, door-to-door model enhances accessibility and equity but also presents a strategic choice: invest in higher service quality or maintain a lower-cost specialized alternative.

Most costs are tied to service delivery, with minor operating expenses for planning, monitoring, and bus stop maintenance. Capital costs remain minimal by leveraging contracted service delivery partners, with lean infrastructure investments keeping the focus on service quality and coverage. **Table 8** outlines project capital and operating costs over the course of the stages of the plan.

**Table 8. Innisfil Transit Cost and Revenue Estimates, 2026 to 2035**

Metric	Stage 1	Stage 2	Stage 3
<b>Gross Municipal Operating Costs</b>	\$2.12M	\$2.71M	\$4.36M
Fare Revenue <sup>+</sup>	\$110k	\$210k	\$540k
Provincial Gas Tax	\$400k	\$420k	\$460k
<b>Total Estimate Municipal Cost</b>	\$1.61M	\$2.08M	\$3.37M
<b>Capital Expenditure</b>	\$80k	\$10k	\$200k

## Conclusion

By anchoring service expansion to clear, measurable triggers, Innisfil ensures that transit growth is strategic and scalable. The plan doesn't just spend more, it spends smarter, delivering better outcomes through targeted investment and responsive service design. By 2035, Innisfil Transit will be more capable, equitable, efficient, and sustainable, supporting mobility, affordability, and regional connectivity.



# 1 INTRODUCTION

In 2017, the Town of Innisfil implemented an innovative, on-demand ridesharing service in lieu of a conventional transit system. The system relies entirely on non-dedicated rideshare vehicles to provide mobility for Innisfil residents. Through an operating agreement with the current rideshare vendor, the Town of Innisfil subsidizes rideshare trips on “Innisfil Transit”. A success upon launch, continued investment from the Town has led to a rapid increase in ridership year over year with 85,900 trips delivered in 2018, increasing to 172,900 trips in 2024. Customer experiences with Innisfil Transit today are generally positive, as the service operates door-to-door, but some challenges and limitations threaten the long-term sustainability of the rideshare service model.

In the coming years Innisfil is anticipated to experience further population growth with large-scale development projects planned across the community (e.g., the Orbit, greenfield residential developments, and the future Innisfil GO station). Innisfil Transit’s growth to-date coupled with a burgeoning population will create cost escalation challenges for the rideshare service model, as cost directly correlates to ridership. If ridership continues to double every two to three years, so will the cost to operate the service.

For service to continue in a cost-effective manner, while remaining responsive to residents’ needs, the Town of Innisfil has developed this 10-Year Transit Master Plan to explore how the service can continue to grow and innovate while remaining responsive to residents’ needs. This includes introducing alternative service models, expanding transit-supportive infrastructure, and collaborating with neighbouring municipalities to enhance mobility across the region. The goal over the next decade, as outlined by Town Staff, Innisfil residents, and other stakeholders is for Innisfil Transit to grow into an adaptable, flexible, and accessible mobility service for all residents.

The Town of Innisfil 10-Year Transit Master Plan (TMP) represents the foundation on which future successes can be built upon. It is a visionary document that outlines broad, large-scale objectives over a 10-year timeline. Key themes that this TMP addresses include:

- Responding to significant ridership growth
- Increasing system efficiency
- Balancing cost and financial sustainability
- Adaptability and scalability
- Maximizing future successes of Innisfil Transit

## 1.1 Project Overview

The Town of Innisfil has developed its first 10-Year Transit Master Plan (TMP) to identify how the Town can evolve to better meet the requirements of a growing population as well as balance the quality of life of residents. It supports the evolution of Innisfil Transit in the face of increasing population growth, its unique geographic context, and employment development.

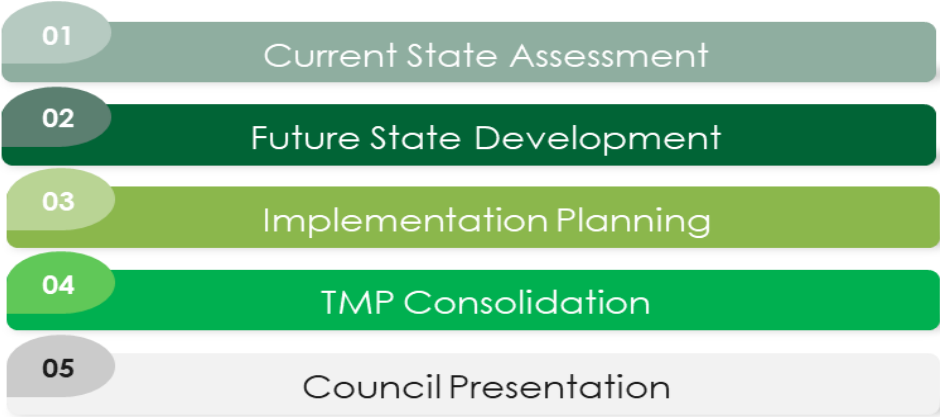
This TMP recognizes and fosters the future growth of Innisfil Transit while ensuring it is increasingly responsive to current and anticipated resident needs. As such, this document:

- Evaluates current services (rideshare) provided in 2024/2025 and how Innisfil Transit is working for residents today. This includes:
  - Assessing if Innisfil Transit is currently meeting the needs of residents, and
  - Investigating what aspects of the system are working well and what could be improved.
- Assesses the public and stakeholder input received through multiple rounds of public and stakeholder input,
- Weighs the unique context of the Town and upcoming developments,
- Explores how Innisfil Transit could evolve over the next 10 years. This includes:
  - The development of alternative service delivery models that complement the existing rideshare system. Opportunities identified as part of TMP development were:
    - the implementation of conventional fixed route transit,
    - the implementation of dedicated on-demand transit,
    - the continuation of the rideshare service, and/or
    - a combination thereof.
  - Assessments of workforce and community transportation needs, resident feedback, cost effectiveness, stakeholder direction, funding opportunities, and other factors.
- Shapes and recommends a new 10-year network that addresses gaps and opportunities of service delivery identified through this process so that Innisfil Transit can expand and evolve to better meet identified community needs,
- Better understands how various metrics such as cost, ridership, and reliability compare to similarly sized municipalities and their respective systems.
- Assesses the local feasibility and costs/implications of potential options, resulting in recommendations for the establishment and implementation of a preferred network.
- Considers where integration opportunities may exist with other networks/systems and how to capitalize on them to mutual benefit for riders.

## 1.2 Methodology

The TMP development process is divided into five overarching tasks. These tasks flow sequentially, informing each additional activity. A simplified overview of the project process is provided in **Figure 8**.

**Figure 8. Project Summary**



### 1.3 The Town of Innisfil

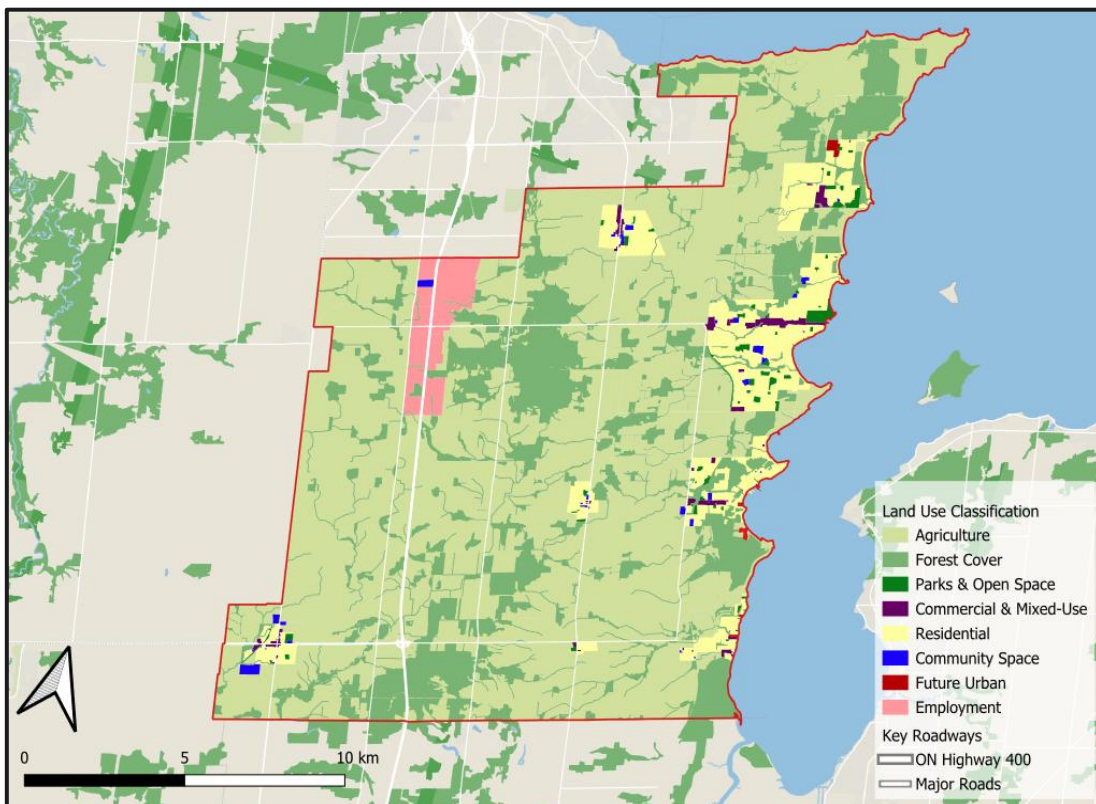
The Town of Innisfil is located in Simcoe County in central southern Ontario, Canada. Innisfil is bounded by the City of Barrie to the north, by Lake Simcoe to the north and east, by agricultural communities of Essa Township to the west, and by the Town of Bradford West Gwillimbury to the south. Situated approximately 50 kilometres north of the City of Toronto Innisfil is part of the Greater Golden Horseshoe. Key takeaways relating to the Town of Innisfil and its contextual information outlined in this subsection are summarized in the following list:

- The Town of Innisfil is large, with a total land area of 262km<sup>2</sup>.
- Innisfil borders the City of Barrie (north) and Town of Bradford West Gwillimbury (south).
- Innisfil Heights, in the northeast area of Innisfil, is a significant industrial and employment hub.
- Demographics (e.g., median income, age distribution) mirror Ontario’s averages.

#### 1.3.1 Overview

The Town of Innisfil spans more than 20 kilometres from its northern reaches along the shore of Lake Simcoe to its southern border with Bradford West Gwillimbury, and 16 kilometres east to west, totalling 262 square kilometres. Most of the land use within Innisfil is agricultural and forestry, with population centres mainly in the eastern portion of the town along the shore of Lake Simcoe. Commercial, institutional, and community spaces are generally located along the community’s north-south and east-west axes. A significant industrial and employment hub can be found in Innisfil Heights on either side of Highway 400. **Figure 9** highlights the land use characteristics in Innisfil today.

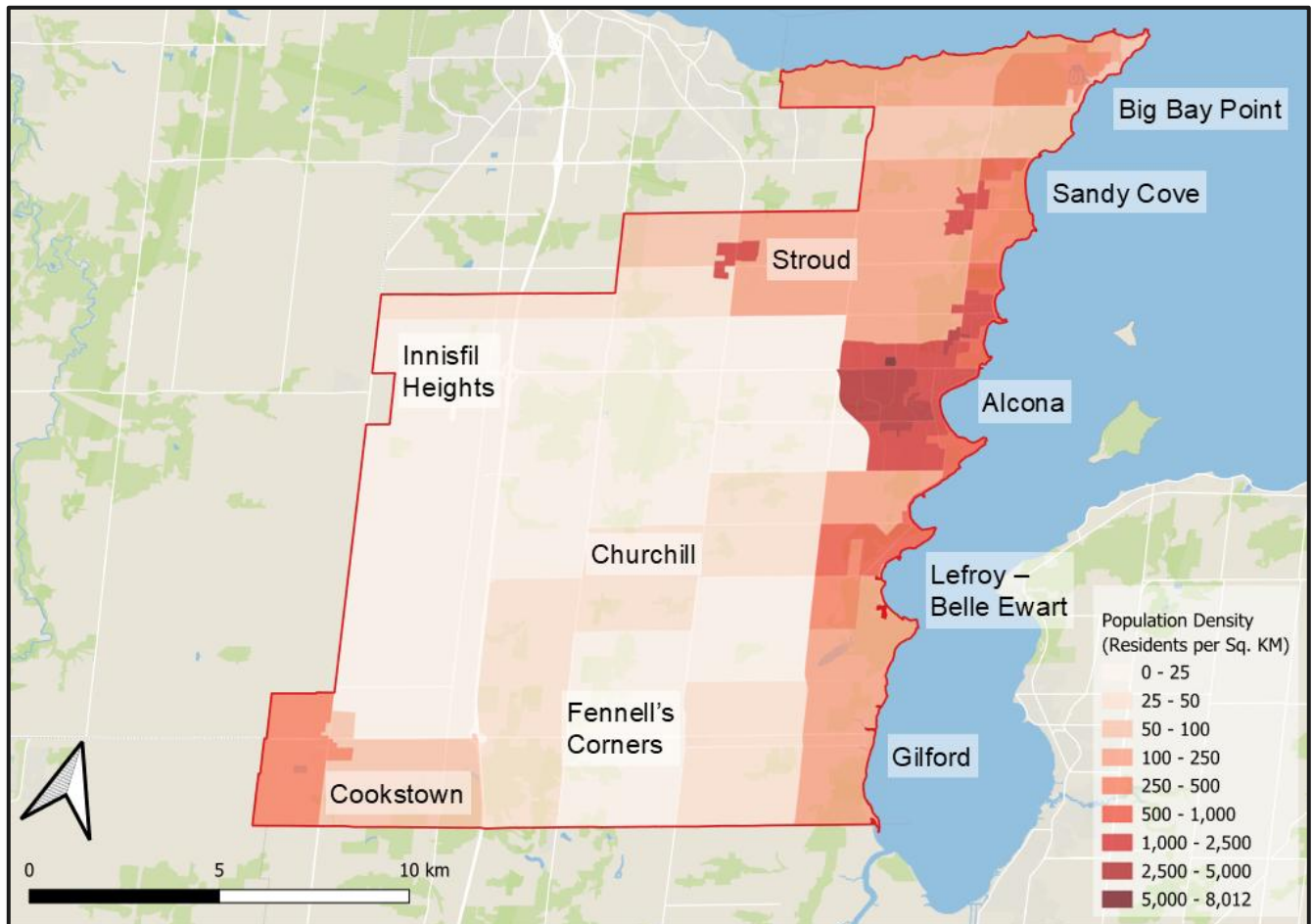
Figure 9. Land Use Classifications in Innisfil



### 1.3.2 Demographics

In 2021, the population of Innisfil totalled 43,300 permanent residents living in 17,500 total households, resulting in an average population density of 165 residents per square kilometre. The distribution of population across Innisfil is characterized by several communities with higher population density that are separated by swathes of lower-density land use such as agricultural and forestry. Communities within Innisfil include Alcona, Big Bay Point, Churchill, Cookstown, Fennell's Corners, Gilford, Innisfil Heights, Lefroy – Belle Ewart, Sandy Cove, and Stroud. These communities are highlighted in **Figure 10**.

**Figure 10. Population Density and Communities in Innisfil**

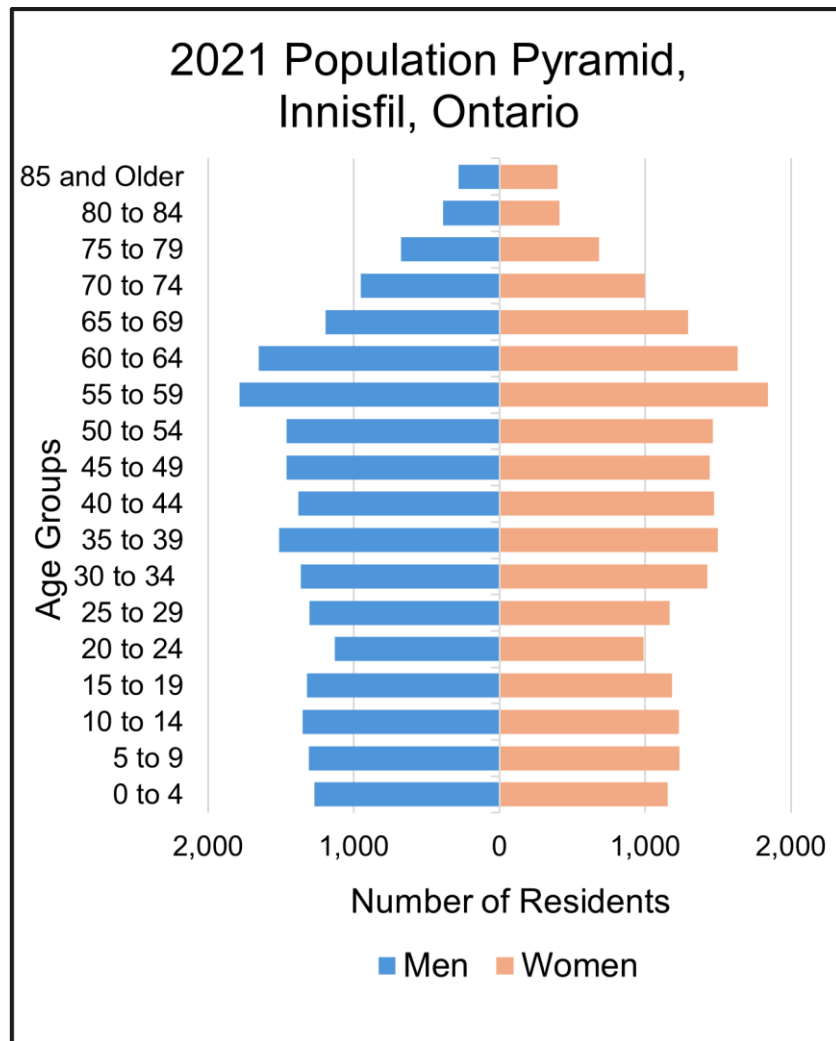


The suburban-rural settlement pattern found in Innisfil and other lower-tier municipalities in Ontario has enabled significant greenfield development across Innisfil in recent years. As a result, Innisfil has seen significant population growth since the early 2010s, with more than 10,000 new residents since the 2011 census. Construction of new housing developments and population growth in Innisfil is linked to a broader trend of growth and mobility throughout the Golden Horseshoe. Following the Covid-19 Pandemic and associated changes to patterns of remote work, Extended Greater Horseshoe towns like Innisfil have grown considerably as many urban residents have moved to suburban and rural communities. These trends have resulted in considerable population growth for Innisfil over the last fifteen years, particularly among higher income earning residents.

As of 2021, the median household income in Innisfil was \$93,000, just above the provincial median of \$91,000. The percentage of residents in Innisfil with low-income (as specified by Statistics Canada) was 6.9% in 2021, below the province’s total of 10.1%. Innisfil’s age distribution, highlighted through the population pyramid in **Figure 11** shows a population that skews slightly younger.

Approximately 16.8 % of Innisfil residents are aged 65 or older, compared with 18.5% across Ontario. The median age in Innisfil is 41.6 years, which is slightly lower than the provincial median of 42.0 years.

**Figure 11. Innisfil Population Pyramid, 2021**



The following section explores the current state of Innisfil Transit services.



## 2 INNISFIL TRANSIT TODAY

Innisfil Transit, a rideshare service managed by the Town, has generally seen a high-quality customer experience, with high ridership growth and strong community support. Despite this, the rideshare service delivery model presents several challenges—particularly regarding access, affordability, equity, and cost-effectiveness. These concerns suggest that while Innisfil Transit provides a valuable service, alignment with municipal goals could be further improved. The key findings are:

- The service has experienced strong ridership growth.
- The level of service offered is exceptional for a transit system.
- There exists strong community support for transit.
- The fare structure and service policies create cost escalation challenges and service inefficiencies that lead to an inequitable distribution of municipal subsidies.
- Current fare structure imposes a maximum monthly ride cap of 30 on passengers, with the subsidy no longer being available after the cap is reached resulting in higher commuting costs.
- Trip caps and other accessibility challenges create issues with access, especially among youth.
- There is a lack of transparency into rideshare contractor’s costing and service delivery algorithms.
- Hub-based fare structure is leading to higher municipal subsidies and expenditure.
- Service is generally used for recreational and social activities rather than for commuting to work and school.

### 2.1 Current Service Overview

The Town of Innisfil contracts a rideshare company to provide transit services. Rideshare trips are pooled, where multiple passengers share a single vehicle. Riders receive varying municipal subsidies based on where their trip starts and ends. An important distinction within this study is that Innisfil Transit operates as a non-dedicated service. This means drivers also take on non-transit (i.e., non-subsidized and non-pooled) trips. To determine fares, the contractor considers factors like trip distance, driver availability, travel time, and demand. Customers book, pay, and track the service online or via a mobile application. Innisfil Transit users have a monthly cap of 30 subsidized rides.

#### 2.1.1 Fare Structure

Innisfil Transit has three main subsidies that are applied to trip costs:

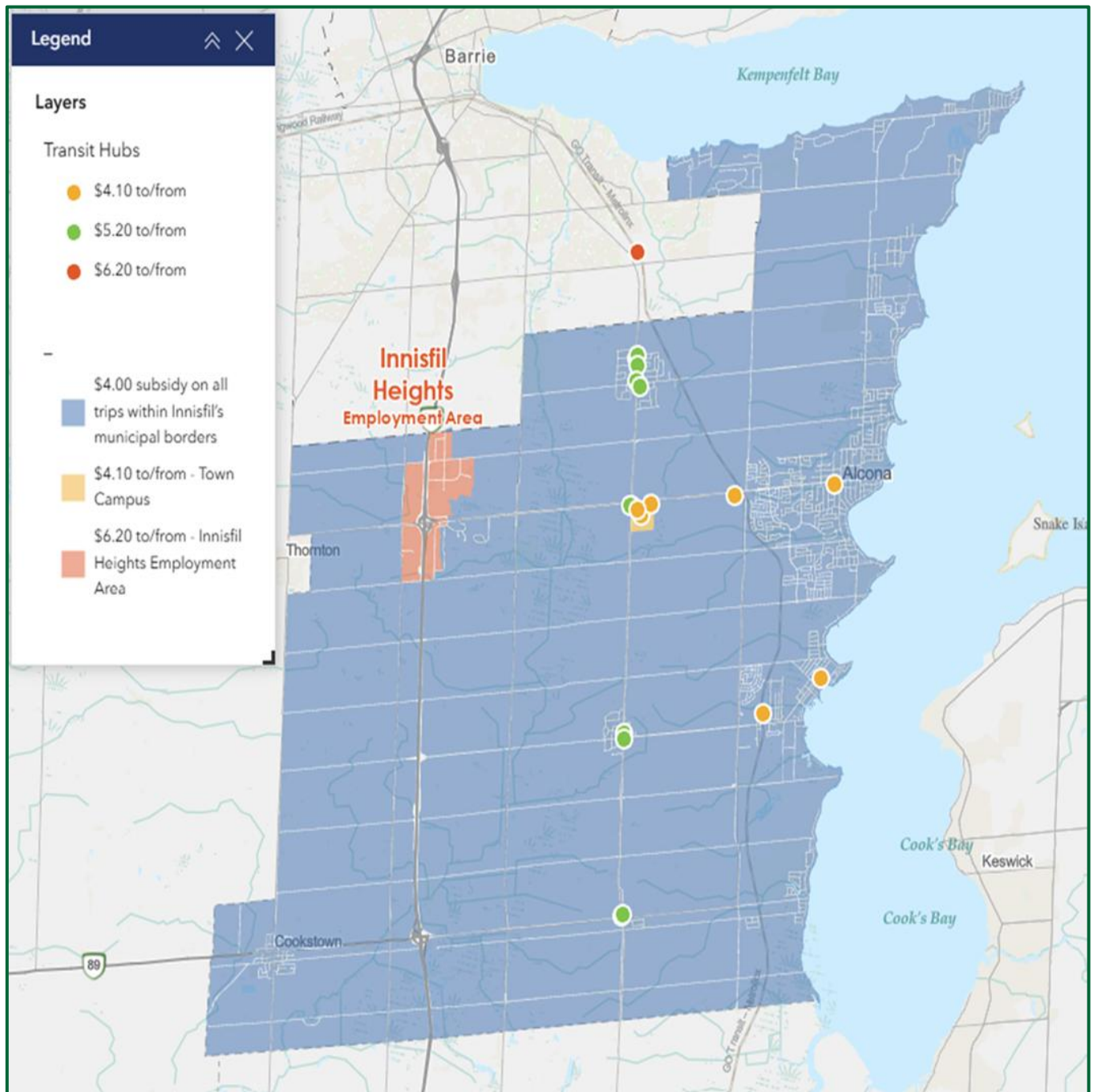
1. Hub-based trips—trips to or from 10 designated ‘hub’ locations displayed in **Figure 12**<sup>5</sup>—are categorized into \$4.10, \$5.20, and \$6.20 passenger fares with the municipality subsidizing the remainder of the fare. This is the most popular trip type and can result in high subsidies.
2. Non-hub trips constitute all other trips within Innisfil, with a flat \$4 fare subsidy being provided.
3. Fair Transit programming provides a 50% discount for eligible low-income residents in support of increased equity.

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<sup>5</sup> Hubs are located across Innisfil. Lower \$4.10 fare hubs are found in the largest settlement areas of Alcona, with fares increasing for hubs farther from Alcona.

Figure 12 below shows the fare structure graphic from the Innisfil Transit website.

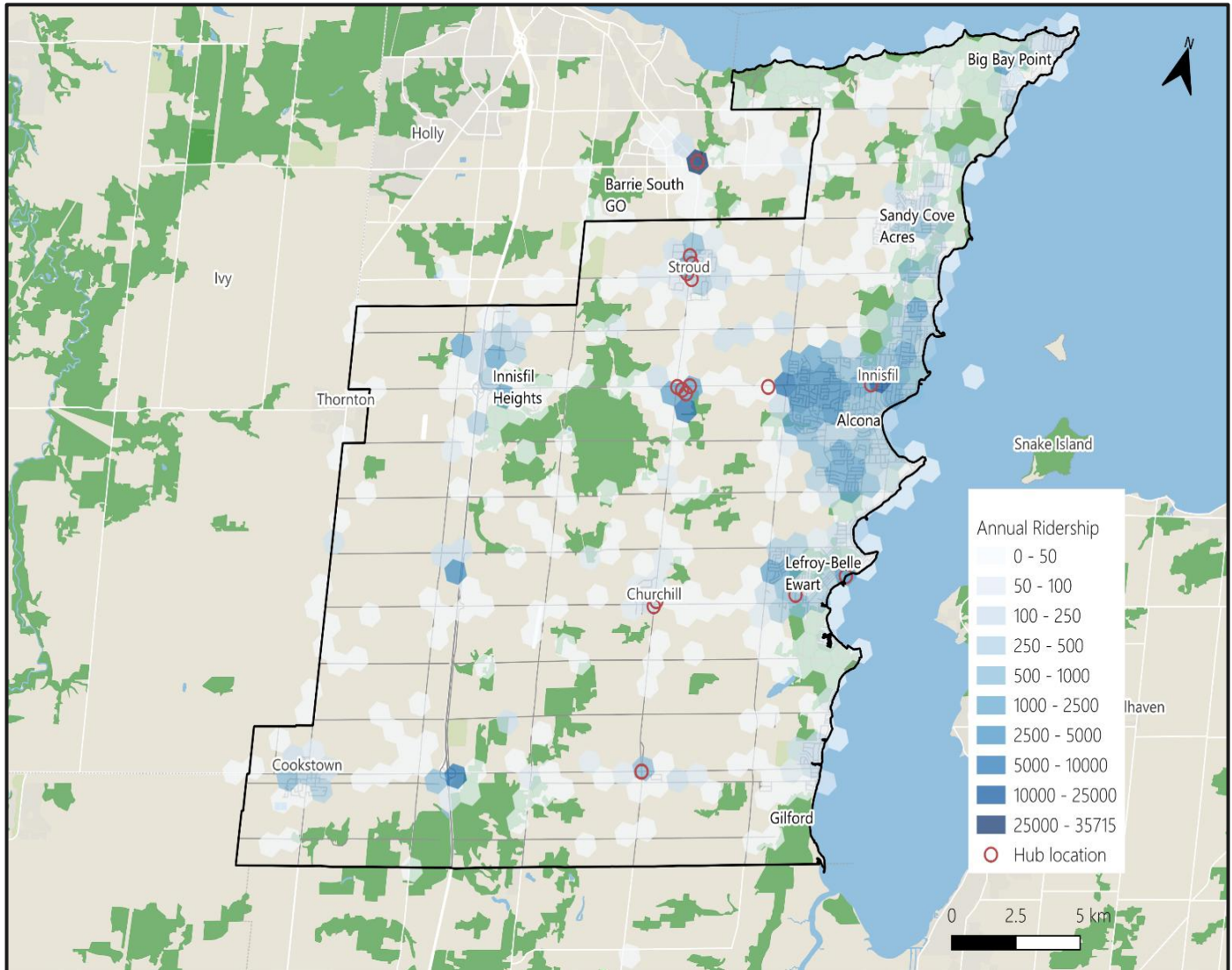
Figure 12. Innisfil Transit Hub Locations and Fare Zones



## 2.1.2 Ridership

Where people use Innisfil Transit depends on concentrations of population and employment but also on how the fare system is set up around key hub locations. The distribution of annual ridership from where trips start is shown in **Figure 13**.

**Figure 13. Innisfil Transit Ridership by Trip Origin Location (Based on Uber Trip Data)<sup>6</sup>**

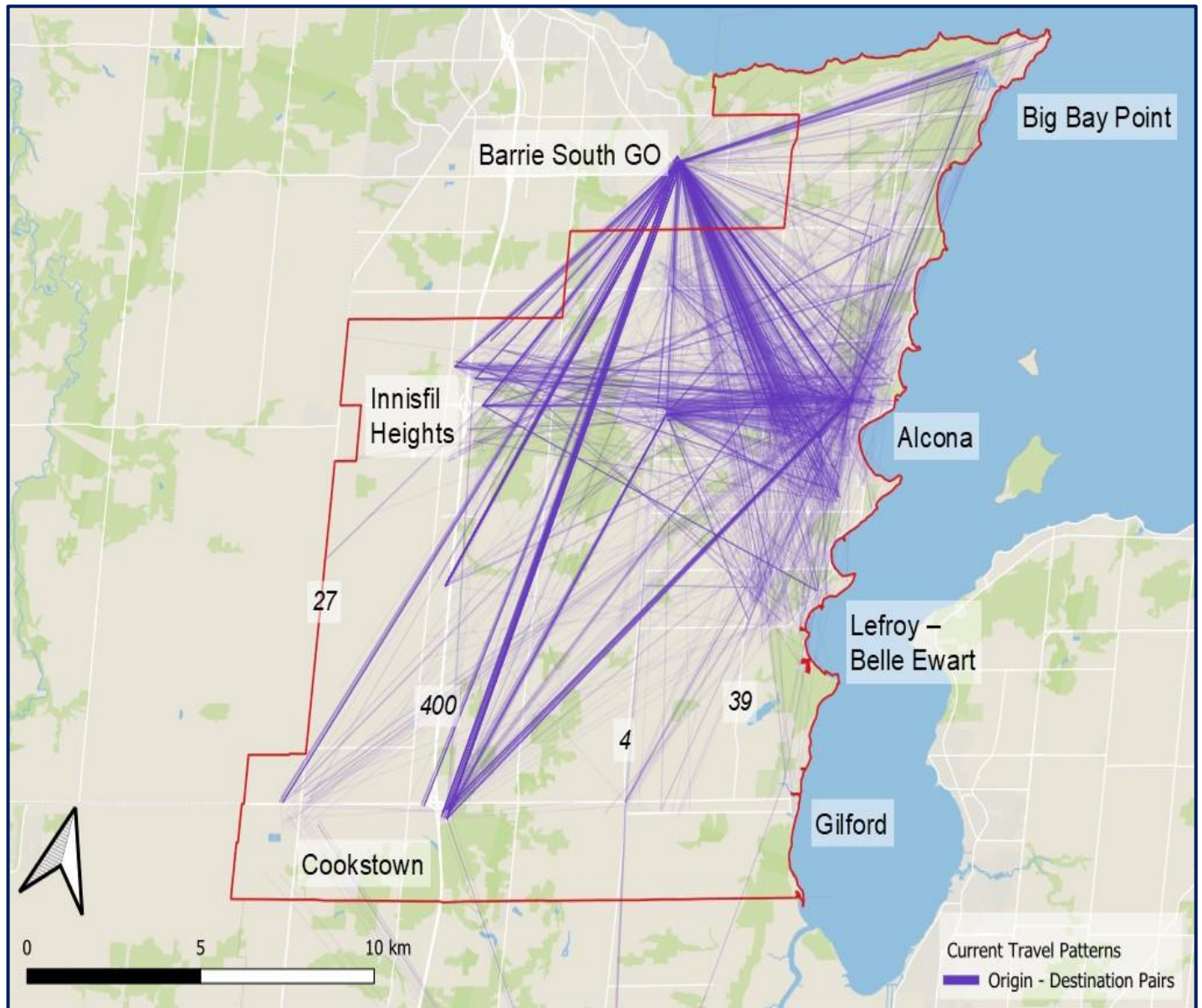


The Barrie South GO Station is the largest point of ridership, with approximately 22% of all annual departures. This is partly because it is the only official transfer point to Barrie Transit and there are significant commuting patterns between Innisfil and Barrie. Alcona is another significant source of ridership. It stands out as the only area with frequent travel between non-hub locations. The Cookstown Outlet Mall, Lefroy, Sandy Cove Acres, the Innisfil ONroute, Stroud, Cookstown and Friday Harbour are other non-hub locations with significant sources of ridership. **Figure 14. Innisfil Transit Origin and Destination Travel Pairs**, displays a sample of the current travel patterns showing the start and end of

<sup>6</sup> Ridership and service analysis in this study is based on an annual period that spans 2023 and 2024 unless otherwise noted.

trips. Trips within Alcona are shorter and more dispersed on average. There is a lot of east-west travel along Innisfil Beach Rd. that is heaviest between 20<sup>th</sup> Sideroad and 25<sup>th</sup> Sideroad, with strong ridership extending out to the Innisfil Recreation Centre. Alcona and Barrie South GO also form a major travel pair. In contrast, southwest Innisfil trips are longer and focused on fewer locations, like the major travel flow between Cookstown Outlet Mall and Barrie South GO.

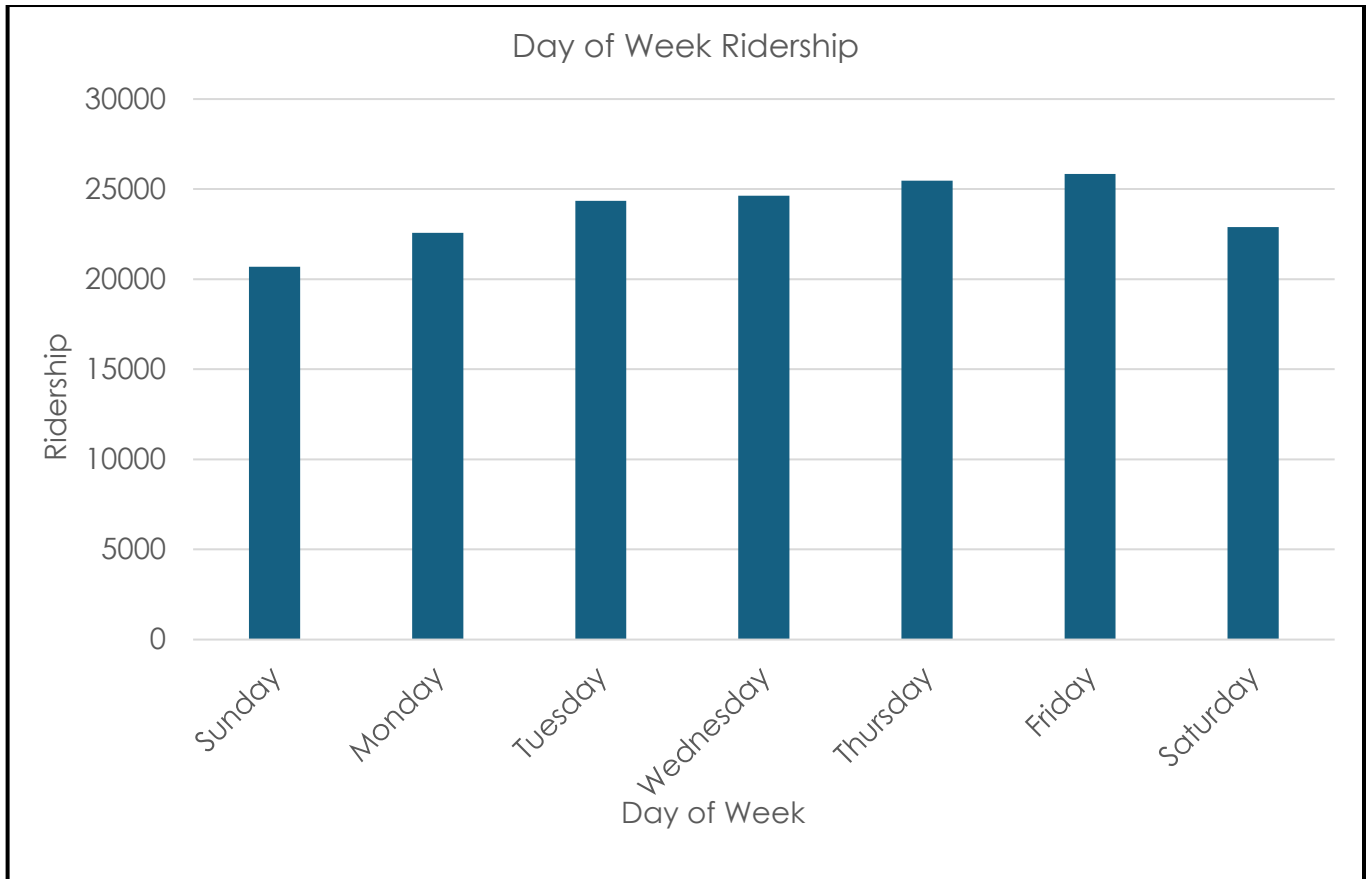
**Figure 14. Innisfil Transit Origin and Destination Travel Pairs**



## When People Use Transit

Ridership does not vary significantly throughout a week and by month. **Figure 15** displays ridership by day of week. Sunday has the lowest ridership, and ridership slowly grows throughout the week before peaking on Friday.

**Figure 15. Innisfil Transit Ridership by Day of Week**

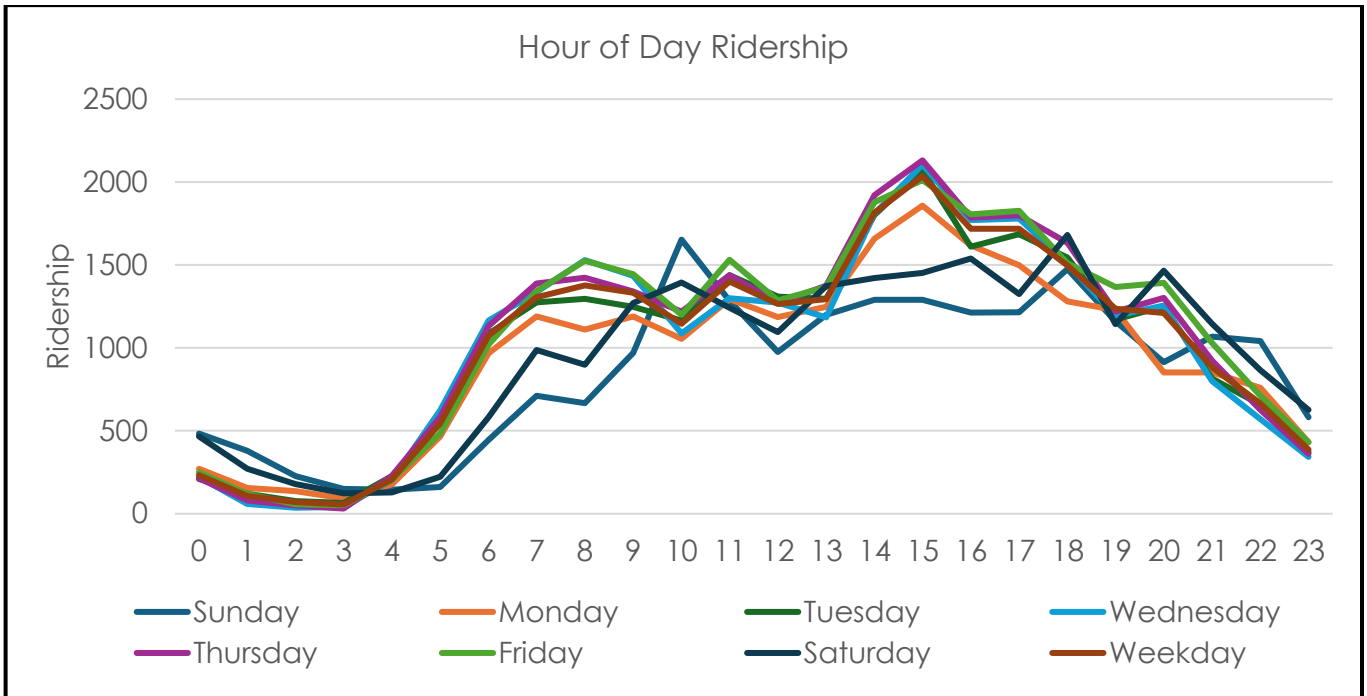


On weekdays, transit use peaks in the afternoon, starting around 3 p.m. and remaining high relatively late into the evening. In the mornings, there are two smaller peaks that occur around 8 a.m. and 11 a.m. and are roughly equivalent to the demand at 8 p.m. Ridership from Tuesday to Friday follows a similar pattern, while Monday has more consistent ridership throughout the day with less peaking.

On weekends, ridership increases more gradually from early morning to a small peak at 6 p.m. Generally, overnight ridership is considerably lower than daytime ridership as shown in **Figure 16**. Between 9 p.m. and 4 a.m., weekend ridership is greater than weekday ridership.

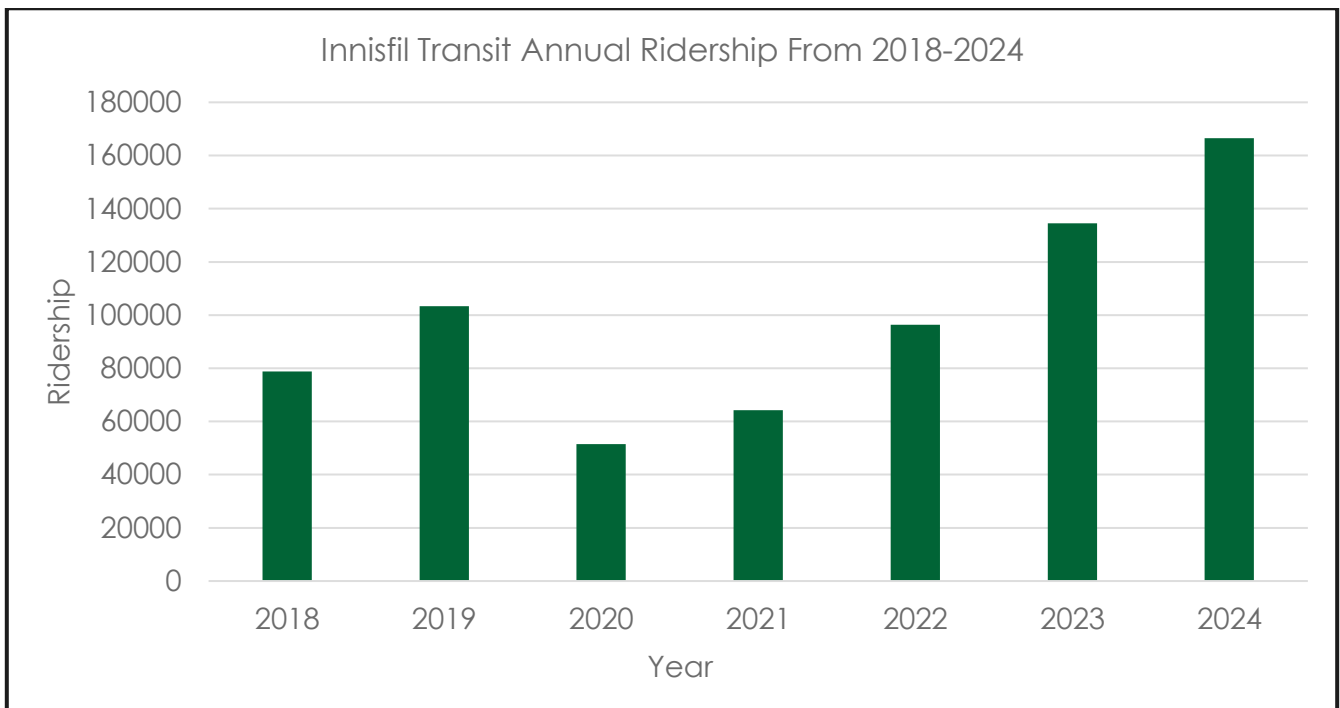
Overnight tips tend to cost more, likely because fewer drivers are available. The average cost per kilometre between midnight and 5 a.m. is \$3.93, compared to \$3.75 during other times.

**Figure 16. Innisfil Transit Ridership by Hour of Day**



Innisfil Transit’s ridership trajectory has experienced year-over-year ridership growth averaging 33%, excluding 2019–2020, displayed in **Figure 17**. This level of growth and ridership quickly outpaced peer comments, as will be shown in Section 2.2.5.

**Figure 17. Historic Annual Ridership of Innisfil Transit Rideshare Services**



### 2.1.3 Customer Experience Strengths

Strong ridership growth is attributable to the high service quality provided, which has also improved over time due to greater driver attraction. To riders, the current service feels more like a taxi or ride-hailing experience than traditional public transit. One of the biggest strengths of the current service is the 24/7 coverage across the entire town, making it reliable and accessible for most trips. This type of transit coverage is unique for communities such as Innisfil that encompass a large rural area. Riders also benefit from direct trips and short wait times, adding to the overall convenience and appeal of the service.

## 2.2 Challenges

### 2.2.1 Cost Escalation

Innisfil Transit's rideshare model directly links municipal costs to ridership levels. This results in budgets that can escalate and be difficult to predict, unlike traditional fixed route transit systems, which typically operate with more stable and predictable expenses. As Innisfil has seen significant annual increases in ridership since its launch in 2017, except for a temporary dip in 2020 due to the COVID-19 pandemic, municipal costs have likewise grown.

As ridership is challenging to predict, it makes it difficult for the Town to accurately forecast and manage its transit budget. This issue is illustrated in **Table 9**, which presents historical financial data from 2020 to 2025, including trip volumes and municipal subsidy amounts. The data, sourced from staff reports submitted to Council, highlights the difficulty of budgeting for a service model where expenses fluctuate with usage.

To mitigate rising costs, the Town has implemented measures such as trip caps and fare increases. However, these strategies can have limited effectiveness and lead to unintended consequences, which are discussed in this section below.

**Table 9. Historical Ridership and Financial Figures, 2020-2025**

	2020	2021	2022	2023	2024	2025
<b>Trips</b>	52k	63k	95k	133k	173k	-
<b>% Change</b>	-49%	21%	51%	40%	30%	-
<b>Municipal Subsidy</b>	\$595k	\$732k	\$826k	\$1.4M	\$1.8M	-
<b>% Change</b>	-30%	23%	13%	69%	29%	-
<b>Budget</b>	-	\$710k	\$870k	\$928k	\$1.2M	\$1.9M
<b>% Exceeded</b>	-	3%	-5%	51%	50%	-

## 2.2.2 Customer Limitations

Despite relatively high service quality, there are some customer experience challenges, particularly around access to trips. **Table 10** below summarizes the customer experience strengths and limitations of the system. This includes a monthly trip cap of 30 subsidized rides (with a possible increase to 50) intended to control municipal costs. However, it restricts mobility for those who rely on transit most, which tend to be those with limited transportation alternatives and equity deserving groups. This limits access to opportunity and raises equity concerns. Unlike most transit systems that promote ridership through discounts and unlimited-use passes, Innisfil’s cap discourages frequent use, undermining broader goals of sustainability and inclusion.

Other barriers include a lack of accessible vehicle options, restrictions on group travel, age-based limitations for youth, and reliance on technology like apps and credit cards. The rideshare model relies on the personal vehicles of local drivers, which have limited capacity to provide specialized transit options for users with accessibility or mobility needs. Therefore, the Town of Innisfil has partnered with the Barrie-Innisfil Taxi service to provide this specialized service to users requiring accommodations. However, this taxi service presents barriers in that it is not well known to the public or publicized, resulting in low usage. Additionally, it requires 24-hour advance booking, which contributes to a lower level of service and further limits accessibility for those that require specialized transit services.

**Table 10. Strengths and Limitations of Existing Innisfil Transit Customer Experience**

Strengths	Limitations
<ul style="list-style-type: none"> <li>• <b>Service coverage:</b> door-to-door service allows for exceptional coverage that in most transit systems is reserved for specialized service</li> <li>• <b>Span of service:</b> 24-hour service makes span of service on par with most major cities</li> <li>• <b>Travel time:</b> average travel time of 14 minutes and distance of 11.5 km indicate high quality of service</li> <li>• <b>Connectivity:</b> Innisfil Transit well connected to neighbouring communities &amp; GO stations, offering access to Barrie &amp; Toronto</li> </ul>	<ul style="list-style-type: none"> <li>• Unfulfilled trips: 10.5% of trip requests were unfulfilled between Jan. and Oct. 2024</li> <li>• Accessibility: passengers requiring accessible vehicles cannot use Innisfil Transit &amp; must book with Barrie-Innisfil Taxi 24 hours in advance</li> <li>• Trip caps: users restricted to 30 one-way trips per month with possibility to increase to 50, limiting access for equity-deserving groups who rely on transit for daily mobility needs</li> <li>• Group travel: riders restricted to maximum of 2 people per ride, posing issues for families travelling with children &amp; reducing service efficiency</li> <li>• Youth restrictions: Under 13s must travel with adult while Under 18s require parental consent</li> <li>• Technology: service requires credit card &amp; rideshare app for most users, which can hinder access. This is somewhat alleviated by the availability of GoGoGrandparent</li> <li>• Connectivity: trips to Barrie (e.g. from Innisfil Heights) often requires multiple connections or the need to walk between services</li> </ul>

## 2.2.3 Inefficiency and Inequity Created by Fare Structure

### **Hub-Based Fare Structure Misaligned with Service Costs**

The current fare structure creates several issues for Innisfil Transit that makes service less cost-effective and equitable. The main challenge is that hub-based fares are not aligned with the actual cost of providing service. This design favors longer commuter trips, that are more expensive for the town to deliver, while shorter local trips, more often used by marginalized residents for essential needs like groceries and medical appointments, receive less support.

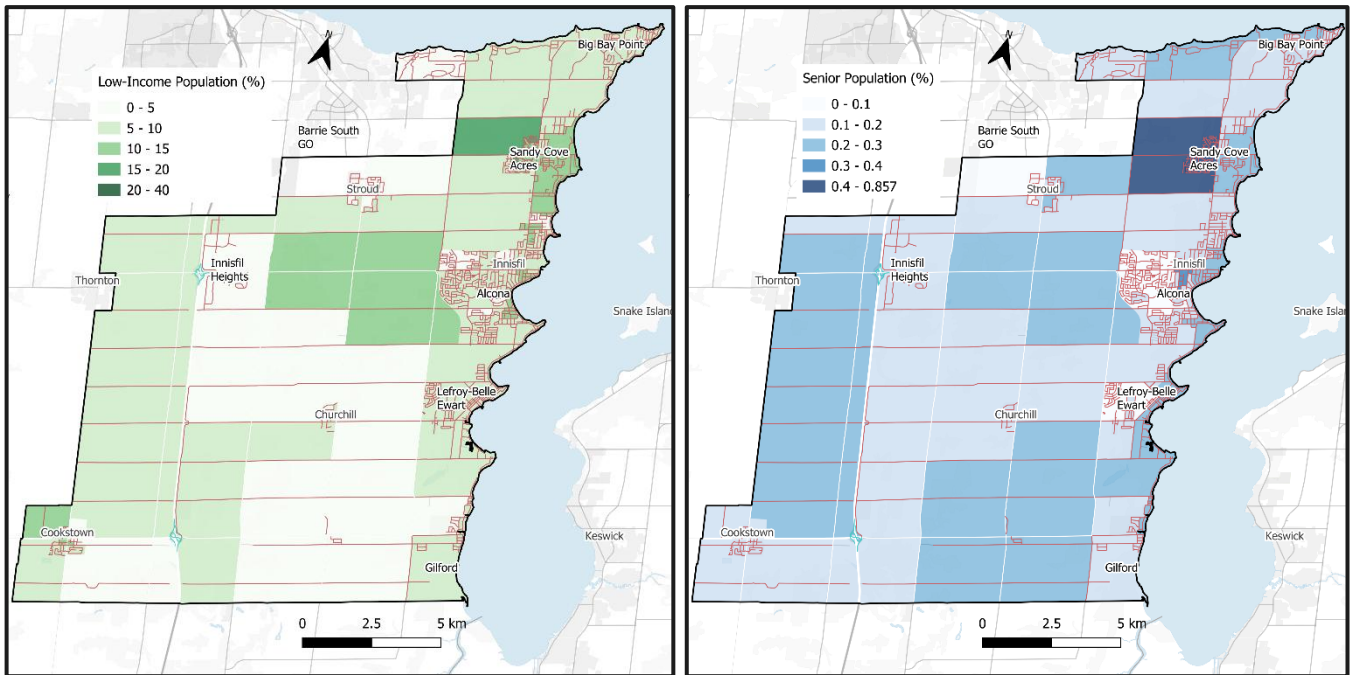
Trips to and from hubs cost the same for passengers regardless of trip length or the cost to provide the service. This means riders are incentivized to take longer hub-based trips because they offer greater passenger value (at the municipality's expense). Meanwhile, shorter trips receive lower subsidies, which discourages transit use for these journeys. The result is that municipal expenses are higher than they would be under a fare model that better reflects service costs. Overall, the value of a trip for the passenger is disconnected from the cost to deliver it.

### **Equity Impacts**

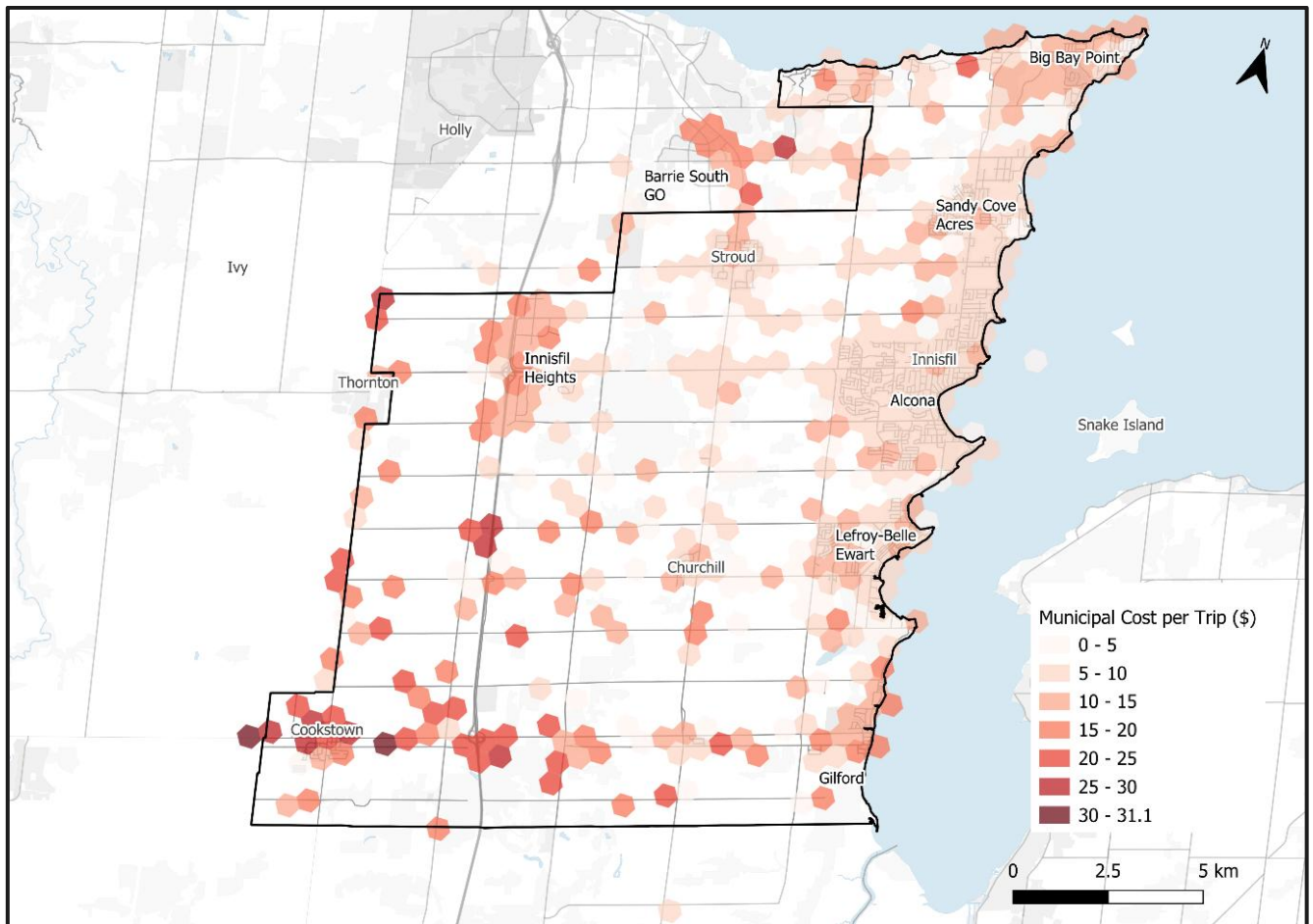
Because lower-income and marginalized residents tend to take shorter trips in communities similar to Innisfil, the fare structure creates inequities in access and affordability. This is exacerbated by the fact that hubs are located in select areas focused on long-distance commuting (e.g., GO connections) and municipal services (e.g., Library and Municipal Centre).

Long-distance commuting is typically associated with moderate-income groups, while destinations such as grocery stores, schools, and medical facilities, more frequently used by vulnerable groups, are not hubs and therefore receive lower subsidies. The southwest, where long-distance trips dominate, receives substantially more subsidies, while areas with higher concentrations of low-income and seniors such as Sandy Cove Acres, west of Alcona, and parts of Alcona receive lower subsidies (See **Figure 18** and **Figure 19**).

**Figure 18. Low-Income Population and Senior Population (%)**



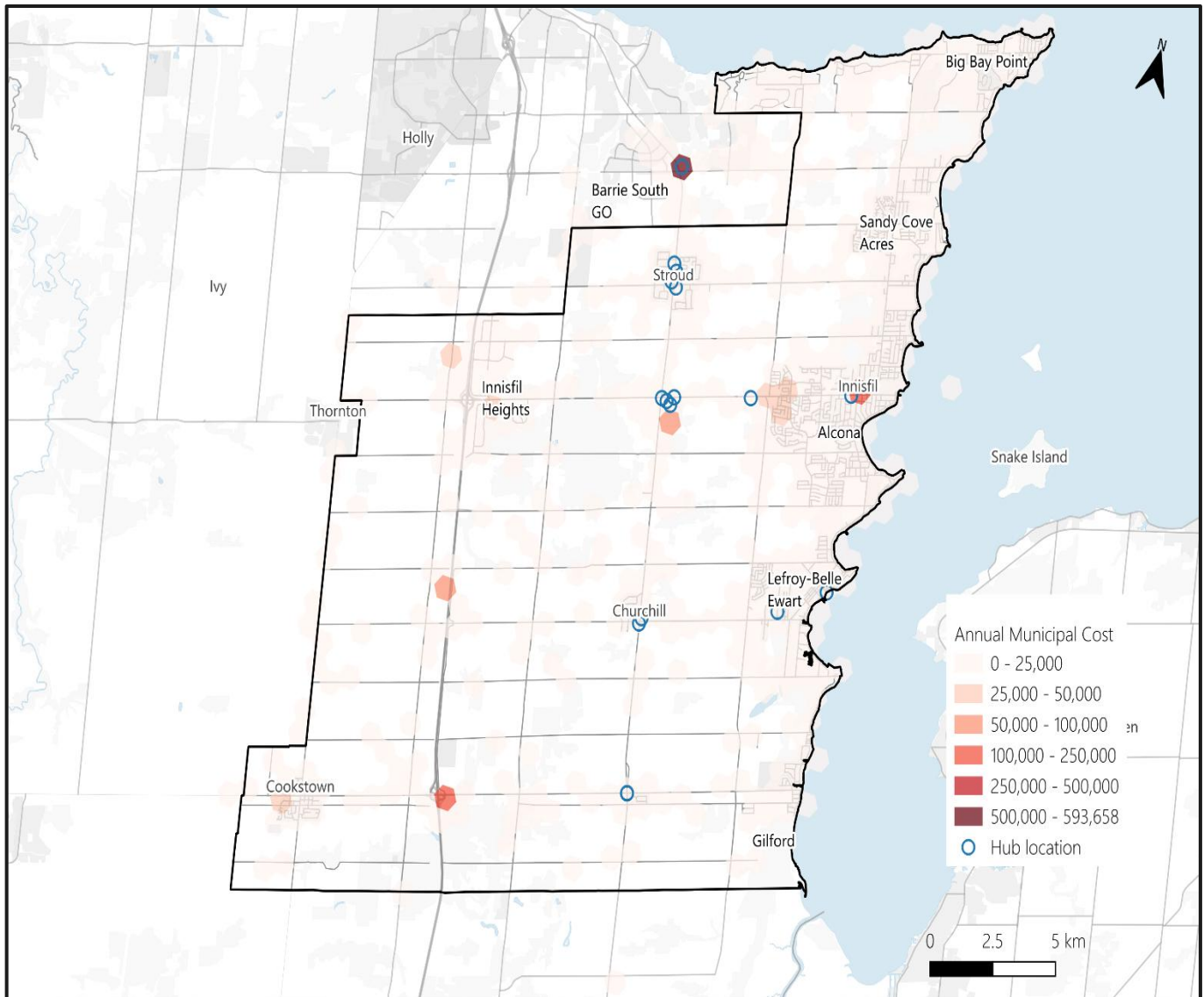
**Figure 19. Innisfil Transit Municipal Cost per Trip by Location**



## How this Shapes Ridership

Ridership patterns in Innisfil clearly reflect the influence of hub-based trips. Unlike other comparable communities, where major retail destinations drive ridership, these locations in Innisfil attract only moderate ridership. Hub trips tend to be longer than non-hub trips, which means higher municipal subsidies, concentrating municipal costs around hubs, particularly those on the outskirts. For example, as shown in **Figure 20**, 30% of municipal costs currently support trips to and from Barrie South GO.

**Figure 20. Annual Municipal Cost for Innisfil Transit Service**



This two-tiered fare structure, charging different rates for hub and non-hub trips, significantly impacts trip patterns, and passenger behaviour. Anecdotal evidence indicates that some passengers reduce costs by booking two separate trips: first to a hub, then onward to their destination. While this strategy lowers passenger expenses, it increases system costs through added distance, time, and an extra base fare. The result is reduced service efficiency and longer travel times for riders.

## How Innisfil Differs from Other Systems

This misalignment between fare and service cost, and its impact on ridership, does not occur to the same extent in other transit systems. Most systems use either a flat fare or distance-based fare structures, unlike Innisfil Transit which uses a mix of both:

1. **Flat fare structure:** In systems with a flat fare, passengers pay one fee regardless of distance. In this structure, the greater the distance directly correlates to greater realized value for the passenger. However, in flat fare systems (typically seen in fixed route and on-demand services) service generally takes longer because trip pooling is essential to maximize resources. The greater focus on trip pooling in other systems also better matches the cost of service with what the passenger pays.
2. **Distance-based fare structure:** In these systems, passengers pay fares that vary according to the distance traveled, aligning passenger costs more closely with the actual cost of providing service. This approach better matches how the passenger values a trip with its associated operational cost, leading to more sustainable travel patterns. However, distance-based fares are sometimes avoided because they can be perceived as more complex for passengers to understand and more challenging to implement.

### 2.2.4 Contractor Technology and Transparency

There are notable discrepancies between the cost of trips on Innisfil Transit and the contractor's non-dedicated trips (i.e., non-transit trips) resulting in higher municipal costs. For example, some non-transit trip options (that offer direct routing between the same origin and destination as opposed to ride pooling) are priced lower than the equivalent Innisfil Transit trip, even though transit trips are expected to be cheaper due to ride pooling.

When this discrepancy was raised, the contractor explained that Innisfil Transit uses a different routing and pricing algorithm than non-transit trips, and that the non-transit algorithm is newer and more efficient. Innisfil Transit and the contractor are currently working to transition to this updated technology. While a solution may be forthcoming, this situation highlights a gap in municipal understanding of how pricing and routing decisions are made by the rideshare contractor. The municipality was not initially aware of this discrepancy. It also suggests that trip pooling may not be prioritized in the most cost-effective way for the Town.

This issue also introduces gaps in analysis and modeling. Due to discrepancies in the algorithm, accurately forecasting the impact of technological changes on ridership and municipal costs remains challenging. If the Innisfil Transit algorithm is enhanced, an increase in ridership and a reduction in per-trip municipal costs are anticipated. However, the magnitude of these changes is difficult to predict. Additionally, a lack of data on teen ridership presents another limitation, potentially affecting the accuracy of ridership behavior analysis and cost projections.

### 2.2.5 Peer Review

This section benchmarks Innisfil Transit by comparing it to selected peer transit agencies in Canada and to various group averages using metrics that reflect usage, relative transit spending, and cost effectiveness. It will seek to compare the current state of transit in Innisfil to that of other communities

with similar characteristics, thus helping to identify strengths and weaknesses and setting precedents from which we can draw improvements to the existing system.

### 2.2.6 Peer Agency Selection

Peer agencies were selected from municipalities and counties across Canada based on similarities in population, ridership, operating model, types of service offered, and contextual similarities such as the geography of the service and economic similarities. Comparisons were also made with averages published by the Canadian Urban Transit Association (CUTA) of transit systems serving municipalities of similar size to Innisfil. CUTA divides municipalities into 5 groups; for this analysis, the focus is on:

- Group 4 for communities with populations between 50,000 and 150,000; and
- Group 5 for communities with populations under 50,000.

Innisfil's 2021 population of 43,326 falls on the border between Groups 4 and 5, and as such the average metrics of both groups were included in the comparison. Within the scope of this plan, Innisfil's projected population is expected to exceed 50,000, further aligning it with Group 4. **Table 11** provides a summary of the peer agencies chosen that highlights statistical and contextual similarities.

Benchmarking Innisfil Transit presents unique challenges due to its innovative service model. As shown in **Table 11**, few transit agencies in Canada operate subsidized rideshare systems, making direct comparisons difficult. While peer agencies were selected based on broadly similar contexts, none replicate Innisfil's distinctive approach and exact context. Differences in service span, coverage, and local conditions, such as Innisfil's 24-hour municipality-wide service, further complicate comparisons. For instance, Wellington County also offers full coverage but serves a more rural population, while Simcoe County focuses on regional connectivity rather than local trips. Other peers, like Grande Prairie, Comox Valley, and Belleville, operate in more urbanized settings, adding demographic and geographic variability. These factors mean that benchmarking must be approached with nuance, recognizing that the metrics provide contextual insight rather than direct equivalence. They help identify where Innisfil Transit is more or less effective and affordable relative to its peers, guiding future improvements.

Table 11. Summary of Selected Peer Agencies

Community	Population (2021)	Types of service	Number of fixed routes	Operating model	Contextual similarities
Innisfil, ON	43,326*	Subsidized rideshare, specialized	0	Contracted	–
Bradford-West Gwillimbury, ON (BWG)	46,200	Fixed route, 1 on-demand	3	Contracted	Proximity to GTA, concentration of population in the east
Halton Hills, ON	61,161	Fixed route, specialized	1	Partnership with Milton	Proximity to GTA, majority rural with population centres
Belleville, ON	55,071	Fixed route, specialized	10	Municipally operated	–
Deseronto, ON	25,609	Fixed route	1	Municipally operated	Majority rural with population centres along body of water
Simcoe County, ON	307,050	Fixed route, specialized	6	Contracted	Proximity to GTA, majority rural with population centres
Wellington County, ON	106,320	On-demand, rideshare	0	Contracted	Majority rural with population centres
Norfolk County, ON	67,490	Fixed route, on-demand	1	Contracted	Majority rural with population centres
Comox Valley, BC	52,783	Fixed route, on-demand, specialized	16	Centrally operated by BC Transit	Large rural area with population centres on eastern end along body of water
Grande Prairie, AB	64,733	Fixed route, on-demand, specialized	9	Municipally operated	–

<sup>1</sup> Bradford-West Gwillimbury is currently transitioning to a purely on-demand system; the fixed route service is slated to be discontinued.

\*2021 Innisfil population count is based on Statistics Canada's 2021 Census data.

## 2.2.7 Metric Comparison

The metrics considered in this analysis reflect key elements of transit usage, relative spending, and cost effectiveness. These are examined from both municipal and total passenger perspectives, with particular attention to the distribution of the cost burden between passengers and the municipality. These metrics offer insight into how effectively Innisfil Transit is being used, how cost-efficient it is for the municipality, how affordable it is for passengers, and the overall level of investment in transit. When interpreted within broader contextual factors, these metrics help reveal where Innisfil Transit performs effectively and affordably compared to peer systems. A description of metric terms is provided in **Appendix B - Metric Glossary** for reference.

Peer metrics are drawn from the 2023 CUTA Factbook representing 2023 information, except for Wellington County, which was sourced from a 2024 report covering most of 2024 and part of 2023. Likewise, Innisfil metrics were drawn from annual data spanning two months of 2023 and the remainder in 2024, which represented the base dataset for the background analysis in this study. **Table 12** shows keys metrics across the peer communities. Trips per capita provides an indication transit usage. Notably, Innisfil performs relatively well on utilization amongst the selected peer agencies. With the exception of the heavily used systems in Belleville and Comox Valley, Innisfil Transit is at the higher end of trips per capita, along with Grande Prairie, showing that the existing ridesharing service has been successful in attracting riders and is a decently popular alternative for getting around the Town.

Table 12. Comparison of Financial Metrics Among Peer Agencies

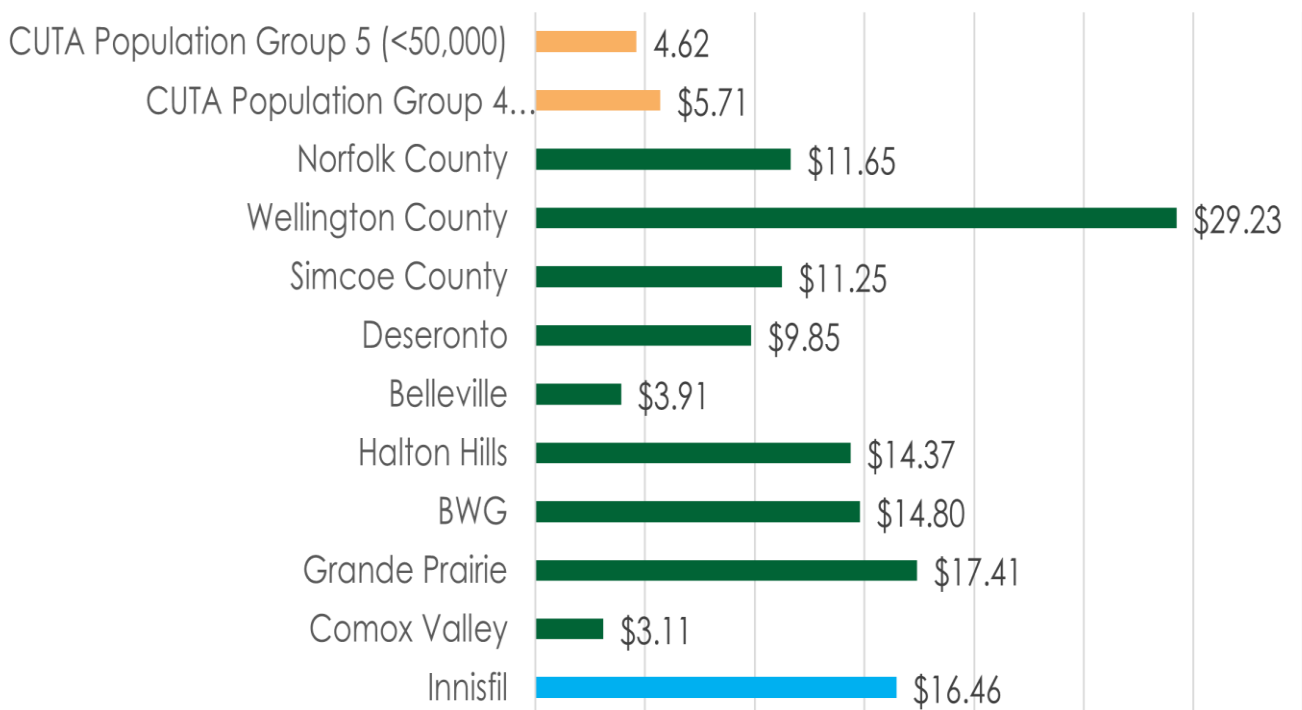
	Trips per Capita	Avg. fare	Passenger revenue	Net mun. operating cost	Mun. cost / capita	Mun. cost / trip	Passenger and mun. cost / capita	Passenger and mun. cost / trip	Fare vs. gross cost ratio
<b>Innisfil</b>	<b>3.84</b>	<b>\$6.13</b>	<b>\$1,020,000</b>	<b>\$1,720,000</b>	<b>\$39.70</b>	<b>\$10.33</b>	<b>\$63.24</b>	<b>\$16.46</b>	<b>0.33</b>
<b>Comox Valley</b>	13.47	\$1.16	\$824,924	\$1,387,537	\$26.29	\$1.95	\$41.92	\$3.11	0.20
<b>Grande Prairie</b>	4.06	\$2.39	\$628,742	\$3,952,524	\$61.06	\$15.02	\$70.77	\$17.41	0.13
<b>BWG</b>	1.10	\$1.14	\$50,827	\$609,001	\$13.18	\$13.66	\$14.28	\$14.80	0.05
<b>Halton Hills</b>	2.10	\$3.51	\$160,098	\$495,266	\$8.10	\$10.86	\$10.72	\$14.37	0.24
<b>Belleville</b>	29.04	\$1.16	\$1,855,447	\$4,399,388	\$79.89	\$2.75	\$113.58	\$3.91	0.28
<b>Deseronto</b>	0.24	\$5.38	\$32,721	\$27,200	\$1.06	\$4.47	\$2.34	\$9.85	0.14
<b>Simcoe County</b>	1.31	\$0.96	\$385,314	\$4,130,306	\$13.45	\$10.29	\$14.71	\$11.25	0.06
<b>Wellington County</b>	0.09	\$7.79	\$75,716	\$208,550	\$1.96	\$21.45	\$2.67	\$29.23	0.19
<b>Norfolk County</b>	0.25	\$3.58	\$59,972	\$135,123	\$2.00	\$8.07	\$2.89	\$11.65	0.11
<b>CUTA Group 4 Average</b>	20	1.87	–	–	73.49	3.84	109.23	5.71	0.27
<b>CUTA Group 5 Average</b>	16.79	1.56	–	–	51.31	3.06	77.5	4.62	0.25

It is important to note that the communities with higher trips per capita tend to be more urbanized, which typically correlates with higher ridership. This context shows the impressive success of Innisfil Transit, which has rapidly outpaced many communities that have similar rural context in usage within a relatively short timeframe. Contributing to this success is the service’s broad coverage across time periods and geographic areas, as well as its high service quality.

When examining cost per capita, which reflects overall investment in transit, Innisfil shows a strong commitment. On both total (passenger + municipal) and a municipal cost per capita basis, investment is among the highest of the group, ranking third overall.

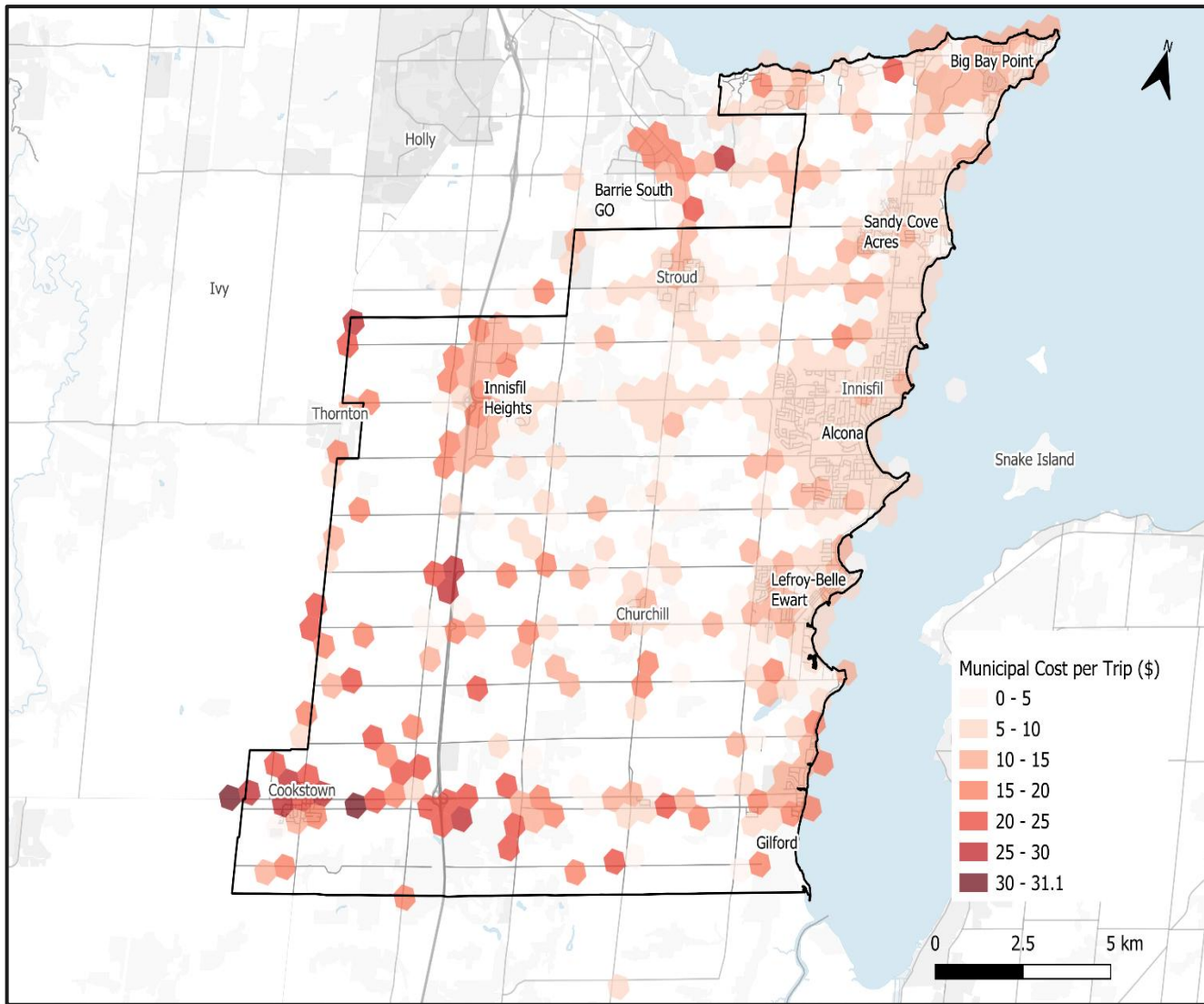
However, while ridership and investment are strong, cost-effectiveness is weaker. Metrics show that delivering a ride in Innisfil generally costs more than in peer agencies, with the third-highest passenger and municipal operating cost per trip as displayed in **Figure 21**. A factor contributing to this is that Innisfil provides longer-distance trips to many communities and offers service across more time periods and areas that are inherently less cost-effective to operate.

**Figure 21. Peer Comparison Passenger and Municipal Cost/Trip**



Context is important: cost per trip is tied to population and employment density. Urban areas are typically more cost-effective to serve than rural ones. For example, Belleville, Comox Valley and the CUTA population groups 4 and 5 are predominately urban contexts, where cost per trip is generally under \$6.00. By contrast, **Figure 22** illustrates that in Alcona, Innisfil’s largest urban area, trip costs typically range from \$10 to \$15, with some areas reaching \$15 to \$20, substantially higher than peer urban systems.

Figure 22. Municipal Cost Per Trip (\$)



Wellington County on the other hand stands out as the only peer focused primarily on serving rural communities, with a much higher total cost per trip nearing \$30. Innisfil Transit, by comparison, delivers service to most of its rural areas at significantly lower costs.

While Innisfil Transit's cost per trip does vary by time of day and location, the variation is far smaller than that of peer systems. This is because rideshare services pool few trips, so the cost of serving each rider stays relatively constant. Unlike fixed route transit, which can pool many more passengers on a single vehicle, lowering the cost per trip when there is more demand.

Rideshare is, however, highly cost-efficient for moving a single person. This makes it more cost-effective in low-demand settings such as rural areas or overnight periods, where fixed route buses would carry very few passengers.

In higher-demand areas like Alcona and Barrie South GO, fixed route transit becomes more efficient as multiple riders share the same trip. Rideshare cannot capture these economies of scale, so its relative cost-effectiveness declines as demand increases.

In short, rideshare works well for low-demand, single-passenger travel but becomes less cost-effective as ridership grows. Although rideshare initially offered a cost-effective solution for across the community, rapid growth in ridership has diminished its cost-efficiency in certain areas.

Additionally, Innisfil riders bear a disproportionately high share of the overall transit costs. This is reflected in the second-highest average passenger cost-per-trip (Average Fare) among peer agencies, as well as the highest ratio of passenger fare to total service cost. The higher passenger fare offsets municipal expenditures, making the municipal cost per trip relatively reasonable.

## 2.3 Public Feedback on Current State

The first round of public engagement took place from December 2024 to January 2025, introducing the public to the TMP project. Part of Round 1 focused on learning from the community about their experience with the current transit service and overall travel and transportation needs in the Town of Innisfil. Hearing directly from the community to understand transit challenges, needs and experiences was used as input on future priorities for Innisfil Transit and developing recommendations over the next 10-year horizon.

Engagement activities and tools that were used as part of Round 1 included a combination of in-person (two open houses) and online engagement (public survey and one virtual open house). In addition to engaging with the public, direct outreach was made to special interest groups<sup>7</sup>. Town staff expanded the outreach by attending Mobile Senior Active Living Centre (M-SALC) sessions, Teen Nights and an Innisfil Accessibility Advisory Committee (IAAC) meeting. Overall, this round of engagement resulted in over 500 touchpoints.

### 2.3.1 What Was Heard

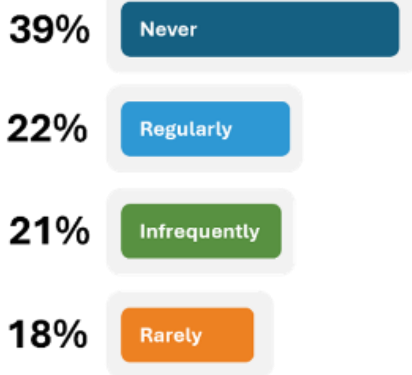
Collecting and analyzing the responses received provided a better understanding of how the community currently feels about Innisfil Transit, including transit usage, travel needs and their priorities and perspective on what transit services in Innisfil could look like. The use and awareness of survey respondents is summarized in **Figure 23**.

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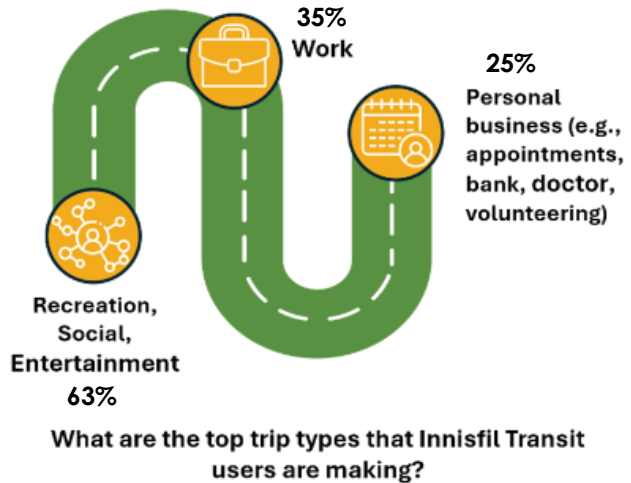
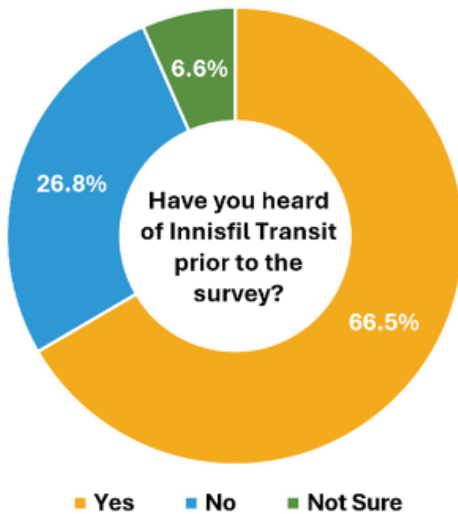
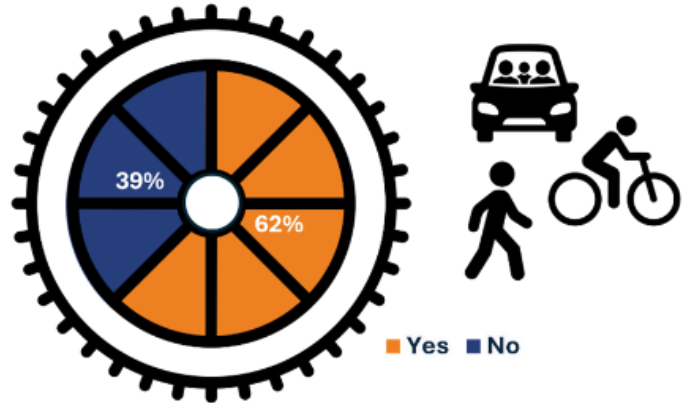
<sup>7</sup> In the context of this report, a special interest group refers to an organized gathering of community members who, based on demographics they are part of, may have a higher need for transit.

Figure 23. Transit Use and Awareness Among Survey Respondents

How frequently do you use Innisfil Transit?



Do you combine other modes of transportation (such as walking, biking, carpooling, etc.) with Innisfil Transit to get to your destination?



Key findings from this round of engagement (including the survey, public engagement sessions, conversations, etc.) are categorized into themes and summarized below. A fulsome overview of the engagement findings and feedback can be viewed in the **Appendix A - TMP Background Report**. The round 1 survey is provided in **Appendix C - Round 1 Public Engagement Survey**.

### Feedback on the Current System

- The most common trip type among respondents was using Innisfil Transit to make trips for recreation, social purposes, or entertainment. This contrasts other systems, where commuting to work or school is typically the most common trip type. A possible explanation for this trend is the location of Innisfil Transit’s hubs.
- The service is well-received, with 77% of respondents agreeing the service is easy to use, 75% agreeing they feel safe when using transit, and 73% agreeing that service is reliable.

- Top reasons for not using transit include having access to a vehicle, service limitations, safety concerns in using private vehicles and drivers, limited passenger capacity (e.g., for family or group travel), and the location of pickup/drop off hubs.
- Improvements are desired for flexibility, reliability, frequency, stop locations, convenience for riders, accessibility, equity, and technology/booking capabilities.
- Concern on the impact trip pooling has on travel time variability (on-demand deviations can result in inconsistent journey times, as opposed to services with consistent timetables).
- Respondents expressed discontent with current service operational inconsistencies, citing issues such as unfulfilled trips (e.g., driver-canceled rides), drivers rejecting trips (particularly youth), and delays leading to missed appointments, work, and train connections, especially during peak hours.
- There is a lack of immediate customer service options to resolve problems in real-time.
- Individuals highlighted a lack of clear information on how to access and use the current service, with some residents unaware that the option exists in the area.

### **Appetite for Fixed route and Accessible Transit**

- Respondents would like to see transit options that are flexible and adapt to the town's evolving needs. Reliability is viewed as a critical factor for respondents.
- There is community interest in fixed route transit, particularly due to scheduled timetable consistency and accessibility capabilities.
- There is a desire amongst families for more traditional and accessible transit options for youth due to perceptions of safety concerns, cost, and limited access.
- There is a perception that fixed route transit will jeopardize Innisfil's small-town feel.
- The current system does not adequately support individuals who rely on mobility devices, and there is a call for accessible vehicles and assistance for those using walkers or other mobility aids.

### **Desire for Increased Coverage and Improved Connectivity to Key Locations**

- Respondents express a desire to expand hub locations to expand hub-based fare options.
- Individuals expressed interest in greater coverage by the current rideshare service, including more options for getting to/from retail hubs, grocery stores, community centres, and employment hubs.
- Rural areas, Friday Harbour and Sandy Cove were particularly emphasized as lacking transit access.

### **Transit Cost, Affordability and Growth**

- Strong desire for more affordable, predictable fares; the current variability and monthly trip cap make it challenging for people to rely on the system for regular transportation.
- Concerns raised over pricing discrepancies, with users observing Innisfil Transit rates being higher than non-transit rideshare rates.
- Concerns raised that network change could lead to higher taxes and noting that if taxpayers would be funding future changes, then the service should be accessible to all.

## Value of Innisfil Transit in the Community

To better understand respondents' priorities and perspectives on the future of successful transit services, survey respondents were asked about their vision for success for transit. Respondents shared their visions of transit in Innisfil and saw transit as benefiting the community in various ways. Respondents' most popular answers are summarized below in **Figure 24**.

**Figure 24. Transit Values Based on Resident Input**





## 3 Reimagining Transit To 2035

The current state provided a foundation of understanding into the strengths, gaps, and opportunities that exist within Innisfil Transit as it operates today. Addressing the gaps and opportunities and ultimately building a path forward must be done with respect to key priorities, alignment with strategic directions of the town, future population and employment growth estimates, and public input to ensure any reimagining remains reflective of resident needs. This section outlines relevant Town documents, key opportunities for a new network that mitigates current gaps, accounts for population and employment projections, introduces preliminary options considered for future service delivery, and incorporates public and stakeholder feedback based on the preliminary options. Key findings for this section include:

- The “Our Place” Official Plan establishes key transit targets, including establishing and supporting a fixed route and on-demand transit network.
- The future network considers regional plans and projects, including Simcoe County LINX route 7, which will provide fixed route transit through Innisfil.
- Innisfil’s 2035 population is estimated to be 63,100, an increase of 28% from the 2024 population.
- Employment opportunities will increase by 56% by 2035, over 2024 numbers. Employee commuting, which is not currently prioritized, is an essential consideration for future transit service delivery.
- Large-scale developments will come online over the 10-year horizon of this TMP (e.g., the Orbit).
- Network design opportunities centre on revising fare structure, improving access, addressing cost escalation challenges, and introducing new services to strengthen service delivery, among others.
- Preliminary options considered varying combinations of rideshare, fixed route, and on-demand services. A combination of all three was preferred by the community.

### 3.1 Innisfil Plans and Visions

As part of the development of this TMP, a number of plans, policies, and studies were reviewed to inform the Town of Innisfil’s vision over the next ten years. In this subsection, relevant documentation will be highlighted and key findings that influenced the development of the TMP will be discussed. Plans, policies, and studies are grouped into planning and policy documents and transportation and transit documents.

#### 3.1.1 Planning and Policy Documents

##### **Our Place – Innisfil Official Plan**

In January of 2018 the Town of Innisfil adopted a new Official Plan “Our Place”. This document is key to understanding transportation, land-use planning, and demographic change in Innisfil through 2031. The plan’s three primary goals – to connect, grow, and sustain – are all supported in Section 5 of the Official Plan where mobility and connection are addressed. Key findings from this section include planned implementation of a GO Station on the Barrie line south of Alcona, consideration for transit-supportive development, and need to establish and support an on-demand transit network. The Plan identifies a transit modal share target of 20% to be met by 2031 and a long-term target of implementing a fixed

route transit network. As the Town is currently in the process of reviewing and updating the Official Plan, this document was not used as a primary reference for the location of future growth in Innisfil.

As of December 2024, the Town of Innisfil has initiated the Official Plan Review process, which is slated to be completed in late 2025. The Official Plan Review process allows opportunities to:

- further align the content, policies, and goals of the Official Plan with provincial planning guidance,
- collaborate with Simcoe County and municipal partners, fostering greater regional cohesion,
- engage with First Nations and community members, and
- update the Official Plan's vision and objectives in line with recent growth.

### **Orbit Potential and Innovation Plan (OPIP)**

The OPIP is comprised of two complementary plans: the Orbit Secondary Plan and the Orbit Master Servicing Plan. Of primary importance to this TMP is the Secondary Plan. This plan establishes the scope, guiding principles, policies, and proposed physical form of the Orbit – a proposed Master-Planned community at the intersection of the 6<sup>th</sup> Line and the Metrolinx Barrie GO Line south of Alcona. Development at the Orbit site is driven by five core goals:

- Sustainable community,
- 15-minute neighbourhoods,
- Higher-quality density,
- An insightful urban-rural community, and
- Achieving a sense of place.

These principles inform development of a neighbourhood with a mix of residential, employment, recreational, and social uses centered around a high-density hub at the future GO Station. Though the Orbit is long-term in scope (completion not expected until the 2090s), critical details like density targets, the street network and design, modal share targets, the Innisfil GO station location, and transit provision were important inputs into this TMP.

### **Integrated Sustainability Master Plan**

In October of 2024 the Town of Innisfil adopted the Integrated Sustainability Master Plan. This document provides guidance in advancing the town's efforts to minimize climate impacts and to adapt to climate changes through resilience and environmental stewardship. The Plan addresses the connection between mobility mode choice and environmental impact, recognizing that transit and active transportation are modes that reduce climate impacts. However, as Innisfil Transit is operated by a third-party, the Plan acknowledges that no recommendations or actions can be taken to mitigate emissions and other climate impacts associated with Innisfil Transit vehicles. In the future, bringing Innisfil Transit under municipal operation could be pursued to ensure a greater level of control for in mitigating adverse environmental impacts associated with the transit system.

### **Economic Development Strategic Plan 2024 – 2026**

In 2024 the Town of Innisfil adopted the Economic Development Strategic Plan. This plan, with a concise two-year timeframe, outlines strategies the town can implement in the near term to ensure continued economic success, workforce development, and population growth. The plan underscores the

significance of workforce development and employment growth, highlighting the necessity for residents to have access to mobility solutions, particularly public transit. It emphasizes the importance of connecting communities and key destinations, such as the City of Barrie, as objectives for the Town of Innisfil and Innisfil Transit. Although the short-term duration of the Economic Development Strategic Plan may limit the immediate realization of these priorities, they remain important targets to work towards throughout the TMP's lifespan.

### **Environmental Assessment Act**

The Environmental Assessment Act is intended to identify and reduce potential adverse environmental impacts associated with large scale physical infrastructure projects. In many cases large transit infrastructure projects such as the construction of GO Train Stations, for instance, environmental impact assessments are recommended. However, as a long-range strategic document this TMP does not contain any specific infrastructural investments or recommendations that require an environmental impact assessment to be conducted. Environmental assessment may be required for Innisfil Transit capital infrastructure projects in the future; this should be considered by Innisfil Transit Staff in the planning phase.

## 3.1.2 Transportation and Transit

### **Simcoe County Transportation Master Plan**

At the Regional level, the Simcoe County Transportation Master Plan is the guiding document which provides insight into the current and future state of transportation in Simcoe County. This document, released in 2023, establishes the goal of having a viable and connected transit system in Simcoe County that works for both local and county-wide trips. Recommendations for transit respond to needs for better integration between transit providers, connectivity across Simcoe County, and increased funding to make transit a viable option for all residents. Beyond these high-level aspirations, this plan does not provide guidance or recommendations on specific actions that can be taken to improve transit in Simcoe County or the Town of Innisfil. Nevertheless, this guiding document provides useful input to the development of the Innisfil TMP, offering insight into the current and future state of transportation in Simcoe County.

### **Town of Innisfil Transit Feasibility Study**

Released in 2015, this document builds upon the groundwork done by DSR-105-13, a 2013 Town of Innisfil staff report covering peer municipalities and public transit options. The staff report recommended Council to pursue allocation of funding to support public transit and to contract Barrie Transit to operate transit services in Innisfil. Many of these recommendations were not actualized but laid the foundation for the rideshare system implemented in 2017 as well as leading to further study of the potential fixed route public transit in the future.

### **Toronto Metropolitan University Studies**

Toronto Metropolitan University (TMU) staff published two reports focused on Innisfil Transit. A 2020 report aimed at understanding the social outcomes of a rideshare-only transit service through the lens of social equity, and a subsequent System Performance report that compares actual Innisfil Transit Performance to the theoretical performance of a proposed fixed route alternative. Results of the studies are summarized below, many of which align with the current state analysis provided in Section 2:

- The most common trip purpose for Innisfil Transit users is social trips.
- 70% of Innisfil Transit users are happy or very happy with the service. Seniors are also likely to report a higher level of satisfaction.
- Municipal subsidy is highest on the individual resident and trip level in rural portions of Innisfil. Travel demand is concentrated in the urban areas of Innisfil.
- Innisfil Transit’s service provides higher access compared to the limited coverage of the proposed fixed route system (e.g., which was not supported by other services as recommended in this TMP).
- 37% of Innisfil Transit trips happen outside of regular day-time operating hours (7am – 7pm).

## 3.2 Key Priorities and Considerations

### 3.2.1 Population and Employment Growth

This plan uses population forecasts detailed in the draft Innisfil Official Plan based on the Growth Forecasts and Land Needs Assessment prepared by Hemson Consulting Ltd. for Simcoe County.

#### 3.2.1.1 POPULATION GROWTH

The Simcoe County Assessment anticipates that the Town of Innisfil will reach a population of 84,500 by 2051 – a 71% increase. This growth is non-linear; the growth rate is projected to be higher in the earlier years than the later. For the purposes of this TMP, which speaks to the 2026-2035 horizon, the 2035 population is derived from the above table, assuming the same 2.4% from 2031-2035. Therefore, the 2035 population is estimated to be 63,100. **Table 13** captures projected population growth in Innisfil from 2021 through 2051.

**Table 13. Innisfil Population Growth Rate Projections**

	Historical	Current	Forecast		
	2021	2024	2031	2041	2051
<b>Town of Innisfil</b>	45,200*	49,300	57,400	70,900	84,500
<b>Average Annual Growth</b>	--	1,367	1,157	1,350	1,360
<b>Average Annual Growth Rate</b>	--	3.0%	2.3%	2.4%	1.9%

\*Historical population is derived from the Simcoe County Assessment, a forecast-oriented document. This population count varies from the Statistics Canada Census data reported in Table 11 used for the current state analysis.

#### 3.2.1.2 EMPLOYMENT GROWTH

In-line with population growth to 2051, employment opportunities are anticipated to grow over the same period. **Table 14** shows the growth projections provided in Innisfil’s Economic Development Strategic Plan 2024-2026 (and aligned with the Simcoe County Assessment) and that the employment base will increase by over 14,000 jobs from 2024. By 2035, assuming a linear growth rate of 4.2% year-over-year from 2031 onward, there will be an estimated 18,320 jobs.

Table 14. Innisfil Employment Growth Rate Projections

	Historical	Current	Forecast		
	2021	2024	2031	2041	2051
Town of Innisfil	9,980	11,710	15,520	22,090	30,270
Average Annual Growth Rate	--	5.8%	4.6%	4.2%	3.7%

### 3.3 Solutions

Following a review of relevant plans and studies, current service analyses, and the first round of engagement with Innisfil residents, potential solutions were identified to improve Innisfil Transit. These solutions reflect community values, address current challenges, and position the system for growth.

Of these, two key solutions stand out:

1. **A multi-modal network** using various service types such as rideshare, fixed routes, dedicated on-demand, and specialized transit. **Table 15** provides service type descriptions. Non-rideshare services offer predictable costs and more cost-effectively serve higher-demand areas. Utilizing different service types according to context and increasing the use of dedicated transit vehicles improves cost control, efficiency, and accessibility.
2. **A revised fare structure** that is fairer for riders and more sustainable for the Town.

Table 15. Types of Transit Service

Service Type	Description
<b>Rideshare</b>	On-demand trips using non-transit dedicated vehicles (e.g., Uber). This is Innisfil Transit’s current and only service type. Riders book trips through an app, and the municipality subsidizes fares based on origin and destination. Its non-dedicated structure, which relies on a broad pool of drivers, enables faster response times and high service coverage. However, this flexibility makes it harder to group riders on shared trips, and as demand grows, cost-efficiency declines in busy areas. <b>Strengths:</b> High convenience and coverage. <b>Gaps:</b> Limited accessibility, low vehicle capacity, equity concerns, and cost escalation (billed per trip).
<b>Fixed route</b>	Scheduled buses operating on set routes and timetables. This traditional model offers predictable service and aligns with Innisfil’s Official Plan. <b>Strengths:</b> Cost-efficient per trip in higher demand areas, accessible vehicles and reliable schedules. <b>Gaps:</b> Lower coverage compared to rideshare and reduced productivity in rural or low-density areas and times.
<b>Specialized</b>	Door-to-door service for riders with disabilities or mobility challenges. Can be co-mingled with dedicated on-demand trips on the same vehicles to improve efficiency. <b>Strengths:</b> Provides essential accessibility and addresses equity challenges. <b>Gaps:</b> Higher per-trip cost and scheduling complexity on par with dedicated on-demand.

<b>Dedicated on-demand</b>	On-demand service using dedicated transit vehicles, contrasting with rideshare’s non-dedicated model. Riders book trips via an app or phone, but service costs resemble fixed route (billed per hour, not per trip). This structure avoids per-trip cost escalation and allows integration with specialized services. <b>Strengths:</b> Equitable and accessible (no account required), efficient in moderate-demand areas, and can deliver specialized service. <b>Gaps:</b> Less cost-effective than rideshare in low-demand situations and less cost-effective than fixed route in high-demand corridors; complex integration requirements for seamless user experience between services.
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Importantly, the near-term benefit of introducing fixed routes in select corridors is not about spending more, it’s about maintaining strong service at a lower cost. For example, replacing weekday rideshare trips between Barrie South GO and Alcona (11 a.m.–6 p.m.) with a fixed route in 2024 would have saved ~29% in operating costs as shown in **Table 16**.

**Table 16. Rideshare vs. Fixed Route Cost Comparison**

	2024 Innisfil Transit Cost using Rideshare <sup>8</sup>	Estimated Fixed Route Cost <sup>9</sup>
<b>Annual Cost</b>	\$261,766	\$186,733

With a more effective fare structure, the anticipated cost savings would be even greater. Importantly, a revised fare model would lower fares in the compact, high-density areas where fixed route transit is most appropriate. Lower fares in these areas would encourage additional ridership which would increase the overall cost-efficiency of fixed route service. Additionally, ridership on Innisfil Transit continues to grow, further increasing the relative cost-efficiency of fixed route service compared to rideshare options in select areas.

Other solutions that were identified include subsidizing all inter-municipal rideshare trips and increasing the group trip cap.

### 3.4 Redeveloping the Network

Building on the key solutions identified in Section 3.3, a revised fare structure and a multi-modal network, future service delivery and network options were explored. This process included detailed analysis including the development of demand projections through 2035. Four network options were presented to the public for feedback.

<sup>8</sup> Figure reflects actual costs for trips occurring within 400 m of a proposed Barrie South GO–Alcona fixed route, based on data from November 2023 to October 2024. The 400 m standard aligns with industry guidelines for a 5-minute walk to transit service.

<sup>9</sup> Costs are based on the peer-average hourly rate for turnkey contract operations, combined with a minimum viable level of internal operating cost required for stop maintenance.

### 3.4.1 Network Options

Each option represents a different approach to implementing the service types identified in Section 3.3, ranging from maintaining the current rideshare-only model to fully replacing it with dedicated services. This progression allows for assessing trade-offs in cost-effectiveness, service quality, affordability, and accessibility. Options assumed the same level of annual investment in terms of gross operating cost and implementation of the Simcoe County Linx Route 7. In developing the four different service options, varying service amounts, frequency and scope of services were explored, using the alternative service delivery models. The four options for Innisfil Transit service in 2035 developed as part of this process, are summarized in **Table 17**.

**Table 17. Summary of Network Redevelopment Options**

<b>Option 1: <i>Status Quo</i></b>	<b>Option 2: <i>Introducing Supporting Services</i></b>	<b>Option 3: <i>New Primary Services</i></b>	<b>Option 4: <i>Fixed route and Dedicated On-Demand Only</i></b>
A rideshare-only service option.	A rideshare-primary, fixed route supported service option.	A fixed route and on-demand primary, rideshare supported option.	A fixed route and dedicated on-demand only service option.

Complete details on the four developed network options that were presented to the public during round 2 engagement are attached in **Appendix D - Round 2 Public Engagement Four Network Options Presented**.

#### **County of Simcoe’s Proposed Simcoe Linx Route**

A fixed route service option that is being managed and executed by Simcoe County as part of the Simcoe Linx service and is separate from Innisfil Transit. It is currently a proposed route with an expected implementation in 2027. Innisfil residents, visitors and community members will be able to use this service. This route will connect users from Barrie South GO to Bradford GO via areas of Innisfil.

Each of the four network redevelopment options aims to integrate with this service to provide greater connectivity and mobility options for Innisfil residents. The physical routing for this service used for the network redevelopment options is predictive of how the route will be altered once the Innisfil GO Station is in operation.

#### **Transit Working Group Input**

Central to the development of this TMP was input received from an internal technical working group (TWG) consisting of Innisfil staff members responsible for transit across the departments of Planning & Growth, Operations, Human Services, Economic Development and Communications & Community Engagement.

The role of the TWG was to receive reporting, analysis and conceptual designs and provide detailed feedback and input on findings and analysis, key priorities, strategic direction, and options development (including routing, coverage, and service types). The four network redevelopment options were presented and subject to review, input, and refinement prior to being approved for public feedback.

Public feedback findings on the conceptual network designs (see section 3.4.2) were summarized and synthesized into a “preferred” network that was presented to the TWG, who provided final input. The outcome being the recommended 2035 Innisfil Transit Network (see section 4).

### 3.4.2 What We Heard

In the Spring of 2025, a second round of public engagement was conducted, focusing on network options and the future of Innisfil Transit service. Engagement aimed to gauge sentiment about each option and to understand which service delivery models were preferred by residents. The survey used during round 2 engagement can be found in **Appendix E - Round 2 Public Engagement and Employer Survey**. Findings and feedback received include the following:

- Majority of respondents live in the Alcona, Sandy Cove and Big Bay Point areas.
- 33% of survey respondents stated that they are not currently transit users but would like to begin using the service in the future.
- 67% survey respondents would like to see Innisfil embrace and prioritize alternative service types, with Option 3 (combination of fixed route, on-demand, and rideshare) being the most preferred option followed closely by Option 4 (fixed route and on-demand only, no rideshare). These options are similar, with a focus on fixed route and on-demand.
  - Reasoning provided included keeping costs lower for riders, increased reliability of fixed route transit, improved access to transit regardless of how many trips residents take, and greater value.
- 16% of votes were in favour of the rideshare-only option (least preferred).
- 79% of respondents are in support of greater investment from the town into transit. However, 65% of respondents are not supportive of said investment being funded by an increase to property tax.
- 85% of employer respondents reported that their employees rely on transit to get to work, indicating the importance of Innisfil Transit in contributing to economic opportunity and vitality in the community.
- 63% of employer respondents reported that they would be willing to contribute to a subsidy to introduce public transit access to their business.



## 4 INNISFIL TRANSIT IN 2035

This section outlines the recommended transit network and supporting operational and service details as it is anticipated to exist at full build-out in 2035. This transit network and details were developed using all previously mentioned data analysis, future assessments, strategic plans, identified opportunities, priorities, and gaps in the current network, and public and stakeholder input.

The goal of the 2035 transit network is to provide an accessible, equitable, and flexible Innisfil Transit that is responsive to resident and development needs, while balancing cost and service quality. Innisfil Transit is planned to be operated through a contracted delivery model, to reduce staffing requirements and increase cost effectiveness. Three service types are present, supported by a revised fare structure, that maximize resources and user convenience.

Through the 2035 network, Official Plan goals are realized, with transit mode share increasing as transit ridership is anticipated to increase year-over-year faster than population. The key highlights of the 2035 network are outlined below:

- 2035 Network responds to current gaps and challenges mitigating cost escalation, service inefficiencies, inaccessibility, inequity, and community challenges—among others—by leveraging different service types to more effectively serve high-demand and low-density areas.
- Specialized transit is introduced to Innisfil Transit through co-mingled on-demand service.
- An Innisfil Heights express-style route provides peak-time service for commuters.
- 150% increase in ridership projected between 2024 and 2035.
- New distance-based rideshare fare structure replaces the hub-based system increasing equity.
- Collaboration opportunities with Barrie Transit are recommended to support regional mobility.
- 25% reduction in municipal cost per trip.
- 30% reduction in municipal *and* passenger cost per trip.

### 4.1 Why a New Transit Network?

The Town of Innisfil launched a rideshare-based transit network to much success and innovation. It has also experienced tremendous ridership growth since launch. So why is a new network being recommended? Innisfil Transit has had major successes—the level of service offered (e.g., low wait and travel times, overnight service, etc.) is exceptional for a transit system and it has directly fostered strong community support for transit. However, as demand continues to rise, the current model faces increasing challenges — particularly related to cost escalation, accessibility, and equity.

This Transit Master Plan introduces a redesigned network, a more effective fare structure and improved policy that builds on the strengths of the existing rideshare while addressing its limitations, continuing the impressive success story of Innisfil Transit. By integrating rideshare, fixed route, dedicated on-demand, and specialized services, the plan creates a resilient, cost-effective system that supports community growth and policy goals.

### 4.1.1 Mitigating Existing Challenges with the Plan

The new network leverages the strengths of each service type to mitigate the weaknesses of others. Fixed route services provide predictable costs and efficiency in high-demand corridors, while co-mingled on-demand and specialized transit improve accessibility and equity. Fare restructuring ensures cost-effectiveness and fairness while other policy measure address other existing limitations. **Table 18** summarizes how the plan’s recommendations address current challenges.

**Table 18. Current Transit Challenges and 2035 Network Mitigations**

<b>Challenge</b>	<b>Description</b>	<b>New Network Solution</b>	<b>Description</b>
<b>Cost Escalation</b>	Rideshare costs rise with ridership, making budgeting unpredictable and challenging for long-term sustainability, especially with strong growth expected to continue.	<b>Dedicated transit services</b>	Dedicated transit services like fixed route and on-demand offer predictable costs and become more cost-effective as ridership grows.
<b>Variable Cost-Effectiveness</b>	Rideshare is cost-effective in rural, low-demand areas and times but becomes inefficient and less competitive in more urban, high-demand zones.	<b>Fixed routes and dedicated on-demand</b>	Fixed route and dedicated on-demand services are planned for areas where they cost less than rideshare while still delivering effective transit
<b>Monthly Trip Caps</b>	Monthly trip caps limit access for frequent users, often those with few alternatives, reducing equity and discouraging regular transit use.	<b>Dedicated transit services</b>	Dedicated transit services offer predictable costs and can absorb ridership growth without needing trip caps to control expenses.
<b>Inequitable and Inefficient Fare Structure</b>	The hub-based fare structure disproportionately subsidizes longer, hub-connected trips—like those to Barrie South GO—while under-supporting shorter, local trips often used by vulnerable populations, resulting in inefficiencies, inequitable access, and cost-increasing passenger behaviors.	<b>Revised rideshare fare structure</b>	Shifting fares to zone- or distance-based pricing, would better align fares with service costs, reduce inequalities in municipal subsidies, discourage inefficient travel behaviors, and improve overall cost-effectiveness by enabling more high-value trips at lower public expense.

<b>Accessibility Barriers</b>	For users with disabilities, access is limited by rideshare vehicles' lack of accessibility features and the need to pre-book under-publicized specialized services.	<b>Co-mingled specialized and dedicated on-demand service</b>	A co-mingled specialized and dedicated on-demand service offers accessible, door-to-door transit with fully equipped vehicles—eliminating pre-booking barriers in a cost-effective way.
<b>Youth marginalized group restrictions</b>	Youth and marginalized groups face access barriers to rideshare due to phone and credit card requirements; teens aged 13–18 report booking and travel challenges, and children under 13 cannot ride alone.	<b>Fixed route and dedicated on-demand service</b>	Fixed route transit does not require a phone or credit card and places no restrictions on youth travel, while dedicated on-demand services can be designed to eliminate payment barriers and allow independent travel for youth.
<b>Group trip caps</b>	Limiting group travel to two riders restricts family mobility and reduces efficiency by preventing more cost-effective shared trips to common destinations.	<b>Increase rideshare group trip cap (4 passengers)</b>	Increasing the group trip cap to 4 to match vehicle capacity, enables more efficient shared rides and better accommodating families and small groups.
<b>Regional Travel Constraints</b>	Regional travel is constrained by policy, with only trips to Barrie South GO officially permitted, limiting affordable and convenient access to destinations beyond Innisfil despite broader travel needs.	<b>Subsidize all inter-municipal rideshare and implement inter-municipal fixed routes</b>	Adds Bradford GO to the revised fare structure and apply a \$2.50 subsidy to all inter-municipal trips, while partnering with Barrie, Simcoe, or private providers to introduce cost-effective fixed routes, improving regional access, affordability, and convenience.

## 4.1.2 Community Benefits and Financial Justification

### Level of Investment

This plan is not simply a transit upgrade; it is a strategic investment that delivers measurable returns for Innisfil residents and the municipality. The plan represents a moderate increase in transit investment, raising per capita transit spending by approximately 30% over the next decade. Importantly, this increase is gradual: during the first two-thirds of the plan, per capita spending rises by only 3%, reflecting a cautious and fiscally responsible approach.

This level of investment was carefully targeted based on three key factors:

- **Public Support:** Engagement results show that a majority of residents favor a modest increase in transit funding.
- **Rapid Growth:** Innisfil is expanding quickly. Major developments (e.g., The Orbit) will require higher-capacity transit options to meet demand and support transit-oriented development. Projected employment growth (4.6% annually) is nearly double the rate of population growth (2.3%) through 2031. This shift means more commuters and work-related trips, increasing pressure on transit services. It also implies that per capita transit spending will need to rise to maintain service quality and accessibility as employment density outpaces residential growth.
- **Policy Alignment:** The plan supports Innisfil’s priorities for sustainable mobility, significantly increasing transit ridership towards the Town’s target of 20% mode share by 2031. Achieving this goal, as outlined in the Official Plan, requires a transit system that can accommodate significant ridership growth, which in turn depends on strategic investment.

The mode share policy target reflects the substantial community benefits that transit provides; benefits that extend well beyond mobility. From an economic cost-benefit perspective, these community benefits realized from enhanced transit services and increased transit usage often exceed any planned cost.

**Table 19** aggregates industry observations and highlights pertaining to community benefits that arise from both subsidized rideshare and standard transit service offerings.

**Table 19. Typical Community Benefits Derived from Transit**

<b>Transit Benefits</b>	<b>Description</b>
<b>Economic Development</b>	Increased access to employment/labour and goods and services as well as better enabling compact development and agglomeration economies.
<b>Individual Transportation Savings</b>	Transit is less expensive than owning a car or using a taxi. This plan directly improves transit affordability through fare structure revisions. These savings are passed on to the local economy
<b>Reduction in road traffic</b>	Faster travel times for everyone and a reduction in the wear and tear of asphalt.
<b>Environmental and Health Benefits</b>	Transit results in better air quality and reduced greenhouse gas emissions and promotes a more active lifestyle for transit users.
<b>Mitigating traffic collisions</b>	Fewer traffic collisions and fatalities for a given number of trips completed.
<b>Social benefits and accessibility</b>	Especially for those who are unable to use a personal vehicle. Improves equity, access to opportunity and social connections. Removes cash-less barriers specific to rideshare services. This plan directly improves equity through fare restructuring.
<b>Reduced infrastructure costs</b>	Less road and parking infrastructure and more sustainable urban form.

## Efficient Growth

Contrary to the assumption that dedicated services like fixed route transit increase costs, this plan maximizes value per dollar spent by improving cost-efficiency and leveraging multiple service types. Through a strategic transition to fixed route service, Innisfil can significantly expand transit usage without major increases in overall funding. By 2035, the recommended network will:

- Nearly triple annual ridership from 173,000 to 433,000 trips (**Table 20** highlights plan metrics), meeting growing demand and improving mobility for all residents.
- Reduce municipal cost per trip by 25% from \$10.40 to \$7.78.
- Deliver more trips at a lower cost per trip, improving fiscal sustainability and passenger value.

**Table 20. Critical Metrics for Transit in Innisfil\*, 2024 and 2035**

2035 System Metrics		
Time Period	2024	2035
Annual Ridership	173,000	433,000
Ridership per Capita	3.5	6.8
Municipal Cost per Trip	\$10.40	\$7.78
Municipal Cost per Capita	\$36.51	\$52.80
Passenger and Municipal Cost per Trip	\$16.54	\$11.56
Passenger and Municipal Cost per Capita	\$58.06	\$78.41

\*Does not include GO Transit

While 433,000 annual trips will not achieve Innisfil’s 20% mode share target, it represents a significant step toward that goal at a much lower cost than maintaining the current rideshare-only model. Delivering this level of service under the existing fare structure and rideshare approach would result in higher costs compared to the proposed plan, as shown in **Table 21**.

**Table 21. Projected Costs and Savings**

Cost	Projected Plan Cost	% Cost Saving	With Existing Fare Structure and Rideshare Model <sup>10</sup>
Municipal Cost – 2035 Plan Ridership	\$3,370,000	% 24	\$4,440,000
Total Cost (Passenger + Municipal) – 2035 Plan Ridership	\$5,000,000	% 29	\$7,060,000

In short, costs under a rideshare-only model would escalate dramatically. By adopting a multi-modal approach, Innisfil can move significantly closer to its mode share target in a far more cost-effective way, while improving affordability and accessibility for riders.

<sup>10</sup> Based on the Plan’s estimated 2035 ridership and current per trip costs

## 4.2 2035 Transit Network

The primary aims of the 2035 Transit Network, as established through the two rounds of public engagement and discussions with project stakeholders, include the following:

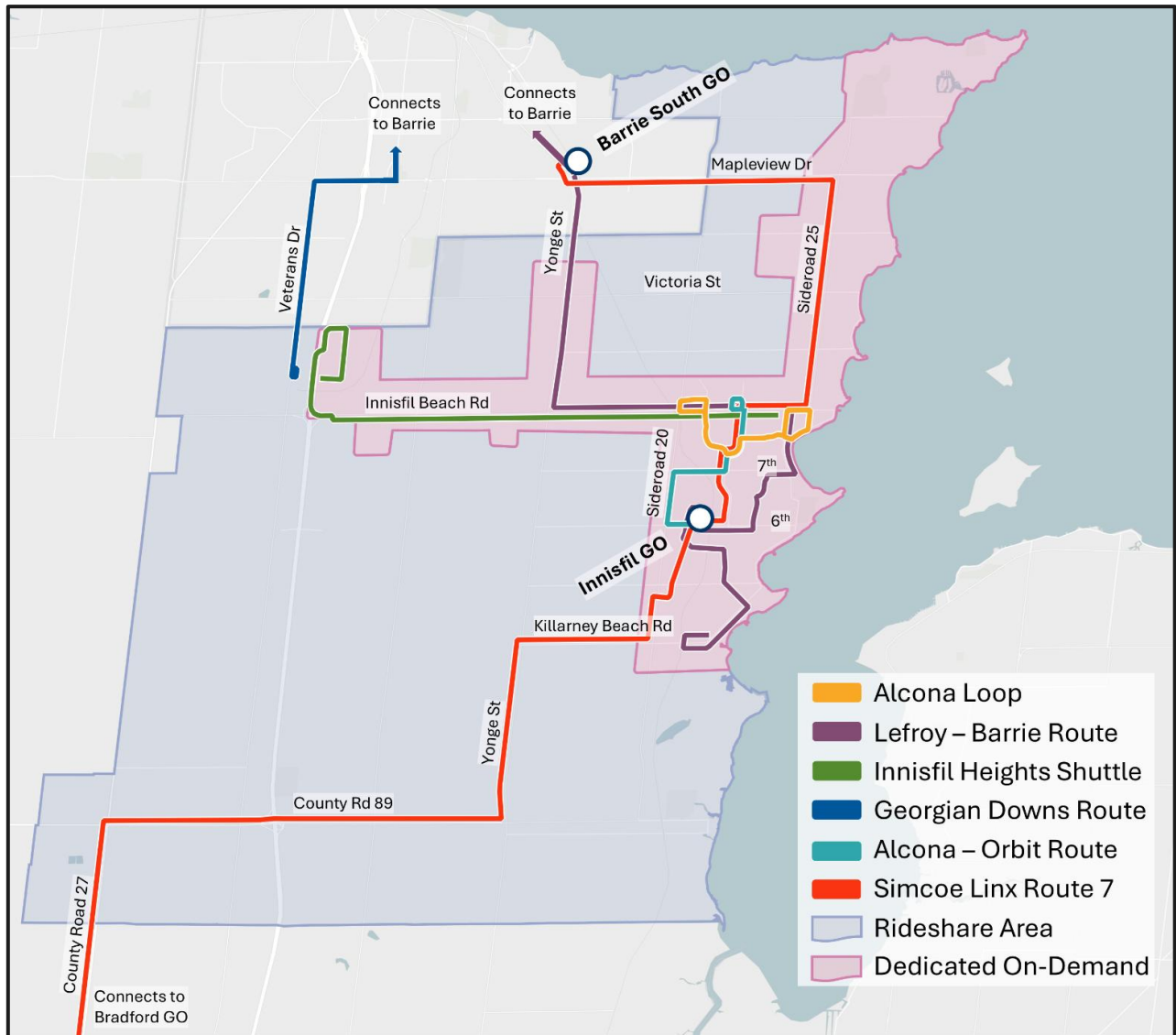
- Maintain mobility access for all residents.
- Ensure service design that is adaptable and scalable.
- Maximize resource efficiency while increasing transit expenditure.
- Introduce fixed route and on-demand services to enhance reliability, accessibility, and equity.
- Design services to address employment and population growth nodes.
- Support mobility across the region, where appropriate.

To realize these objectives, the 2035 network, shown in **Figure 25**, will comprise new service types that enable various travel needs such as regional, rural, urban or employment lands travel that balance service quality with cost efficiency. The recommended services to be implemented over the next 10 years are:

- Rideshare, to service lower demand areas and provide overnight service.
- Fixed route transit, with designated stops within and between the urban areas of Innisfil where demand warrants higher capacity services. Fixed routes to include:
  - Standard fixed routes in and/or connecting Alcona, Stroud, Lefroy, and the Barrie South GO Station.
  - Express-style, peak-time employment shuttle connecting Alcona to Innisfil Heights and aligning with popular shift times when available.
- Dedicated on-demand: Service that operates demand-responsive vehicles to replace rideshare services in areas with moderate travel demand.
- Co-mingled specialized service: The dedicated on-demand service will also act as a specialized service for transit users and residents with mobility needs. This replaces the service contracted to Barrie-Innisfil Taxi.

For a large-scale version of the map, see **Appendix K – 2035 Innisfil Transit Network**.

Figure 25. 2035 Innisfil Transit Network



#### 4.2.1 Fixed Routes

In 2035, the Innisfil Transit fixed route network is planned to include five fixed route services. This service type involves buses driving on established ‘fixed’ routes on a predefined and publicly available schedule.

**Where is the service?** Predominately in urban and high-demand corridors, particularly Barrie South GO, Alcona, Stroud, Innisfil Heights, Lefroy, and locations in-between. Other destinations may be considered in the future.

**Can I take the service anywhere?** No, fixed route transit operates on predefined routes and do not deviate. The coloured lines in **Figure 25** denote their anticipated locations.

**Who does it serve?** Anyone, of any age, can ride the fixed route transit. Everyone living within 400m of a stop location is considered within service coverage.

**When will routes be implemented?** Select fixed routes connecting Barrie South GO – Alcona – Stroud are recommended to be implemented in 2026. Other routes come online incrementally over the short-, medium-, and long-term. See Section 5 for implementation details.

The five individual routes recommended to form the 2035 network are described in detail below:

### **1 – Alcona Loop**

The Alcona Loop is designed to provide a local transit service within Alcona, linking riders with key destinations and connecting to other Innisfil Transit services. The alignment of this route is planned to run from 20<sup>th</sup> Side Road and Innisfil Beach Road along Webster Boulevard and Westmount Avenue towards 20<sup>th</sup> Side Road near Innisfil Beach Park. Operating at a frequency of every 20 to 30 minutes in each direction, this route provides strong local connectivity – enabling Alcona residents to access local employment, commercial, and social opportunities. In the future, as residential housing development is planned for Alcona, this route may be extended north of Benson Street. This route would be operated and funded entirely by the Town of Innisfil.

### **2 – Alcona – Orbit**

The Alcona – Orbit Route is intended to connect central Alcona with the Orbit, a planned housing, employment, and commercial hub on 6<sup>th</sup> Line Road near the site of the future Innisfil GO station. Heading south from Alcona, this route runs down Jans Boulevard, west on 7<sup>th</sup> Line, south on 20<sup>th</sup> Sideroad, and east on 6<sup>th</sup> Line to provide a direct connection into the Orbit. As this route is planned to be implemented following the buildout of the first phase of the Orbit project, the precise alignment should be reassessed by Innisfil Transit staff closer to implementation. To connect these two hubs of the community, this route is planned to see service in each direction every 20 to 30 minutes. This route would be operated and funded entirely by the Town of Innisfil.

### **3 – Stroud – Lefroy**

The Stroud – Lefroy route is planned to connect Barrie South GO in the north with Stroud, the Innisfil town campus, Innisfil Beach Road, downtown Alcona, and the future Innisfil GO station and Orbit development, with Lefroy in the south. The route is intended to be operated as three segments:

- Barrie South GO – Stroud (every 30 minutes),
- Alcona – Lefroy (every 30 minutes),
- Stroud – Alcona (every 60 minutes)

This design has half of the northbound trips short turning<sup>11</sup> in Alcona, with the other half continuing all the way through to Barrie South GO. Additionally, half of the trips between Barrie South GO and Stroud would also short-turn, improving efficiency while maintaining connectivity. Further connections onto Barrie Transit and GO services would be facilitated at Barrie South GO. This route would be operated and funded entirely by the Town of Innisfil.

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<sup>11</sup> A short turn is the practice of not operating the full length of a transit route or line. This practice enables operators to allocate more service to high demand parts of a route, running fewer trips to parts of a route with less demand.

#### 4 – Innisfil Heights Express

The Innisfil Heights Express route is a three-times daily route which connects *Alcona – Town of Innisfil campus (Barclay) – Innisfil Heights employment hub* near Highway 400. This route is designed as an employment shuttle, facilitating connections for workers in Innisfil’s three largest employment hubs. If demand for this route rises in the future, Innisfil Transit may elect to introduce additional trips to align with shift times. This route would be operated and funded by the Town of Innisfil. If employers or stakeholders contribute funding, it will advance the timing of its implementation (see Section 5).

#### 5 – Georgian Downs

The Georgian Downs route is intended to be an extension<sup>12</sup> of a Barrie Transit service, running south on Veterans Drive across the municipal boundary to connect with Georgian Downs in northwestern Innisfil. This corridor is experiencing significant residential growth in southern Barrie, creating strong demand for transit. By leveraging this high-demand area, the fixed route service will provide a convenient link between Barrie residents and Georgian Downs, operating every 30 minutes.

### 4.2.2 Dedicated On-Demand

Dedicated on-demand service is planned to provide a high-level of customer service and a door-to-door service on dedicated Innisfil Transit vehicles. In 2035, dedicated on-demand services will provide Innisfil Transit passengers with direct trips in select areas, at the same fare as for fixed route services.

**Where is the service?** As with fixed route, dedicated on-demand service is predominately within urban and high-demand areas, particularly Barrie South GO, Alcona, Stroud, Innisfil Heights, Lefroy, and locations in-between. Expansion of the area may be considered in the future.

**Can I take the service anywhere?** Mostly. Trips can be taken within the dedicated on-demand zone or anywhere in Innisfil as long as they start or end within the dedicated on-demand zone. However, on-demand is *not* available for trips that have both their origin and destination within the 400m fixed route service area. If this is the case, it is expected that that trip be taken using fixed route transit.

**Who does it serve?** Anyone and any age can use the dedicated on-demand service. It will be bookable by mobile app or by phone call.

**When will it be implemented?** Dedicated on-demand service delivered to the extent shown within this plan can be costly. It is being provided as a service type because Innisfil Transit is recommended to provide specialized transit in the future. While specialized transit is distinct and for users with accessibility or mobility needs, it is made more cost efficient by introducing and co-mingling on-demand as an option to expand access and maximize trip pooling potential and higher vehicle capacities available. Due to the cost, implementation is in the long-term as specialized trips are, and can continue to be provided in the short-term, by Barrie-Innisfil Taxi. See Section 5 for additional details.

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<sup>12</sup> As an intended expansion to Barrie Transit, the route would be partially funded by the Town of Innisfil and delivered by Barrie Transit through an operating agreement. Other options can be explored to service this area if circumstances do not allow for collaboration opportunities at this time.

### 4.2.3 Specialized Transit Service

Specialized transit services provide door-to-door trips for passengers who have a physical, sensory, medical, or cognitive disability that prevents them from using conventional transit. Specialized transit trips are scheduled and booked over the phone or via a mobile app, as with dedicated on-demand services. Vehicles for specialized transit are generally smaller than fixed route, ranging in size from a sedan to an accessible, lift-equipped cutaway bus. Sharing vehicles between dedicated on-demand and specialized transit, commonly referred to as comingling, helps to reduce costs and increase vehicle use efficiency.

**Where is the service?** This service will be available door-to-door across Innisfil, including within the fixed route service area as it is designed for passengers unable to use conventional transit.

**Can I take the service anywhere?** Yes, anywhere in Innisfil and select destinations (i.e., Barrie South GO, Bradford GO).

**Who does it serve?** Passengers taking specialized transit generally apply for the service and have their eligibility determined by transit agency staff prior to being approved for use of the services. Anyone and any age with a physical, sensory, medical, or cognitive disability that prevents them from using conventional transit can apply for eligibility.

**When will it be implemented?** As discussed above, specialized transit can be financially costly but offering extensive social benefits. Specialized service is offered by Innisfil Transit in 2025 via an agreement with Barrie-Innisfil Taxi. As these trips are and can continue to be provided, it is recommended that this continues in the short to medium term or until such a time that demand exceeds capacity of Barrie-Innisfil Taxi. See Section 5 for details on implementation timing.

Specialized transit is mandated by the *Accessibility for Ontarians with Disabilities Act (AODA)* to be available in all areas served by conventional transit with a consistent span of service, ensuring mobility freedom for all, regardless of disability. Currently, specialized transit services in Innisfil are operated by the Barrie-Innisfil Taxi. It is recommended that Innisfil Transit begin providing a dedicated specialized transit service to improve service access. Dedicated specialized services can be operated as a co-mingled service with dedicated on-demand, improving ridership productivity and financial performance.

### 4.2.4 Rideshare

In 2035, Innisfil Transit will continue to offer rideshare services across town. Rideshare is an important aspect of the history of Innisfil Transit, offering tailored door-to-door service at a subsidized fare.

**Where is the service?** Rideshare services will be offered in lower-density areas of Innisfil and overnight, to provide coverage at times when other service types are less viable.

**Can I take the service anywhere?** During the day, rideshare subsidies will be offered through Innisfil Transit to residents travelling to or from much of southern Innisfil, rural areas in central and northern Innisfil, and all other areas not covered by dedicated on-demand service. See **Figure 25** for the daytime coverage area of Innisfil rideshare services in 2035. During the hours when fixed route and dedicated on-demand services are not offered, rideshare subsidies will be

offered on all trips within Innisfil to ensure a basic level of service is provided 24 hours per day, every day of the year. Rideshare can be taken outside of Innisfil if the trip begins or ends within Innisfil boundaries.

**Who does it serve?** Anyone aged 18+ with access to a mobile phone and credit card. The service is available to youth riders (13-17) who currently experience inconsistent service.

**When will it be implemented?** Currently offered, rideshare will continue uninterrupted. However, it will be modified incrementally over the course of this plan as other services are introduced. Due to the cost inefficiency of these services in comparison with fixed route service and dedicated on-demand service, rideshare will be scaled back in Innisfil.

The rideshare contract shall be renegotiated and renewed through open RFP, as appropriate.

#### 4.2.5 How Services Interact

Fixed route and dedicated on-demand operate during the day (7 AM–7 PM weekdays, 9 AM–7 PM weekends), while rideshare ensures overnight coverage and fills gaps in low-demand areas.

Daytime rideshare subsidies apply only when trips start or end in the rideshare zone and are at least 400 m from a fixed route stop, or when crossing into municipalities without fixed route service. Overnight rideshare remains fully subsidized. Dedicated on-demand connects trips within its zone, provided both ends are not within 400 m of a fixed route stop, ensuring it complements rather than duplicates fixed route service.

All trips will be booked through a trip-planning app, which assigns the right service and fare. Fixed route fares can also be paid onboard. Transfers booked through the app are free (you pay only the higher fare), encouraging rideshare for first/last-mile connections and maximizing use of high-capacity routes.

#### 4.2.6 Simcoe County LINX Route 7

Simcoe County LINX is the transit agency providing service to communities across Simcoe County, including Collingwood, Wasaga Beach, Midland, Orillia, and Barrie. Simcoe County LINX is a separate entity from Barrie Transit, providing primarily regional services that connect communities across the county. As of 2025, Simcoe County LINX has plans to implement a new Route 7 between Barrie and Bradford West-Gwillimbury in 2026 or 2027. A significant portion of this route alignment would pass through Innisfil. Originating at Barrie South GO, the route includes planned stops in Sandy Cove, Innisfil Beach, Alcona, Churchill, and Cookstown as vehicles travel to Bradford GO. Through connections with existing Innisfil Transit rideshare service and future fixed route and dedicated on-demand service, the Simcoe County LINX Route 7 will facilitate regional transit beyond Innisfil's borders.

Though Simcoe County LINX Route 7 has yet to be implemented, it is recommended that the alignment be refined in the future. As Innisfil continues to grow and new development areas are introduced, the route should be re-examined to ensure it continues to meet coverage, connectivity, and ridership goals. In particular, realignment of Route 7 is recommended following the opening of Innisfil GO to ensure effective regional connectivity and alignment of service with demand.

### **4.3 Service Delivery Model**

Innisfil Transit currently operates through a turn-key contract with Uber. Turn-key service delivery is a model where a private contractor assumes full responsibility for planning, implementation, operations including vehicle provision and maintenance, allowing the municipality to launch and scale transit quickly without investing in vehicles, hiring staff, or building internal expertise. For dedicated services such as, fixed route, on-demand, and specialized transit, this approach is common in smaller communities that lack operating capacity and experience. Securing competitive contracts for such services is rarely a challenge for municipalities like Innisfil. Potential turn-key operators for dedicated service could also include Barrie Transit or Simcoe County LINX, leveraging their existing expertise, regional presence and ensuring effective integration within their networks.

Turn-key models offer flexibility, cost efficiency, and speed, making them ideal for agencies with limited resources. However, they also have limitations: they restrict internal capacity building, reduce municipal control over service planning, and limit access to provincial and federal capital funding for vehicle procurement. While contracted services generally have lower operating costs, in-house operations often correlate with higher trips per capita, suggesting stronger municipal commitment and more sustainable service quality. Many smaller municipalities adopt hybrid models, purchasing vehicles while outsourcing operations, to leverage capital funding unavailable to private contractors and reducing long-term costs.

Given Innisfil's lack of operating experience and concerns about staff resources, a turn-key model is recommended for operating the planned dedicated transit services in the Town's early growth phase. As the system matures, the Town may explore greater responsibility, such as procuring vehicles, and revisit the delivery model accordingly.

### **4.4 Additional Staffing Requirements**

Implementing this plan will require some additional Town of Innisfil staff resources to ensure smooth operations, maintain service quality and maximize cost-effectiveness. While the Town already dedicates administrative time to transit for contractor coordination, monitoring, planning, engagement, and communications, the expanded service model introduces new responsibilities.

On the operational side, transit stops will need regular attention, including snow clearing in winter, garbage removal at busy locations, and lifecycle maintenance of concrete pads, benches, and waste receptacles. Shelter upkeep is often managed through advertising contracts, but if the Town chooses not to pursue advertising, additional maintenance costs or staff time may be required.

From an administrative perspective, current staffing levels could accommodate the plan, but adding resources would significantly improve oversight and cost-effectiveness. Additional capacity would allow for stronger contractor monitoring, proactive planning for service transitions, and procurement of new service types and trip-planning technology (Mobility-as-a-Service). These functions are critical to ensuring services are introduced at the most cost-effective time and operate efficiently. To support these needs, it is recommended that, in addition to the current staff resources dedicated to transit, an extra 0.5 full-time equivalent position be allocated to administrative support.

## 4.5 Required Infrastructure

As the Town of Innisfil expands fixed route transit services, investments in appropriate stop infrastructure and terminal facilities will play a key role in supporting service quality, operational efficiency, and long-term ridership growth. The planning and placement of these facilities should align with existing and future regional transit infrastructure, including integration with Metrolinx services and neighbouring municipal networks.

### 4.5.1 Terminals

Terminal locations are nodes within the network that support transfers, layovers, and scheduling reliability. Engagement with Metrolinx will be necessary to gain access, ensure sufficient capacity, and enable seamless service connections to the Barrie South and Innisfil GO Stations. This includes sufficient space for bus layovers, passenger pick-up and drop-off, and, where possible, the incorporation of transit-priority measures such as transit signal priority, priority turn signalization, and queue jump lanes to improve efficiency at station entrances and exits.

Except for the GO terminals, other planned terminals will be simple in design, with their primary distinguishing feature being space for vehicles to dwell outside live traffic lanes. Recommended terminal locations are summarized in **Table 22**.

**Table 22. Future Innisfil Transit Terminals and Implementation Timing**

Year	Location
<b>Stage 1b</b>	<ul style="list-style-type: none"> <li>Barrie South GO – Serves as the single terminus for the initial Barrie – Alcona route</li> <li>Benson Road, east of 20th Sideroad – A terminal with basic stop infrastructure requirements.</li> </ul>
<b>Stage 2</b>	--
<b>Stage 3</b>	<ul style="list-style-type: none"> <li>Barrie South GO</li> <li>Benson Road, east of 20th Sideroad</li> <li>Innisfil GO</li> <li>Lefroy Terminal – Nearside of Corner Avenue on Killarney Beach Road. Requires sufficient space for buses to pull out of the travel lane.</li> </ul>

### 4.5.2 Stops

Stops are critical infrastructure for fixed route transit. They are the primary points of transit access, form the basis of service coverage, facilitate accessibility, and directly impact the customer experience. Effective stop siting, spacing, infrastructure and amenities support safe, accessible and convenient passenger access while promoting efficient service delivery and a positive customer journey experience. To control costs and focus investment on service quality, limited stop infrastructure will be implemented, prioritizing essential locations and high-impact improvements rather than extensive amenities at every stop. Guidelines applied to stop placement, spacing, infrastructure, and bus amenities can be found in **Appendix F - Stop Guidelines and Locations**.

Safety is a growing concern in the transit industry, particularly in larger urban systems, though it is less prominent in smaller communities like Innisfil. Stop design and siting play the most critical role in ensuring safety, with lighting, visibility, and protection from vehicle conflicts as key features. Compared to shared-ride services (e.g. Uber Pool), which can raise concerns about isolation, tight spaces and limited visibility in vehicles, large buses offer greater visibility and shared spaces that can create a stronger sense of safety, though the presence of more passengers introduces different safety considerations. From an industry-wide perspective, dedicated transit services have significantly lower crash, injury, and fatality rates than private automobile travel.

## 4.6 Fare Strategy

The fare strategy is a key component of the Innisfil Transit Master Plan and will serve as an essential tool for improving service equity, promoting more efficient travel patterns, enhancing affordability, and supporting long-term transit growth and transportation sustainability. The proposed strategy addresses current challenges in the fare structure, including cost and service inefficiencies and inequities in subsidy distribution, by aligning fares more closely with the cost of service and trip value to the community.

The strategy differentiates between rideshare services (e.g., rideshare-based trips) and dedicated transit services (fixed route and dedicated on-demand). This distinction is critical because the two service types have fundamentally different cost structures. Dedicated transit services operate on a fixed cost basis, where each additional passenger increases cost-effectiveness with minimal added cost. In contrast, rideshare costs scale more directly with trip distance and passenger volume, making a distance-sensitive fare model essential for cost control and encouraging efficient trip patterns. Additionally, the dedicated services have greater upside cost-effectiveness potential compared to the rideshare service when ridership grows. This means that it will generally enhance current cost-effectiveness and long-term transportation sustainability by encouraging more dedicated ridership as compared to rideshare.

### Dedicated Service Fare Structure

For fixed route and dedicated on-demand services, fares will remain simple and affordable to encourage ridership growth and maximize vehicle utilization.

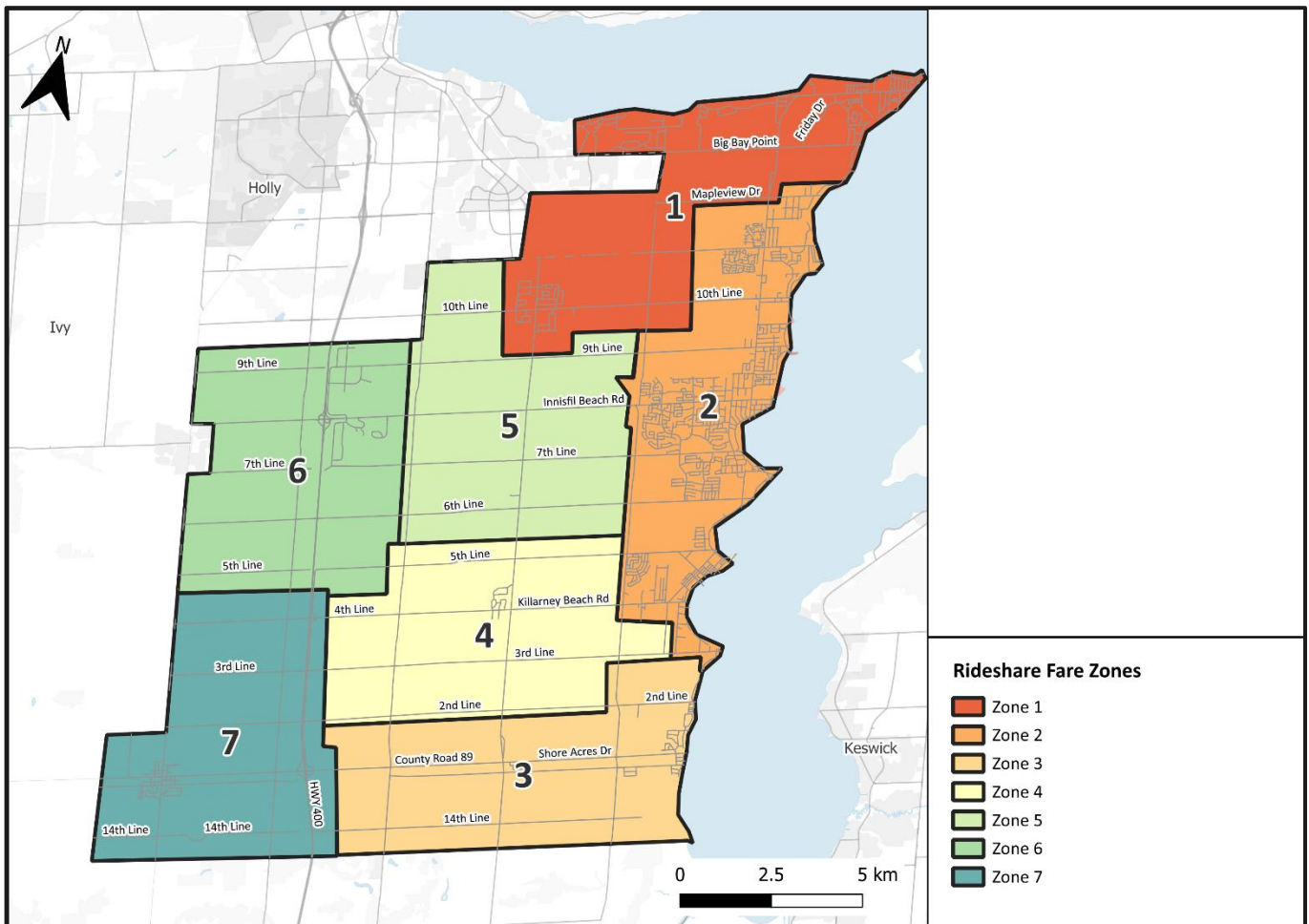
- **Single trip:** \$3.00
- **Monthly pass:** \$60.00
- **Concession single trip (low-income and youth):** \$2.00
- **Concession monthly pass:** \$40.00
- **Children 12 and under:** Free

This approach ensures predictability for passengers while maintaining a clear value proposition for frequent riders. By aligning fare policy with service cost structures and travel behaviour, this strategy will reduce inefficient long-distance subsidies, encourage cost-effective trip patterns, improve equity across user groups, and better support the municipality's long-term transit goals.

## Rideshare Fare Structure

Rideshare fares will follow a distance-based structure, where passenger fares are linked to trip distance. Two fare options are proposed: a zone-based policy and another that sets both a minimum passenger fare and a maximum municipal subsidy. Under a zone-based fare policy, zone boundaries would be established according to trip distance, common travel patterns, and speed of travel, ensuring that fares better reflect the cost of providing service while maintaining affordability. A proposal for seven fare zones covering the Town of Innisfil are shown in **Figure 26**. An additional eighth zone covers Bradford GO, while Zone 1 covers Barrie South GO. The zone-based fare structure is shown in **Table 23**.

**Figure 26. Future Innisfil Transit Rideshare Fare Zone Map**



**Table 23. Zone-based Fare Structure**

Travel Distance	Passenger Fare
Travel within 1 zone	\$4.50
Travel across 2 zones	\$7.50
Travel across 3 zones	\$9.50
Travel across 4 zones	\$11.50

Fare examples include:

- Sandy Cove – Alcona: \$4.50
- Alcona – Town Campus \$7.50
- Cookstown – Bradford GO \$7.50
- Stroud – Barrie South GO: \$4.50
- Alcona – Barrie South GO: \$7.50
- Cookstown Outlet – Barrie South GO: \$9.50
- Friday Harbour – Cookstown: \$11.50
- Innisfil Heights – Alcona: \$7.50

An alternative to the proposed zone-based fare policy is a minimum passenger fare and maximum municipal subsidy structure. Under this approach:

- Riders would pay a minimum fare of \$3.25.
- The Town would subsidize up to \$10.00 per trip.

Both distance-based fare structures are expected to result in ridership and financial impacts for the Town. Implementation of either fare policy should consider the rideshare operator's ability to operationalize the fare policy.

Transfers between rideshare and fixed route or dedicated on-demand services will be free, encouraging first-mile/last-mile connectivity into more higher capacity services. Passengers will only pay the rideshare portion of their trip. For trips that can be completed entirely by rideshare or by rideshare and connecting with a dedicated transit service, riders will have the option to choose either within the trip-planning app, which will also display estimated fares and travel times for each option. For trips starting or ending outside of Innisfil (excluding Barrie South GO and Bradford GO), passengers will receive a \$2.50 municipal subsidy, paying the remaining rideshare fare.

### **Fares over the 10-year Period**

Fares will be reviewed and adjusted every two years, with increases tied to inflation to maintain affordability and financial sustainability. For dedicated transit services, fare adjustments will track inflation directly, ensuring stability and predictability for riders while keeping costs aligned with service delivery. For rideshare trips, however, fares are recommended to increase at 20% above the rate of inflation through 2035. This approach reflects the higher marginal cost of rideshare service, while also encouraging riders to make greater use of dedicated fixed route and on-demand services that are more cost-effective and sustainable at higher ridership levels. The initial rideshare fares are intentionally set at a modest level to avoid sudden disruption for passengers, with the incremental increases over time gradually rebalancing demand toward dedicated services, supporting equity, and ensuring that public subsidies are distributed more efficiently across the network.

## 4.7 Expansion and Regional Integration

This section discusses relevant considerations for the integration of Innisfil’s proposed transit system with regional networks and the transit systems of neighbouring communities throughout the implementation of the plan.

### 4.7.1 Simcoe County

The two developments in Simcoe County that will likely have implications for Innisfil Transit are the implementation of Simcoe County LINX Route 7 and the county governance review, which may lead to a consolidation of local transit service in the county.

#### 4.7.1.1 LINX EXPANSION

Simcoe County is planning for the newest route of its LINX regional transit system to be operational this year. The route will run partially through the Town of Innisfil, connecting Bradford GO station at its southern end and Barrie South GO station at its northern end. Once completed, the route will significantly increase connectivity from within Innisfil to the rest of Simcoe County and beyond. In addition to offering direct and convenient service between Innisfil and Barrie, it will provide access to GO bus and train stations that connect to the Greater Toronto Area—allowing residents to commute to the largest job market in Canada via transit.

Successfully taking advantage of the connectivity offered by LINX Route 7 will require seamless connections with the proposed fixed route transit service within Innisfil. Modifications to the route projected in this plan will orient service towards population centres on the eastern side of the Town, while also facilitating transfers with the proposed local transit routes; allowing the route to fully realize its benefits for regional integration.

#### 4.7.1.2 COUNTY TRANSIT SERVICE DELIVERY REVIEW

Simcoe County is currently in the early stages of a transit service delivery review to reassess its vision for transit and better meet the needs of residents. The review will be completed in two phases: 1A and 1B. Phase 1A will identify gaps in existing transit service and recommend a plan for expanding transit going forward, with a significant emphasis on regional integration. Methods of supporting integration that were mentioned in the project’s virtual open house include fare integration, optimization of schedules to minimize transfers, harmonization of user-facing technology, and improving accessibility and equity of access. Phase 1B, if deemed necessary by County Council, will be a governance review to explore the possibility of merging local and regional transit agencies into a unified service, with the final recommendations being alternative service delivery models that the county may choose to adopt.

With the implementations of the Phase 1A recommendations, the Town can expect a more holistic approach on the County’s end towards integration that will ideally complement the vision set out in this Master Plan, with a greater momentum towards connecting residents of Innisfil to Barrie and the GTA. In the event that Phase 1B leads to a merger of Innisfil Transit with LINX and other local transit services in the County, the Town can expect a more comprehensive extent of integration extending to all aspects of transit. In addition to catalyzing major changes in Innisfil Transit’s governance structure, the merger would affect future transit expansion plans by requiring the Town to work closely with the County on

capital projects, ensuring well-integrated service in every step of the planning process. In terms of transit operations, the merger may initially present challenges due to the need to standardize differences in infrastructure and transit technology between communities. A favourable outcome would be the adoption of high-quality infrastructure and technology with the help of the expanded resources provided by the County, leading more efficient and reliable service across the Town.

#### 4.7.2 Barrie Transit Collaboration

Collaboration with Barrie Transit represents a key opportunity to deliver mutual benefits for both municipalities. By planning services together and sharing costs, both municipalities can improve cost-efficiency, reduce duplication, and create a more integrated regional network.

This opportunity is particularly compelling given the large and growing travel volumes between the municipalities, which will increase as development continues near the boundary. Growth along these corridors strengthens the viability of inter-municipal fixed route services, making collaboration an effective way to improve service quality while controlling costs.

While collaboration offers clear benefits, it is not assumed. The plan includes dual-path triggers: one set for launching services with Barrie and another for proceeding independently if partnerships are not established. These triggers are explored in Section 5.1.

It is recommended that discussions with Barrie Transit begin immediately as any infrastructure and vehicles may take years to procure before a new route can be launched. Agreements should ensure each municipality pays for a proportional cost of the service. Future Innisfil Transit routes that would benefit from collaboration with Barrie Transit include the Georgian Downs route in western Innisfil and the Barrie South GO – Alcona route.



## 5 GETTING TO 2035

This section provides a framework for the successful implementation of recommendations made throughout the TMP, guided by implementation triggers and phased stages. The plan also outlines financial considerations and funding opportunities that support sustainable operation of Innisfil Transit services. Key takeaways from this section include:

- Implementation triggers allow flexibility to better time changes with cost-effectiveness.
- Implementation will be incremental, aligned with on short-, medium-, and long-term stages based on trigger timing.
- Fare structure changes are an immediate priority.
- Operating costs will rise gradually in early stages, with a significant increase in Stage 3 to support a dedicated specialized service that enhances accessibility.
- Capital costs are limited to an estimated \$400k total investment, focused on stop infrastructure.

### 5.1 Implementation Triggers

Implementation triggers are the primary mechanism for guiding service changes, replacing static timelines as the main driver of decision-making. While timelines provide a general framework for planning, they cannot fully account for variable factors such as ridership, funding agreements with partners, the pace of development at key sites in Innisfil, or the launch of Simcoe County LINX service. These variables may accelerate or delay implementation beyond what fixed dates can anticipate. Triggers are particularly important for later stages of the plan, ensuring that network build-out occurs when conditions justify investment. Implementation triggers are summarized in **Appendix J - Implementation Triggers**.

Most triggers are ridership-based, identifying when fixed route service becomes more cost-effective than rideshare in a given area. To monitor this, it's recommended to review data in six-month periods. When a trigger is met over that timeframe, planning should begin to transition service.

Where possible, staff should confirm the point at which the cost of rideshare trips equals the expected cost of operating a fixed route. This helps ensure changes are made at the most cost-effective time, especially as the fare structure revision will influence trip patterns and costs. Cost analysis should include both municipal and passenger costs to show the full community impact. For reference:

- The current estimated cost per service hour for dedicated service is \$94.92.
- Ridership should be measured within 400 m of a potential route, which aligns with industry standards for transit coverage (about a five-minute walk).
- To estimate route cost:
  - Multiply the number of vehicles needed by \$94.92, then by the hours of daily operation (e.g., 7 hours for 11 a.m.–6 p.m.), and finally by the number of applicable days in the six-month period (e.g., non-holiday weekdays ≈ 126 days).

Not all triggers are ridership-based. Some are tied to development milestones or external service launches, where the need for fixed route transit is clear. For example, The Orbit is designed as a transit-supportive community requiring high-volume fixed route service. Setting triggers at development thresholds ensures transit implementation aligns with growth, enabling early adoption of transit usage patterns. Similarly, interconnected services may require service-based triggers, where changes to one route depend on adjustments to another.

Collaboration with Barrie Transit is recognized as a major opportunity but is not assumed. To maintain agility, the plan incorporates dual-path triggers:

- One set for launching services with partners (e.g., Friday Harbour, Innisfil Heights employers)
- Another for proceeding independently if partnerships do not materialize

Other key triggers include the launch of the Innisfil GO Station, introduction of Simcoe LINX Route 7, and population growth in Alcona (e.g., The Orbit).

### 5.1.1 Transitioning to Fixed routes

Multiple fixed routes will replace rideshare over the course of this plan, with more possible beyond the 10-year horizon of this TMP. Select fixed routes (e.g., Innisfil Heights Express route) could be implemented earlier than scheduled if businesses or stakeholder organizations seek a partnership with the Town and enter into contractual agreements to cover any excess cost of the route that is over the municipal cost of trips currently served in the route’s service area. Implementation triggers are provided to guide decision-making in these cases. Financial figures below exclude inflation and should be adjusted over time to reflect inflationary changes. Unless otherwise noted, the fixed routes below assumed service weekdays 7am-7pm and weekends 9am-7pm.

#### One-Way Alcona Loop and Barrie South GO-Alcona routes (Stage 1b<sup>13</sup>)

Based on current rideshare costs, it would be most cost-effective to immediately transition to two fixed routes, a one-way Alcona Loop and the Barrie South GO–Alcona route. However, because the upcoming fare structure changes may affect ridership and costs, it is recommended to wait until changes take effect and then use the triggers proposed in **Table 24** to guide the transition.

The Barrie South GO–Alcona route should be introduced at the same time as, or shortly after, the Alcona Loop to avoid a significant drop in service frequency in Alcona. Frequent service is important for short trips, which are common in this area. The Alcona Loop is planned to operate every 30 minutes, while the Barrie South GO–Alcona route would start with a 45-minute frequency.

**Table 24. One-Way Alcona Loop and Barrie South GO-Alcona Route and Trigger Details**

Route	6-Month Ridership Trigger	# Vehicles
One-Way Alcona Loop	18,000	1
Barrie South GO-Alcona and Alcona Loop	29,000	1

<sup>13</sup> Stages to be explored in Section 0

### Innisfil Heights Express route

The Innisfil Heights route is proposed to provide three weekday round trips between Innisfil Heights and Alcona, capturing the highest-volume travel times. These trips are expected to require about four service hours per day. The optimal existing peak ridership coverage is 5:45 a.m.–9:00 a.m. and 4:00 p.m.–4:45 p.m. The triggers outlined in **Table 25** below assume this four-hour weekday schedule; however, additional trips could be assessed by adjusting the trigger proportionally.

**Table 25. Innisfil Heights Express Route and Trigger Details**

Route	6-Month Ridership Trigger	# Vehicles
<b>Without partner contributions</b>	3,600	1 over 4 daily weekday hours
<b>With partner contributions</b>	For every \$1,000 of annual partner contribution, 37 less riders are required	

### Georgian Downs route

The Georgian Downs route should only be implemented with financial collaboration from Barrie. This route offers an opportunity for Innisfil to cost-effectively support Barrie Transit’s extension into a growing area of Barrie while providing valuable service for Innisfil residents. Unlike other ridership-based triggers, the triggers for this route consider total ridership between the Innisfil area of the route and all of Barrie, as the fixed route would effectively provide fixed route connectivity to all of Barrie.

The trigger in **Table 26** below assumes the Innisfil portion of the route would require 763 annual service hours (weekday service at 30-minute frequency: 7 a.m.–7 p.m.) at a cost of \$94.92 per hour, for a total annual cost of \$72,465. If Barrie’s financial contribution differs from the assumed amount, the ridership trigger should adjust proportionally; approximately 37 additional riders per year for every \$1,000 variance in Barrie’s contribution.

**Table 26. Georgian Downs Ridership Trigger**

Route	6-Month Ridership Trigger
<b>Georgian Downs</b>	3,600

### Stage 3 Fixed Routes

The transition to all remaining Stage 3 routes will be triggered by the substantial completion of the northwest precinct of the Orbit development. For the purposes of this plan, substantial completion is defined as having more than 150 residents located beyond 400 meters from an existing transit stop. Section 5.2.3 covers the details of Stage 3 routes.

## Friday Harbour route

While not intended to be within the 10-year horizon of the TMP (and therefore is not depicted within the 2035 horizon), emerging demand may justify its earlier introduction. If trip volumes along the proposed route, and across all connected fixed route areas during scheduled operating hours, result in a municipal cost equal to or exceeding the estimated cost of operating a dedicated fixed route, implementation may be accelerated. This can be similarly mitigated by funding partnerships with business or stakeholder organizations to cover any excess costs.

### 5.1.2 Enhancing Fixed Route Service Levels

#### Enhanced Barrie South GO – Stroud Service (Stage 2)

Like the Georgian Downs route, increasing the frequency to 30 minutes between Barrie South GO and Stroud should be pursued only in partnership with Barrie Transit. This presents an opportunity for Innisfil to cost-effectively integrate services by supporting the extension of Barrie’s planned fixed route network into a growing area, while also improving connectivity for Innisfil residents. Financial collaboration could also involve the stage 1 Barrie South GO-Alcona route that could add stops in Barrie along Yonge Street. This approach ensures mutual benefit and avoids duplication, creating a more seamless regional transit experience. **Table 27** shows the proposed implementation trigger for this service.

**Table 27. Enhanced Barrie South GO – Stroud Service Ridership Trigger**

Route	6-Month Ridership Trigger
Enhanced Barrie South GO – Stroud Service	3,300

#### Two-way Alcona Loop and Extension

The substantial completion of the first phase of the Orbit development will serve as the trigger for extending the Alcona Loop. For the purposes of this plan, substantial completion is defined as having more than 150 residents located beyond 400 meters from an existing transit stop.

Following this extension, or concurrently, a two-way service should be introduced on the loop, contingent upon meeting the ridership trigger outlined below in **Table 28**. This enhancement would involve one bus operating in each direction (clockwise and counterclockwise).

**Table 28. Two-way Alcona Loop and Extension Ridership Trigger**

Route	6-Month Ridership Trigger
Two-Way Alcona Loop	45,000

### 5.1.3 Extending Fixed Route Operating Hours

Upon launch of fixed route service, the recommended operating hours are 7:00am-7:00pm on weekdays and 9:00am-7:00pm on weekends, with incremental extensions over time. The implementation trigger in **Table 29** accounts for a 1-hour increase (i.e., 7:00am-8:00pm) and is recommended to be when the municipal and passenger cost of trips along fixed route areas during non-fixed route hours is equal to or greater than the estimated municipal and passenger cost of fixed routes during that same time period. Ridership should be calculated between all fixed route areas over the period being considered for an extension.

**Table 29. Extending Fixed Route Operating Hours Ridership Triggers**

Service Extension	6-Month Ridership Trigger
1 Weekday Service Hour Extension <sup>14</sup>	900
1 Weekend/Holiday Service Hour Extension	400

### 5.1.4 Extending Fixed Route Services

Once operational, many fixed routes have been designed with the capacity to expand or be adjusted into additional areas as development occurs and the population within various areas increases. Such fixed routes, and their implementation triggers, include:

**Alcona-Orbit route** – to be expanded into northwestern Alcona upon significant expansion of development in northwestern Alcona as per the Official Plan,

**Alcona Loop route** – to be expanded into northwestern Alcona upon significant expansion of development in northwestern Alcona as per the Official Plan,

**Stroud – Barrie South GO route** – to be adjusted upon significant expansion of development in Stroud as per the Official Plan,

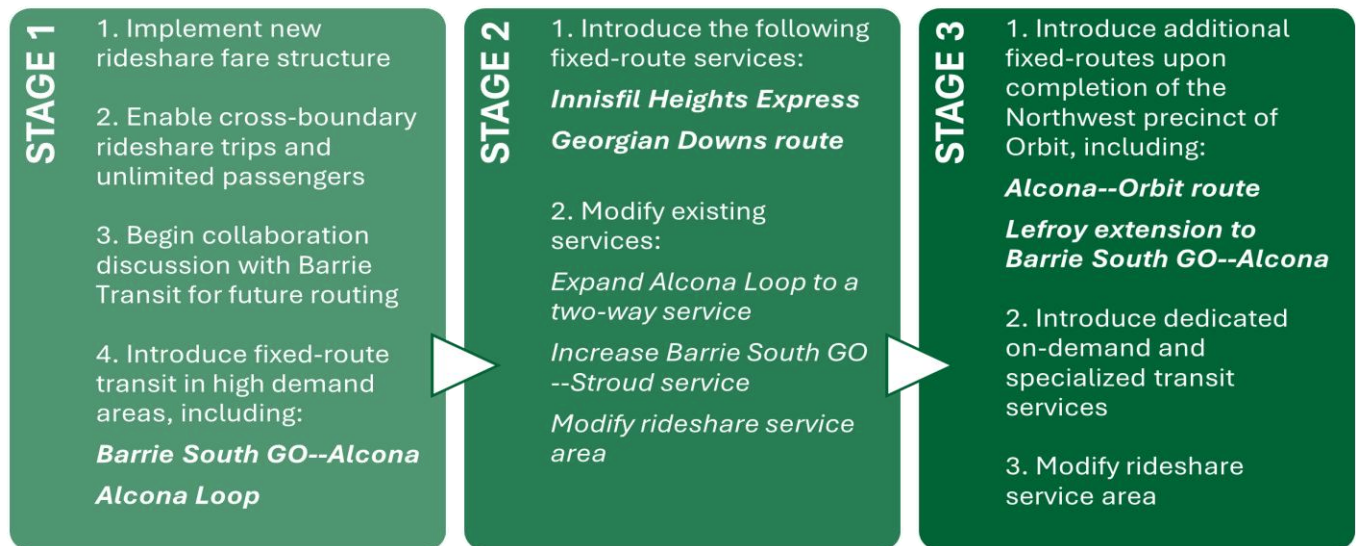
**Alcona Loop route** – Sandy Cove extension and additional vehicle if boardings per hour in the route extension area exceed 15 boardings per hour. Extend to the 9<sup>th</sup> Line with no additional vehicle and a 30-minute frequency if boardings per hour in the route extension area exceed 5 boardings per hour.

<sup>14</sup> This trigger refers to one service hour. For example, if there are three fixed routes operating with 1 bus each, the ridership trigger would be 3x900.

## 5.2 Implementation Roadmap

Incremental implementation is critical to the delivery of successful improvements. Recommendations on the timing of implementation is strategic to enable staff to allocate funding and resources to service changes progressively over time. Service transitions follow directly from when triggers are expected to be met. **Figure 27** outlines the approach across three stages. The stages outlined are not tied to fixed calendar years; rather, they are guided by projected triggers.

**Figure 27. Implementation Stages from Current State to Innisfil Transit in 2035**



Estimated timing for the recommendations are further explored in **Table 30**, below.

**Table 30. Implementation Roadmap to Innisfil Transit 2035**

Transit Service Recommendations	Stage 1		Stage 2	Stage 3
	1a	1b		
Introduce Alcona fixed route				
Introduce Alcona to Barrie South GO route				
Introduce Innisfil Heights express route				
Introduce Georgian Downs route				
Increase service for Stroud—Barrie South GO route				
Expand Alcona Loop route to two-way				
Introduce Alcona—Orbit route				
Modify Alcona Loop				
Extend Alcona-Barrie route into Lefroy				
Introduce on-demand/specialized co-mingled service				
<b>Policy and Fare Recommendations</b>				
Modify existing fare structure				
Expand inter-municipal rideshare travel				
Align maximum passengers per trip to vehicle capacity (e.g. 4)				
Increase monthly trip cap to 50 for all users				
Eliminate monthly trip cap				

The following subsections discuss each stage of implementation in further detail, beginning with Stage 1 and running through to Stage 3.

## 5.2.1 Stage 1

Stage 1 is the shortest expected stage of the TMP implementation, it is composed of two sub-stages 1a and 1b. This stage will begin with the rollout of fare and policy changes as part of 1a, and will finish with implementation of the first fixed route services operated by Innisfil Transit in 1b. Throughout this stage, Innisfil Transit will begin upscaling to accommodate future growth of the organization and transit network. This will be key to establishing a strong foundation and gaining momentum to 2035. This stage includes the following recommendations:

### Stage 1a

- **Modify existing fare structure.** This recommendation would see the implementation of the fare strategy outlined in section 4.6, introducing a distance-based fare structure for rideshare and flat fare structure for fixed route services. Implementation of a distance-based fare policy can be achieved in one of two ways: either a zone-based fare policy, where fares are established based on the number of zones passengers travel through, or a minimum-fare model, where riders pay a base fare and the Town subsidizes the trip cost up to a certain amount. When determining which fare policy to implement, the feasible implementation by the rideshare operator should be considered.

This fare modification should be prioritized early to improve cost-effectiveness and equity and establish a baseline for future planning. The fixed route fare structure will be implemented concurrently with the introduction of fixed route services.

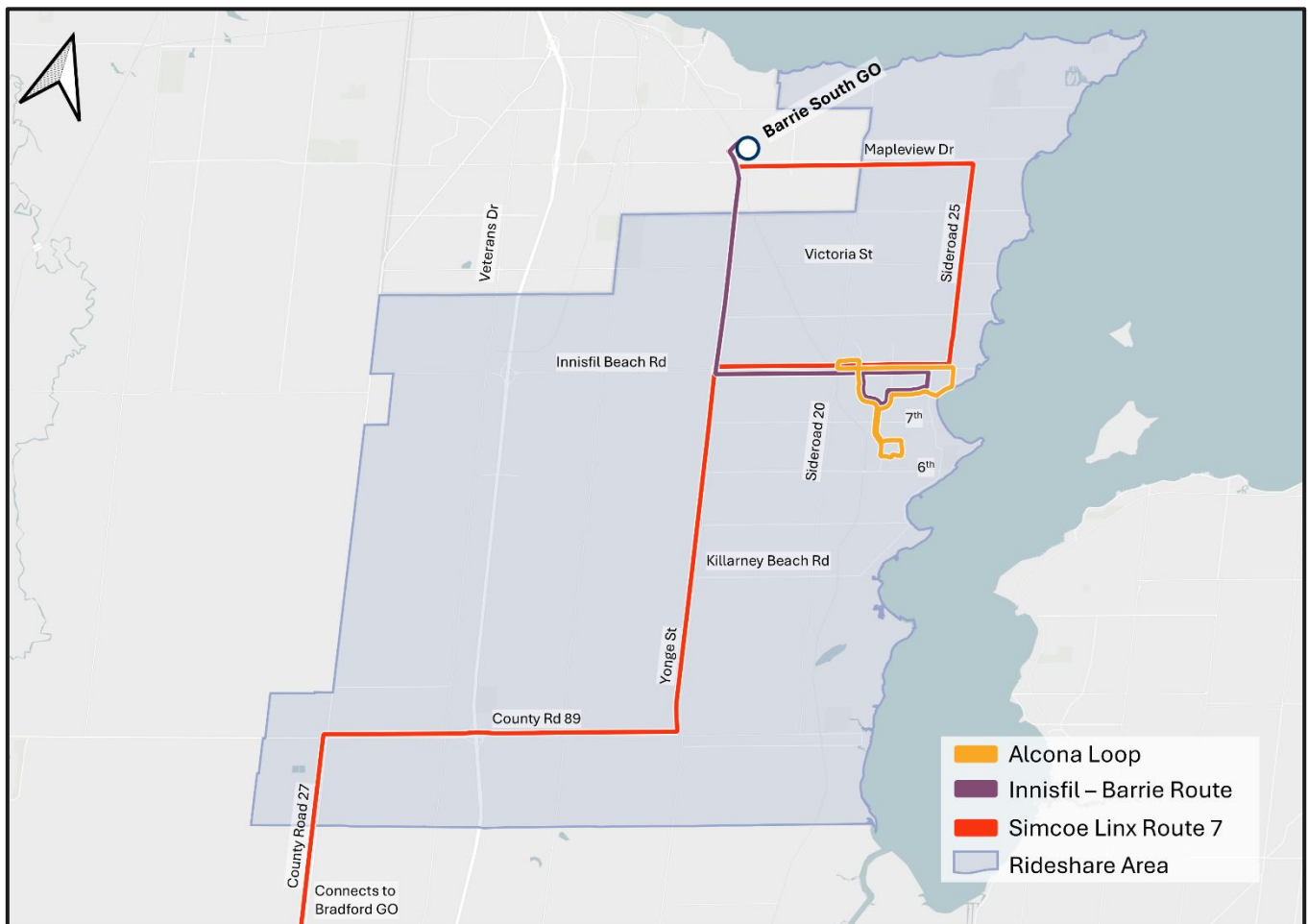
- **Expand inter-municipal rideshare travel.** This recommendation aims to enable Innisfil residents to receive a flat subsidy for any inter-municipal rideshare trip. The flat inter-municipal travel subsidy notably does not include trips to Barrie South GO and Bradford GO, as these are covered by the distance-based fare structure.
- **Increase monthly trip cap to 50.** The current limit is 30 trips per month. In the immediate term, it is recommended to increase this to 50, coinciding with the fare revisions.
- **Align maximum passengers per trip to vehicle capacity.** This recommendation would allow rideshare trips to include up to four passengers, aligning with minimum vehicle capacity (compared to the current limit of two). This change aims to improve efficiency and enhance the passenger experience, particularly for families.
- **Remove rideshare subsidy within fixed route areas.** The introduction of fixed routes within Innisfil would result in the removal of the rideshare subsidy for trips that occur within fixed route service areas and operating periods. A fixed route area is defined as any location within 400 m of a bus stop. This includes the planned implementation of Simcoe County LINX Route 7, currently projected for 2027–2028.

## Stage 1b

- **Eliminate monthly trip cap.** The trip cap is planned for removal following monitoring of fare policy changes to improve transportation equity and support more accurate budgeting.
- **Introduce Alcona Loop.** This route will begin as a 30-minute frequency loop that connects key destinations on Innisfil Beach Road with neighbourhoods throughout Alcona. It will run along Innisfil Beach Road, Westmount Avenue, and Webster Boulevard in a single direction (clockwise) to provide service to core residential and commercial areas of Alcona.
- **Introduce Alcona – Stroud – Barrie South GO route.** This route will begin with 45 to 50-minute frequencies. The route would loop Alcona and run east-west along Innisfil Beach Road to the Town of Innisfil Campus and turn north-south along Yonge Street through Stroud to Barrie South GO. The Alcona portion of the route would operate in a counterclockwise direction to provide two-way service to key areas.

Figure 28 captures the Innisfil Transit network at the end of Stage 1.

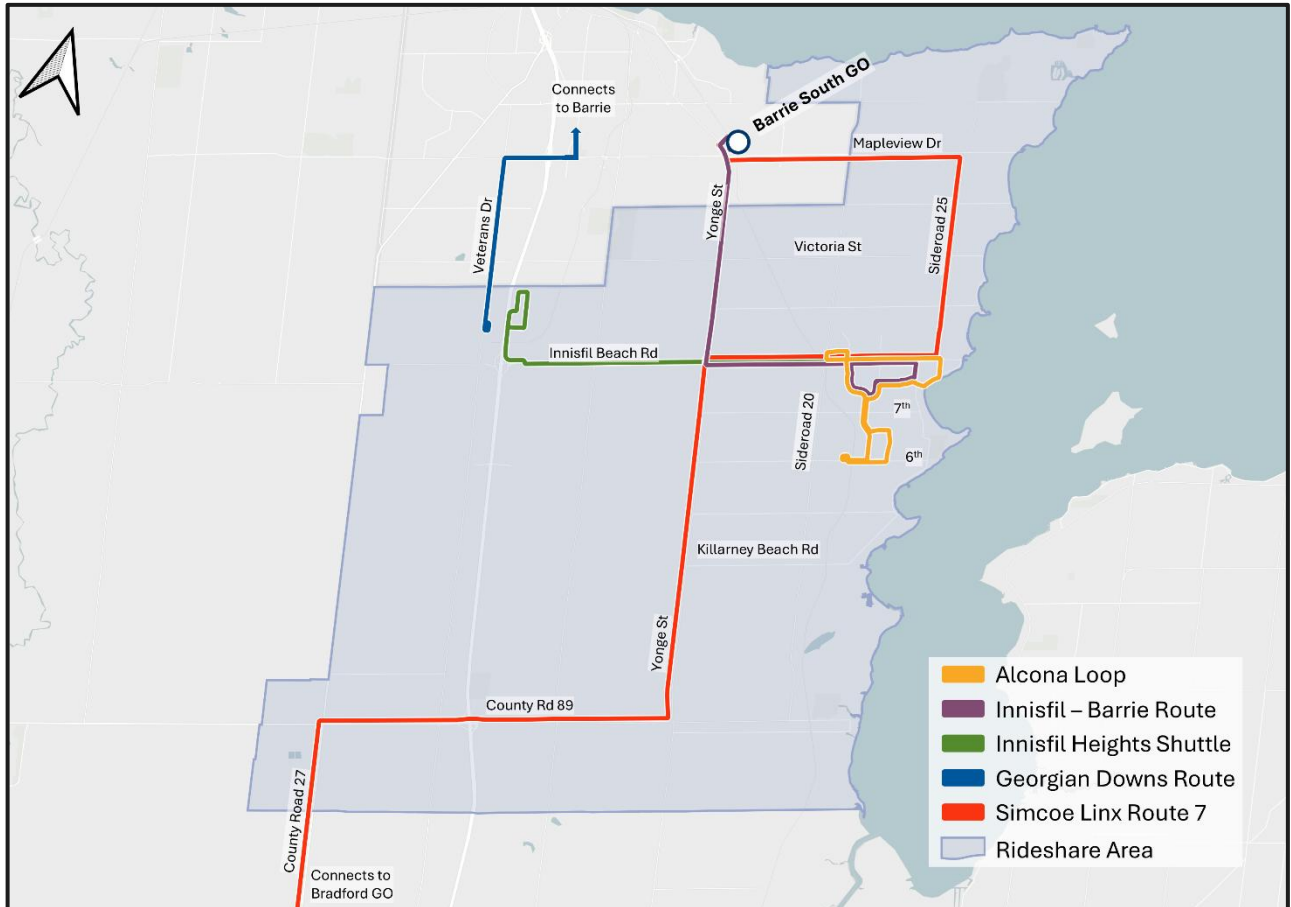
Figure 28. Stage 1 Innisfil Transit Network



## 5.2.2 Stage 2

This medium-term stage further expands fixed route services. **Figure 29** captures the Innisfil Transit network at the end of Stage 2 in 2030.

**Figure 29. Stage 2 Innisfil Transit Network**



Recommendations as part of this stage include the following:

- **Introduce Georgian Downs fixed route.** This route segment will serve residential development in Southern Barrie and the Georgian Downs recreation and employment hub in northwestern Innisfil, along Veterans Drive. As this route runs through Innisfil for less than two kilometres, it is recommended that it be operated by Barrie Transit with support from Innisfil Transit.
- **Introduce Innisfil Heights Express route.** An express-style, peak-time employee shuttle service to the high-density employment node in Innisfil Heights. The route would run three round trips daily to align with the timing of shift workers. The route begins at the Innisfil ideaLAB & Library, Lakeshore Branch and run east-west on Innisfil Beach Road through the Innisfil Town Campus to Industrial Park Road where it would operate a looping service to provide connection to employment centres.
- **Increase service between Stroud and Barrie South GO.** This segment, spanning roughly three and a half kilometres, receives service every forty-five to fifty minutes on the Alcona – Stroud – Barrie South GO route. It is recommended that due to the proximity of Stroud to Barrie

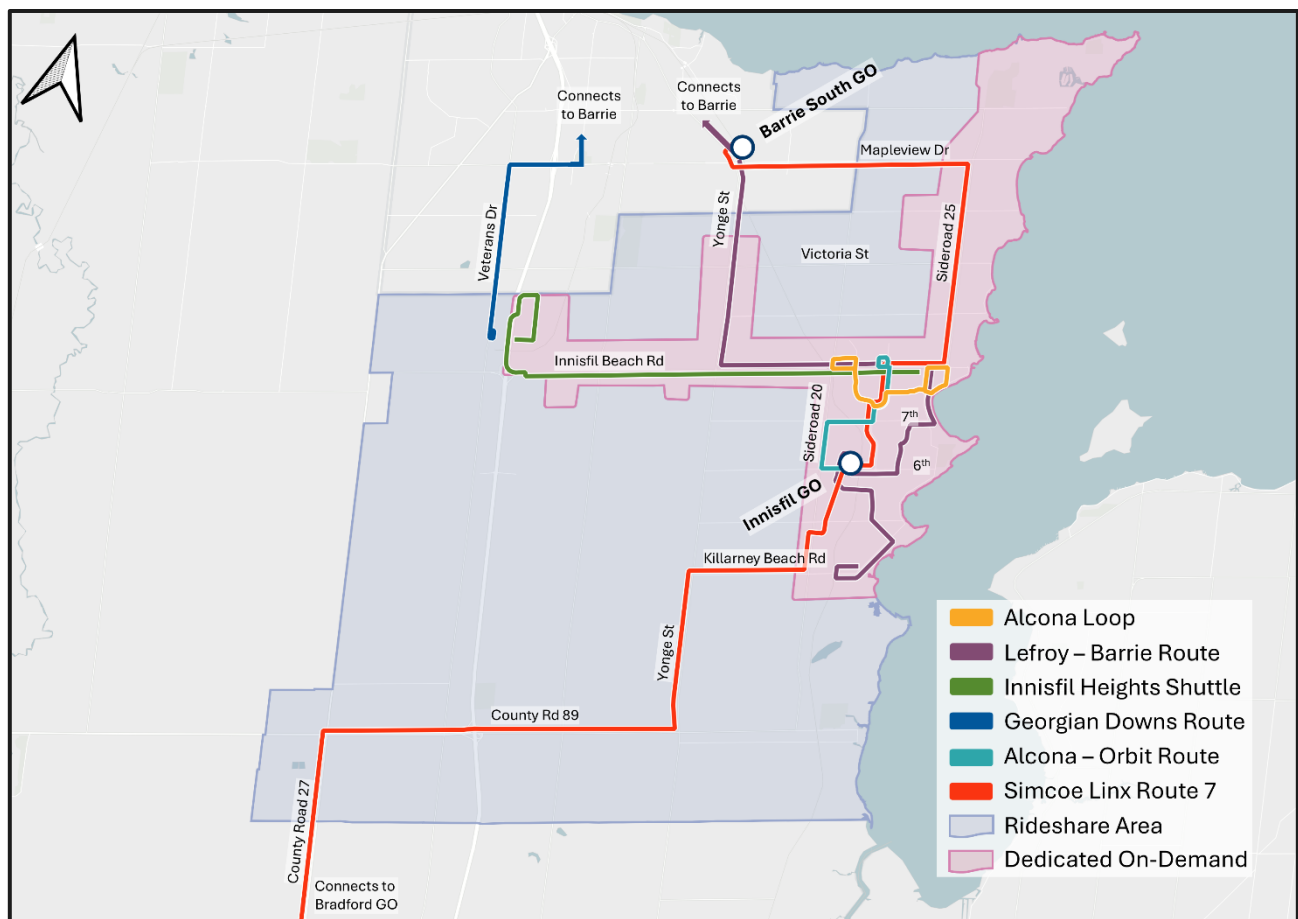
that Innisfil Transit seek to introduce a greater level of service through collaboration with Barrie Transit. The aim of this recommendation is to establish service every 30-minutes between the communities. The service is planned as a short-turn of the Alcona – Barrie South GO route.

- **Extend Alcona Loop and introduce to a two-way service.** This recommendation would see the extension of the Alcona Loop further south and introduction of two-way service. Planned extension of the Alcona Loop would see the alignment continue south along Angus Street to 6<sup>th</sup> Line and turning east-west to serve the Orbit site and future Innisfil GO station. Two-way service aims to reduce travel times and improve connectivity. Taken together, these recommendations will significantly improve transit access for Alcona residents.

### 5.2.3 Stage 3

Stage 3 is the final stage of implementation. Over the final stage, the remaining Transit Service Recommendations are planned for implementation. This will include further expansion of fixed route services and introduction of new service delivery models. Fixed route service changes are dependent on substantial completion of the Northwest precinct of the Orbit, as implementation of this housing, commercial, and employment drives much of the demand for the fixed routes in this stage. At the conclusion of this stage, all of the planned recommendations for Innisfil Transit services are expected to be actioned, creating a network with five fixed routes, dedicated on-demand, specialized transit, and rideshare services. **Figure 30** captures the Innisfil Transit network at the end of Stage 3 in 2035.

**Figure 30. Stage 3 Innisfil Transit Network**



Service changes as part of this final stage include the following:

- **Modify Alcona Loop.** The Alcona Loop, first introduced in stage 1, is recommended to be modified to serve primarily northern Alcona with an east-west route, with maintained service on Westmount Avenue and Webster Boulevard. This modification enables higher frequency service, providing two-way service in Alcona while a new north-south route serves the Orbit and Innisfil GO station.
- **Introduce Alcona-Orbit route.** This north-south route is designed to take over and expand the southern reaches of the Alcona Loop route, creating connectivity to the Orbit and Innisfil GO station at a higher frequency. The route includes a small loop north of Innisfil Beach Road before running north-south on Jans Boulevard to 7<sup>th</sup> Line where it turns east-west toward Nantyr and 20<sup>th</sup> Sideroad which it travels north-south on to provide connectivity to the Orbit. The alignment of the route should be updated following final design and implementation of the Orbit's street network to ensure the route provides a balance between connectivity and directness. This route aims to connect Alcona with planned development around the Orbit site.
- **Extend Alcona – Stroud – Barrie South GO route to Lefroy.** The Alcona – Stroud – Barrie South GO route, introduced in Stage 1, is recommended to be extended further south to provide connectivity to the Lefroy neighbourhood south of Alcona. This extension would eliminate the route's loop in Alcona, with the alignment continuing on Innisfil Beach Road to St. Johns Road, 7<sup>th</sup> Line, Angus Street, and 6<sup>th</sup> Line to serve the Orbit site and Innisfil GO station. Between the Orbit and Lefroy, the route's alignment is less clear as the street network is not finalized, though the route is intended to continue south to serve Lefroy along Ewart Street and terminate with a loop along Killarney Beach Road. This recommendation introduces a significant extension to the route, creating a one-seat trip from Lefroy to Barrie South GO and connecting several key destinations in Innisfil along the way.
- **Introduce co-mingled dedicated on-demand and specialized service.** The main justification for this recommendation is the introduction of specialized transit to improve accessibility. If specialized service is being launched, co-mingling vehicles with dedicated on-demand service makes the additional service required for dedicated on-demand a cost-effective proposition in moderate-demand areas. Dedicated on-demand alone would not be significantly more cost-effective than rideshare and would not warrant implementation independently.

The proposed dedicated on-demand service area includes core areas of Innisfil from Big Bay Point to Lefroy, along Innisfil Beach Road, and into Stroud. Co-mingling dedicated on-demand and specialized vehicles enhances efficiency while introducing dedicated specialized transit. No implementation trigger is provided. Timing is driven by accessibility priorities rather than demand or growth metrics, making this a policy decision for the Town.

## 5.3 Jumpstarting Stage 1

The following are operational and infrastructure recommendations that will streamline the introduction and implementation of short-term service changes, particularly with respect to fixed route transit. Of note, route scheduling and stop locations planning are recommended.

### 5.3.1 Booking Technology

Introducing alternative service types for residents increases their mobility options. However, it can increase the complexity of navigating a system due to the variety of options and with each option serving a specific purpose or area. Further complications may arise across service types (e.g., going from fixed route to rideshare) where from backend technology may be incompatible across different contracted service providers (e.g., different contract operating the fixed route versus rideshare).

There are technology solutions and mobile applications that support inter-modal connections and mobility as a service (MaaS) platforms – a portal where users are able to enter their destination and the back-end system facilitates the organization of the most efficient trip across and between service types.

This booking technology is essential to the successful roll-out of the fixed route transit options to ensure seamless integration and transfers between the existing rideshare service and new fixed route options (and subsequent dedicated on-demand options in the future).

### 5.3.2 Fare Revision

Rideshare fare revision is recommended for priority implementation. It is anticipated that the fare revision will impact municipal cost and overall subsidy, but the extent of that change is uncertain. The roll-out of fare revision should be monitored closely in the first 6 months to ensure any necessary changes are enacted before the introduction of fixed route options.

### 5.3.3 Monthly Trip Cap Increase

Currently, there is a 30-trip limit per month. In the immediate term this is recommended to be increased to 50, coinciding with the fare revision. The monthly trip cap is planned for removal following monitoring of fare policy changes to improve transportation equity and support more accurate budgeting.

### 5.3.4 Route Schedules

The first fixed routes (Barrie South GO – Alcona and the Alcona Loop) will require lead time for implementation to allow for procuring a turn-key service provider. Schedules for the fixed route services anticipated for short-term implementation have been developed as part of this plan. Route schedules should be revisited periodically for efficiencies and should be realigned with any route modifications or the introduction of new fixed route services. The recommended timetables are provided in **Appendix G - Stage 1 Recommended Schedules**.

### 5.3.5 Stop Locations

Stop locations for Stage 1b have been identified. Maps and a full list of these locations are listed in **Appendix F - Stop Guidelines and Locations**. These stops support the initial rollout of fixed route

services and will evolve alongside transit network expansion. To enhance regional connectivity and minimize infrastructure costs, engagement with Barrie Transit and Metrolinx is recommended to explore the shared use of existing stops along Yonge Street. A pedestrian crossing improvement at Ferguson Street and Innisfil Beach Road should also be considered to improve safe and accessible access to nearby transit stops for pedestrians.

### 5.4 Financial Considerations

The following summarizes estimated operating costs, revenues, and capital costs of Innisfil Transit over the next 10 years. Financials represent baseline estimates aimed at addressing cost escalation challenges while introducing new services. All figures are based on 2025 dollars and do not reflect projected inflation. Financial projections incorporating inflation are provided in **Appendix H - Inflation-Adjusted Costs and Revenue**.

#### 5.4.1 Annual Operating Costs and Revenues

This subsection details the total operating costs for the developed transit system that is required to realize the staged implementation of transit service delivery and improvements over the next 10-years. **Table 31** provides an overview of estimated operating expenses and revenue projections by stage, broken down by service type and other operational expenses. Most costs are tied directly to service delivery, with minor allocations for administrative staffing and internal operations. An additional 0.5 full-time equivalent administrative position is included, calculated at an annual rate of \$110,000 per full-time equivalent.

**Table 31. Annual Operating Cost and Revenue Estimates, 2026 to 2035<sup>^</sup>**

Metric	2024	Stage 1	Stage 2	Stage 3
<b>Gross Municipal Operating Costs</b>		\$2.12M	\$2.71M	\$4.36M
<i>Fixed Routes</i>		\$620k	\$1.32M	\$1.82M
<i>Mobility as a Service (MaaS) Solution</i>		\$60k	\$60k	\$60k
<i>Barrie-Innisfil Taxi, GoGo Technologies</i>		\$10k	\$10k	-
<i>Fair Transit Program</i>		\$20k	\$20k	\$20k
<i>Internal Operations</i>		\$30k	\$40k	\$70k
<i>Dedicated On-demand*</i>		-	-	\$990k
<i>Rideshare</i>		\$1.33M	\$1.21M	\$1.36M
<i>Additional Administrative Staff</i>		\$55k	\$55k	\$55k
Fare Revenue <sup>+</sup>		\$110k	\$210k	\$540k
Provincial Gas Tax		\$400k	\$420k	\$460k
<b>Total Estimate Municipal Cost</b>	\$1.80M	\$1.61M	\$2.08M	\$3.37M

\*Dedicated On-demand cost includes and covers the provision of specialized transit service.  
<sup>+</sup>Fare revenue includes only for which the municipality collects. Rideshare passenger fare is not included.  
<sup>^</sup>All financial figures are baselined in 2025.

Beginning in Stage 1, municipal costs decline slightly compared to 2024 levels, creating a buffer against uncertainty introduced by Stage 1 fare structure changes. This decline is primarily driven by reduced rideshare subsidies as fixed route services begin to scale. Should costs fall further, the municipality may

consider accelerating implementation or adjusting fares to maintain affordability. Similarly, if the Town of Innisfil wishes to reduce their costs, the most effective way would be to shift a greater portion of total system cost to passengers by increasing fares. Stage 3 municipal costs are projected to increase by an estimated 87% over 2024 numbers shown. Over the 10-year horizon, this equates to a 6% increase per year from 2026-2035.

The transition from rideshare to fixed routes makes a significant financial mark. Fixed route costs grow significantly from \$620,000 in Stage 1 to \$1.82 million by Stage 3. At the same time, rideshare costs decline markedly from over \$2.1 million in 2024, dropping to \$1.33 million in Stage 1 and further to \$1.21 million in Stage 2, before experiencing a modest increase to \$1.36 million by Stage 3. This shift reduces per-trip subsidies and improves predictability, making the system more sustainable over time.

Due to the introduction of dedicated services, fare revenue grows from zero in 2024, to \$110,000 in Stage 1 and \$540,000 by Stage 3. Provincial gas tax contributions rise modestly, from \$400,000 in Stage 1 to \$460,000 in Stage 3, as Innisfil’s population and ridership outpace Ontario averages.

Key financial metrics are shown in **Table 32**. Stage 2 reflects a modest increase in spending from current levels aligned with population growth. Municipal contribution per capita rises from \$36.51 in 2024 to \$36.66. Stage 3 introduces the most significant financial shift, a 44% increase in per capita spending, to support a co-mingled on-demand and specialized service model. The dedicated, specialized door-to-door service enhances accessibility for seniors and persons with disabilities and accounts for \$990,000 annually in Stage 3.

**Table 32. Innisfil Transit Financial Metrics, 2026 to 2035\***

	2024	Stage 1	Stage 2	Stage 3
<b>Municipal Contribution per Capita</b>	\$36.51	\$30.64	\$36.66	\$52.80
<b>Passenger Cost to Total Cost</b>	33%	36%	35%	30%

\*All figures provided are baselined in 2025.

### 5.4.2 Annual Capital Costs

Capital budget costs include items and initiatives that are single-time investments and/or expenditures. Examples of capital costs include the purchase of new transit vehicles, bus shelters, transit plans or studies, procuring new technology, etc. Any required maintenance of these listed items would default to operational expenses.

Over the course of this plan, capital costs are incurred but they are limited. These costs include stop infrastructure such as concrete installation, stop plates and poles, as well as a small number of benches, garbage cans, and shelters. It is recommended that the municipality seek a turn-key service provider to operate Innisfil Transit’s fixed and dedicated on-demand service types (inclusive of vehicle provision).

**Table 33** presents the anticipated capital budgets for 2026-2035.

**Table 33. Innisfil Transit Capital Expenditure, 2026 to 2035**

	Stage 1	Stage 2	Stage 3
<b>Stop Infrastructure</b>	\$80,000	\$10,000	\$200,000

There are numerous funding opportunities throughout Canada – provided by various levels of governments and stakeholder organizations – that can significantly mitigate capital costs. **Section 5.5** outlines funding and partnership opportunities that exist as potential funding sources for staff to pursue as appropriate.

## 5.5 Funding & Partnership Opportunities

This section details various potential funding sources and opportunities that the Town of Innisfil can leverage to help cover the costs of implementing the Transit Master Plan. Funding may derive from both the provincial and federal governments, as well as from private sponsors.

### 5.5.1 Build Communities Strong Fund

The Build Communities Strong Fund (BCSF) was recently introduced as part of the 2025 federal budget to provide funding to diverse kinds of vital infrastructure including transit, roads, bridges, hospitals, water systems, and community spaces. It will replace the Canada Public Transit Fund (CPTF). The BCSF will provide a total of \$51 billion of funding nationwide over the next 10 years, followed by \$3 billion annually. Funding is allocated through three streams: provincial and territorial (\$17.2 billion), direct delivery (\$6 billion), and community (\$27.8 billion).

Although transit infrastructure is specifically identified as an eligible priority, particularly within the provincial and territorial stream, the federal government has not yet clarified how much of the BCSF will ultimately be available for transit projects. In any case, transit projects will need to compete with other infrastructure projects to obtain program funding, introducing further uncertainty.

### 5.5.2 Community Partnerships

Partners from inside or adjacent to the Town of Innisfil can be an important source of funding and/or collaboration. Collaboration can occur through travel training programs, marketing and communication of transit services, enhancing connectivity to transit stops, improving spaces around transit stops, and transit advocacy. Partners for collaboration can be found among organizations with shared goals such as environmental sustainability, equity, health, and safety. Examples include health units, schools, libraries, and social service organizations, which can be effective for community-based initiatives. Community collaboration may involve schools hosting transit training sessions or libraries promoting transit information. Social service agencies can help integrate transit into programs that improve access for vulnerable populations.

Financial collaboration is most likely with organizations that see significant benefit in operating a transit service that might not otherwise be justified by the Town, for example, Innisfil Heights and Friday Harbour. Collaboration with these groups is guided by the implementation triggers in Section 5.1. Other common forms include large employers organizing bulk purchases of transit passes at discounted rates,

developers contributing to adjacent transit stop enhancements, and event organizers or businesses sponsoring transit services for special occasions such as New Year’s, festivals, or Canada Day.

There is an opportunity to collaborate financially with schools to support fare free or discount programs for students. For example, the Algonquin and Lakeshore Catholic District School Board partner with Belleville and Quinte West Transit to offer secondary students free transit. Similarly, Kingston Transit works with high schools to provide transit training bus passes.

Community partners will be important part of implementing the Transit Master Plan. Working towards goals of community services that can be supported through the offering of transit services are ways to drive financial collaboration and garner support.

### 5.5.3 Ontario Transit Investment Fund

Introduced in 2024, the Ontario Transit Investment Fund (OTIF) provides funding to address deficiencies in public transit service throughout the province. Funds are limited in time to up to 5 years, with a special emphasis being placed on rural communities where there is a demonstrated gap in existing transit service. As a town looking to significantly expand and revitalize its transit network, Innisfil would be a prime candidate for the OTIF and could benefit significantly from the funding offered.

### 5.5.4 Ontario Gas Tax Program

The Ontario Gas Tax Program uses revenues collected from the province’s gasoline tax to invest in transit expansion and improvement, with funds allocated to communities based on ridership and service area population. The program covers both operational costs and capital costs related to service expansion and transit infrastructure projects. In the 2024–2025 fiscal year, the Town of Innisfil received nearly \$400,000 from the program. Gas tax allocation will only grow to the extent that the growth in ridership and population outpaces the provincial average.

### 5.5.5 Summary

**Table 34** summarizes the funding opportunities discussed in this section.

**Table 34. Summary of Funding Opportunities Available to Innisfil Transit**

Funding source	Focus areas	Coverage	Notes
<b>Build Communities Strong Fund</b>	Vital infrastructure (transit, roads, hospitals, educational institutions, etc.)	\$51 billion total over 10 years, \$3 billion per year ongoing	Funding starts in 2026. Divided into three streams: provincial and territorial, direct delivery, and community
<b>Zero Emission Transit Fund</b>	Zero-emissions transit	Up to 80% of planning projects & 50% of capital projects	Currently accepting applications; deadline not specified

<b>Community Partnerships</b>	Varies by partner	Varies by partner	Coverage and scope must be determined on a case-by-case basis through consultation with individual partners
<b>Ontario Transit Investment Fund</b>	Addressing gaps in transit service	Flexible	Currently accepting applications; deadline not specified
<b>Ontario Gas Tax Program</b>	Transit	\$396,654 (2024–2025)	No application; allocated by ridership and service area population



# 6 MAXIMIZING SUCCESS

To maximize the success of Innisfil Transit now and into the future, as well as the implementation of this 10-year Transit Master Plan, understanding internal organizational efficiencies, continuous performance monitoring, data collection strategies, and guiding policy is critical.

- Organizational efficiencies serve to optimize internal processes and aid Town of Innisfil staff in the identification and understanding of where inefficiencies or suboptimal areas may exist and present potential pathways forward.
- Performance monitoring is essential for Innisfil Transit to gauge the effectiveness and efficiency of their services and be proactive in decision-making regarding service delivery.
- Data collection strategies and practices enable future transit planning efforts to be responsive to resident needs and experience.
- Guiding policies offer insights into various metrics, supportive guidelines, and other transit-related components for consideration to encourage increased symbiosis between Innisfil Transit and growth opportunities within the Town, leading to enhanced service quality, connectivity, and livability.

## 6.1 Exploring Organizational Efficiency

This section summarizes a Technical Memorandum that was produced during the development of the TMP which highlights opportunities for efficiency within Innisfil Transit. It details current state observations and opportunities for efficiency across service type, trip booking, customer service, asset management, and administration. This section summarizes the memorandum and expands to include key industry information and opportunities to maximize successes for the town to consider moving forward.

See **Appendix I - TMP Technical Memorandum** for the full memo.

### 6.1.1 Service Delivery

Service delivery addresses the provision of transit solutions and services of Innisfil Transit. This includes aspects relating to service details (e.g., service span, days of operation), cost relative to service provided, accessible transit, hub fare system, and other aspects on how service is delivered generally.

#### Service Delivery Model Discussion

The following table outlines the key differences between in-house operation and contract service models for fixed route and dedicated on-demand transit services.

**In-House Operation:** In-house operation offers greater control over service quality and operational standards, allowing the town to directly oversee staff training and performance. This model provides flexibility to adapt to changing service demands without relying on external contractors. However, it comes with higher upfront costs for vehicle acquisition and maintenance, as well as increased administrative burden for managing operations and staff. Effective management and internal expertise are crucial to avoid inefficiencies and ensure long-term cost savings.

**Contract Service:** Contract service provides access to specialized expertise and established operational frameworks, reducing administrative responsibilities for the town. Predictable costs through fixed contracts make budgeting easier, and the flexibility to scale services up or down based on-demand is a significant advantage. However, this model limits control over service quality and responsiveness, and long-term costs may be higher due to contractor profit margins.

**Table 35** further compares in-house operations and contract service models across key transit metrics such as service quality, staff management, cost, and administration.

**Table 35. In-House Operation Compared to Contract Service Delivery Models**

Aspect	In-House Operation	Contract Service
<b>Service Quality</b>	Greater control over service quality and operational standards.	Limited control over service quality and responsiveness.
<b>Staff Management</b>	Direct oversight of staff training and performance.	Dependence on external providers for critical services.
<b>Flexibility</b>	Flexibility to adapt to changing service demands without relying on external parties.	Predictable costs through fixed contracts.
<b>Cost</b>	Potential for long-term cost savings through efficient management and resource allocation.	Potential for higher long-term costs due to contractor profit margins.
<b>Administrative Burden</b>	Increased administrative burden for managing operations and staff.	Reduced administrative responsibilities for the town.
<b>Expertise</b>	Requires internal expertise for effective management.	Access to specialized expertise and established operational frameworks.

Beyond service delivery models, vehicle ownership considerations are crucial system operations, on-going oversight, and short- and long-term cost. With respect to in-house and contract services, vehicle ownership affects municipal control, investment, and maintenance responsibilities.

**Vehicle Ownership Considerations:** Vehicle ownership plays a significant role in cost and operational efficiency. In-house ownership allows for direct control over fleet maintenance and upgrades but requires significant upfront investment and ongoing maintenance costs. Capital investment, however, can be offset by upper tier government capital subsidies (such as the Canada Public Transit Fund), which are not available to contractors. Contractor-owned vehicles shift maintenance and replacement responsibilities to the contractor, which may result in higher service costs due to contractor overhead. **Table 36** outlines maintenance and costs associated with vehicle ownership across service delivery models.

**Table 36. Vehicle Ownership Considerations Across Service Delivery Models**

Aspect	In-House Ownership	Contractor-Owned Vehicles
<b>Maintenance</b>	Allows for direct control over fleet maintenance and upgrades.	Shifts maintenance and replacement responsibilities to the contractor.
<b>Cost</b>	<b>Requires significant upfront investment and ongoing maintenance costs.</b>	<b>May result in higher service costs due to contractor overhead.</b>

The recommendation of this TMP is to pursue contract service for the introduction of fixed route and dedicated on-demand transit. Contracting vehicle ownership, operations, and management of the system will simplify management for town staff and limit capital cost requirements in the short-term. In the medium-long term scope of this plan, there may be an opportunity for staff to pursue capital funding for vehicle ownership. Owning the vehicles in a contract service model could lower operational costs for the Town.

### Opportunities

The 2035 network has been designed to meet travel demand and needs while addressing gaps in the current transit service, including service span, accessibility, equity, fare cost, trip pooling, and inefficient trip patterns. It also strives to support and integrate land use planning principles through effective transit service design. Many of the opportunities identified through the technical memorandum have been incorporated into this 10-year transit horizon. Other opportunities for staff to further consider are provided in **Table 37**.

**Table 37. Service Delivery Model Opportunities**

Potential Opportunities to Explore
1. Introducing specialized service sooner than Stage 3 would improve the accessibility of Innisfil Transit and mobility options for residents.
2. Collaboration opportunities exist with Barrie Transit. These have been outlined in Section 4. Service delivery partnerships could better coordinate regional mobility, enhance connectivity to Barrie, ensure stop alignment with Simcoe LINX, and allow expanded rideshare destination options (e.g., outside of Innisfil).
3. Better tie transit service design to land use planning to optimize community goals by introducing fixed route service according to land use plans.

### 6.1.2 Asset Management (e.g., Fleet, Infrastructure, etc.)

Asset management refers to the development, operation, maintenance, and upgrade of equipment, infrastructure, and other tangible goods as they relate to public transit. Within the transit industry, physical assets often require costly, upfront capital purchases that require on-going operation and maintenance. This includes vehicles, stop locations, garage storage and repair space/facilities, among other aspects.

It is recommended that the Town of Innisfil pursue third-party transit and transportation service providers to operate the various service models recommended within this plan (i.e., fixed route transit, rideshare, and dedicated on-demand services). Turn-key service delivery contracts, which are recommended to alleviate oversight and capital expenditure at the municipal level, have the third-party service providers responsible for day-to-day operations, drivers, training, vehicle provision, and maintenance. **Table 38** highlights asset management opportunities for the Town of Innisfil to pursue in the future.

**Table 38. Asset Management Opportunities**

Potential Opportunities to Explore
1. While the plan recommends a contracted service delivery partner, it should be noted that capital funding opportunities exist that partially or fully cover the costs of vehicle procurement. Pursuing such funding and vehicle ownership could lower the operational expenses of contracted fixed route or dedicated on-demand transit, reducing annual expenses for the Town of Innisfil.
2. The Town currently maintains non-transit vehicles, as well as a handful of transit stops for Metrolinx. This experience is a starting point that has potential to be built upon in order to maintain the fleet, should the Town purchase transit vehicles.

### 6.1.3 Administration (e.g., Service Oversight, Reporting, Staffing, etc.)

Administration speaks to internal roles and responsibilities that assist in the overall operation, oversight, planning, and implementation of Innisfil Transit. This includes financial expenditure, backend technology, contract management, accountability, transparency, and contractor auditing, among others.

Over the course of this project, Innisfil Transit has experienced changes to the backend software, creating a smoother experience for users. However, inefficiencies remain for transit oversight and cost escalation of Innisfil Transit. With regard to the implementation of the 2035 transit network, this TMP outlines a financial strategy that addresses cost escalation issues by introducing conventional transit and reworking the fare strategy. **Table 39** summarizes administrative opportunities for the Town of Innisfil to explore.

**Table 39. Administration Opportunities**

Potential Opportunities to Explore
1. Establishing a dedicated transit planner position could enhance accountability to the Innisfil Transit service and be responsible for contractor relations, performance monitoring, customer experience, and budgeting oversight.
2. Reviewing/renewing the contract between service contractor(s) and the Town of Innisfil could allow staff to include additional metrics and parameters that could increase transparency and service reliability.
3. Alternative service delivery models as recommended within this TMP allow more oversight into service design parameters (e.g., balancing service quality with cost).

## 6.1.4 Trip Booking

Trip booking is a critical part of the customer experience and is directly tied to service delivery. Trip booking affects crucial transit elements such as access and equity.

Streamlining the trip booking process is essential for enhancing user experience and operational efficiency. The mix of service types available in the 2035 network – dedicated on-demand, rideshare, and fixed route services – highlights a need for implementing a mobile application or online platform for real-time schedule updates and ticket purchases to reduce administrative overhead and improve customer satisfaction. Streamlining the interface to have a seamless booking and transfer process is paramount to high-quality service interaction – it enables users to get to their destination in the quickest, most affordable way possible without them having to navigate complex portals.

At a minimum, the town should work with the rideshare contractor to improve the app interface and its ability to integrate with fixed route and dedicated on-demand transit, making it more intuitive and accessible for all residents, including seniors and those with disabilities.

## 6.1.5 Customer Service

Customer service includes any contact channels that residents and users provide input and/or relay their experiences with the service, as well as how users and potential users access information, resolve incidents, and understand the nuances of the service.

Customer service practices and public-facing transit information are crucial elements to improving the customer experience. In 2024/2025, there are notable cases where information is unclear, there is limited recourse for riders encountering problems (e.g., fare payment not working), and vague feedback structure between the rideshare service provider and Town staff.

It is recommended that these observations be addressed internally, as appropriate, to support the launch of new fixed route services and overall new transit network. **Table 40** outlines clear opportunities for staff to improve customer service, transit branding/reputation, and circulate information.

**Table 40. Customer Service Opportunities**

Potential Opportunities to Explore
1. Improve the customer experience by clearly providing direction on how to resolve inquiries/problems outside of operating hours.
2. Conduct Innisfil Transit education campaigns and information sessions to introduce and instruct residents on how to use Innisfil Transit.
3. <b>Increase visibility of Innisfil Transit by installing clear, step-by-step posters at strategic locations, such as <b>Barrie South GO Station (inside and outside), showing riders service details and how to use the service.</b></b>

## 6.2 Performance Monitoring

As Innisfil transitions to a mixed-mode transit system combining fixed route, dedicated on-demand, and rideshare-supported services, a robust performance monitoring framework will be essential. It must ensure each mode delivers value while also functioning cohesively within a unified mobility network. The framework should support both day-to-day oversight and long-term system optimization, guided by user experience, financial stewardship, and service accessibility.

### 6.2.1 Fixed Route

Fixed route service—designed for key corridors with consistent demand—requires rigorous, schedule-based monitoring. Metrics should include:

- **On-time performance:** Target 90% of buses arriving within a range of 1 minute early to 3 minutes late of the scheduled arrival time at route ends and key time points.
- **Ridership volumes:** Annual ridership and trips per vehicle hour targets are listed below:
  - 2026: 40,000 rides, 5 trips per vehicle hour.
  - 2027: 55,000 rides, 6 trips per vehicle hour.
  - 2030 100,000 rides, 7 trips per vehicle hour.
  - 2035: 180,000 rides, 9 trips per vehicle hour.
- **Fare recovery ratio:** 20% (i.e., \$0.20 revenue per \$1.00 operating cost).
- **Cost per trip:** This metric is essential for comparing the cost-effectiveness of different service types by indicating the total operating cost required to deliver a single passenger trip.

Performance here must emphasize **reliability**, as regular users (commuters, students) depend on predictable service. Stop-level data should be reviewed quarterly to adjust frequency and identify underperforming segments. Route-level service reviews can be conducted annually to assess productivity and alignment with land-use changes.

### 6.2.2 Dedicated On-Demand Service: Responsive Coverage and Accessibility

Dedicated on-demand transit—operated under contract and covering lower-density zones or niche markets—requires a different lens. Unlike the rideshare contractor’s consumer-directed model, this service is under municipal control, making **operational accountability** more direct. Core metrics should include:

- **Wait times and response rates:** 85% of rides dispatched within 15 minutes; average wait time 12.5 minutes<sup>15</sup>.
- **Trip completion rates:** 97% of requested trips fulfilled.
- **Shared-ride utilization:** 40% of trips pooled with at least one other rider.

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<sup>15</sup> Due to the dedicated nature of the service, achieving the same responsiveness as non-dedicated rideshare, currently averaging under 5 minutes, is challenging.

- **Cost per trip:** This metric is essential for comparing the cost-effectiveness of different service types by indicating the total operating cost required to deliver a single passenger trip.

Since this model fills critical access gaps (e.g., for seniors, rural residents), **equity and coverage** are key goals alongside efficiency. Vendor contract compliance should be evaluated monthly, and zone-level service audits conducted semi-annually.

### 6.2.3 Rideshare Services: Flexible, Cost-Conscious Extension

Rideshare continues to serve as the after-hours and weekend coverage layer—an important role during low-demand periods and in low demand areas. While the rideshare contractor controls operations, the Town funds the service, making **cost-effectiveness** and **service quality assurance** critical. Key metrics include:

- **Average subsidy per ride:** \$11.00 per trip (monthly average). Monitored monthly to track cost containment.
- **Trip fulfillment and cancellation rates:** Gauging whether users can reliably access service. 95%; cancellation rate: 5%.
- **Service usage trends by time and zone:** Identifying when and where rideshare service is relied on. Monitoring factor – does not have specific target.
- **Municipal cost per month:** Evaluates adherence to budget and supports annual financial planning.
- **Fare Comparison – Innisfil Transit vs. Rideshare Platform:** Ensures Innisfil Transit fares remain competitive with standard rideshare contractor’s pricing, maintaining affordability for the Town.
- **Cost per trip:** This metric is essential for comparing the cost-effectiveness of different service types by indicating the total operating cost required to deliver a single passenger trip. For rideshare, this cost should cover both the municipal and passenger cost per trip.

While flexibility is rideshare’s strength, continuous monitoring is needed to ensure it remains a fiscally responsible complement to the municipally operated components.

### 6.2.4 Integrated System Oversight: A Network View

Beyond individual service types, performance monitoring must focus on **how well the system functions as a whole**. This includes:

- **Transfer efficiency:** Wait time and ease when moving between on-demand zones and fixed routes. Average transfer wait time 5 minutes; 80% of transfers completed within 10 minutes.
- **Service overlap or gaps:** Using GIS tools to detect under- or over-served areas.
- **Customer journey experience:** From trip planning to trip completion, across all platforms. 4.5/5<sup>16</sup> average satisfaction across trip planning, booking, and completion.

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<sup>16</sup> Ratings are expected to be lower compared to existing rideshare due to reduced service quality and lack of reciprocal rating incentives compared to rideshare.

The goal is to maintain a **seamless, user-centered network**, where service boundaries are invisible to the rider. Integration dashboards should combine data from all three service types and highlight trends in overall network performance.

### 6.2.5 Public Accountability and Satisfaction Monitoring

Quantitative performance must be complemented by **qualitative insight**. This involves:

- **Routine user satisfaction surveys** across all service modes.
- **Community town halls and open houses** to discuss service quality and gather suggestions.
- **Targeted focus groups** for high-priority users (e.g., youth, seniors, residents with disabilities).
- **Digital feedback channels** embedded within transit apps and the Town’s website.

Tracking themes in public feedback is essential—not just identifying service issues but also shaping future priorities. Feedback should be categorized and reviewed monthly, with formal public reporting tied to annual service plans.

### 6.2.6 Operational Reviews and Reporting Frequency

A layered reporting structure ensures transparency and responsiveness, focus areas and responsibilities for operational reviews and reporting cadence are highlighted in **Table 41**.

**Table 41. Operational Reviews and Reporting Cadence**

Reporting Frequency	Focus Area	Responsibility
Daily	Trip delivery, missed trips, incident handling	Operations supervisors (rideshare and other service contractor(s))
Weekly	Service alerts, vehicle availability, customer inquiries	Transit coordinator / contractor
Monthly	Ridership, subsidy costs, vendor performance	Municipal transit lead
Quarterly	Network coverage, transfers, and usage patterns	Planning & GIS team
Annually	Full system review and service plan update	Town staff & council

Reports should be concise, visual, and comparative benchmarked against past performance and peer municipalities.

### 6.2.7 Adapting Over Time

As fixed routes scale and dedicated on-demand services mature, the performance framework must remain agile. For example:

- Early fixed routes may require **grace periods** before applying strict performance thresholds. A minimum of two years should be considered, with increasing targets over this period (for example, 25% threshold increase every six months)
- Contracted services can **pilot innovations** (e.g., virtual stops, transit passes) and report results.
- Rideshare services may shift as fixed or on-demand coverage grows, demanding **cost-benefit re-evaluation**.

The monitoring strategy should support experimentation, phased rollouts, and continuous improvement—not just enforcement.

## 6.2.8 Conclusion

Innisfil’s hybrid transit model introduces complexity—but also opportunity. A well-structured performance monitoring system, tailored to each service type and unified through integrated planning, is essential to making this model work. With transparent reporting, stakeholder feedback, and adaptive oversight, the Town can maintain a nimble, effective, and equitable mobility system for all residents.

## 6.3 Data Collection Strategy

Innisfil Transit’s data collection approach should be tailored to the multi-modal operational model, combining fixed route services, dedicated contracted on-demand transit, and rideshare services. This strategy enables responsive planning, performance monitoring, and long-term investment grounded in user experience and equity.

### 6.3.1 Daily Data Collection and Monitoring

- **Fixed Route Services:** Daily data from onboard counters, mobile ticketing apps, and automated vehicle location (AVL) systems can track passenger boarding, schedule adherence, and stop-level ridership.
- **Dedicated On-Demand Service:** On-board software and dispatch logs from contracted operators can provide daily metrics on ride completion, driver availability, vehicle utilization, and GPS tracking.
- **Rideshare Services:** Real-time data is collected through the rideshare contractor’s API, tracking trip requests, fulfillment rates, cancellations, wait times, and customer ratings. This allows for daily alerts on service availability, hotspot areas, or unusual demand patterns. However, as a contractor, they may not always provide full access to proprietary data or methodologies, raising transparency and accountability concerns. To mitigate this, the Town should include explicit data-sharing requirements in contractual agreements and periodically audit data integrity using third-party verification or cross-referencing with user-reported metrics.
- **Public Input:** Social media, app-based comments, and town communication channels can capture immediate feedback and complaints.

### 6.3.2 Monthly Review and Adjustment

- **Fixed Routes:** Assess route performance by time of day and stop usage. Investigate patterns of overcrowding or low utilization.

- **Dedicated On-Demand:** Evaluate average response times, number of shared vs. solo rides, and service performance by zone. Ensure compliance with service-level agreements.
- **Rideshare Contractor Services:** Analyze trip volumes, subsidy levels, peak periods, and geographic distribution. Identify areas where trip caps, fare incentives, or service limits may need recalibration. Where data limitations exist, supplement analysis with user surveys or geospatial heat mapping.
- **Community Input:** Summarize emerging themes from digital feedback and informal engagement. Input from stakeholder groups (e.g., accessibility committee, youth councils) is used to prioritize monthly service tweaks.

### 6.3.3 Annual Evaluation and Public Engagement

- **Systemwide Performance:** Create a comprehensive transit report analyzing ridership trends, cost recovery, mode share, service reliability, and user satisfaction across all three service types.
- **Equity and Access:** Use GIS mapping to identify demographic gaps in coverage and compare transit access across neighbourhoods as demographics change, particularly with major developments such as the Orbit,
- **Policy Review:** Update fare structures, subsidy limits, and service hours. Include evaluation of special programs (e.g., youth passes, mobility user support).
- **Public Consultation:** Host town-wide surveys, in-person workshops, and virtual forums. Collect feedback on route ideas, service quality, and unmet needs.

### 6.3.4 Multi-Year and Long-Term Planning (2–5 Years)

- **Fixed Route Development:** Combine current demand data, land-use forecasts, and mobility patterns to plan route extensions or new corridors.
- **Dedicated On-Demand Evolution:** Evaluate which low-density areas remain best served by flexible service and where conversion to fixed or semi-fixed service may be appropriate.
- **Rideshare Service Role:** Reassess geographic scope and budget share of rideshare trips. Plan for tapering use in favour of more structured services in growth areas. Consider alternative app-based microtransit partnerships if rideshare data limitations persist.
- **Infrastructure and Capital Planning:** Use cumulative data to guide investment in stops, shelters, fleet replacement, and service hubs.
- **Ongoing Public Involvement:** Include residents in testing pilot routes and validating future service models. Use community forums to align service priorities with resident expectations.

### 6.3.5 Conclusion

Innisfil’s transit data strategy recognizes the distinct dynamics of each service model—rideshare, dedicated on-demand transit, and fixed route service—while aligning them into a coherent network. By tying data collection to daily operations, monthly adjustments, annual reporting, and long-term system planning, the Town ensures that performance, community input, and system integration inform every stage of development.

## 6.4 Guiding Policy

### 6.4.1 Cyclical Orbit – Transit Support

The Orbit is planned to be a transit-oriented community, built around the proposed Innisfil GO station. The relationship between transit and the Orbit development involves the two to work in tandem to create a more integrated, accessible and sustainable transportation system in the community.

The Orbit Secondary Plan encourages regional travel by train and bus, reducing dependence on traditional private vehicles. The community is centered around the proposed Innisfil GO and will give priority to travel by active transportation and transit. To support the strategic development of a transit-oriented community, transit will provide mobility, reduce car dependence and support growth and density. Transit will ensure that the community can travel, making it easier for individuals to live in one area and work and socialize in another. The Orbit will facilitate this by designing communities with transit connections. A key feature of the Orbit vision is reducing reliance on private vehicles. Transit will play a vital role in offering alternatives, making it easier for people to navigate the community without a car. Transit will support higher-density, mixed use developments, envisioned for the Orbit community, by making it easier for people to live and work near transit hubs.

In parallel, Orbit will play a key role in supporting transit, by making transit more effective and functional for the community. The plan for Orbit is designed to enhance access to transit. By creating pedestrian friendly neighbourhoods around transit hubs, it ensures people can safely and more easily access transit. Through land use planning, the Orbit will support transit by integrating the land use with the transit system. The Major Transit Station Mixed-Use Area and transit stops at the centre of each neighbourhood/precinct are planned to maximize proximity and enable people to move more freely between residential, commercial and recreational spaces, without being too far from transit.

### 6.4.2 Transit Supportive Land Use

Land use is a key determinant of modal choice and share. Land uses that are supportive of transit (e.g., higher density, mixed-use developments) increase accessibility, more easily connect to transfer points, and positively influences multiple mobility modes. In turn, these will attract a larger pool of potential riders without as high of cost investments in greater levels of service, as is required in areas that are not transit supportive.

Promoting transit supportive development can be accomplished through policies and practices that influence and support urban structure, land use mix, density, transit service distances, corridor design, and pedestrian amenities. Encouraging transit-supportive development is a matter that requires coordination and cohesion between these policies as they thrive on interdependency. It is not enough to focus only individual practices (e.g., density) but how they can work together to develop transit-supportive communities. As a rule, these policies and practices tend to be specific to a municipality and their official plans, land use bylaws, and other strategic documents.

Areas being developed that are expected to have high rates of population growth (e.g., the Orbit) provide intensification opportunities. For land use to be more supportive of transit, guidelines and process must be in place that support the objective of increasing transit's mode share. This includes planning and design initiatives to improve pedestrian access to bus stops and establishing transit

supportive development guidelines. The emphasis of these guidelines should include density, diversity (mixed-use development), and design. All plans of subdivision and site plans should be reviewed under the criteria established in the guidelines and input from transit operations should be obtained at an early stage. Most importantly, the location of new development should be encouraged at or near existing transit routes.

### 6.4.3 Pedestrian Access

A transit user's journey extends beyond being on-board a transit vehicle or waiting at a stop. Often, for a significant portion of a rider's journey, they are walking or otherwise travelling to and from a transit stop. The ease of this pedestrian-transit access is influential in shaping the transit experience and in convincing people to use transit. Changes in pedestrian access, through expansion of sidewalks, for instance, can also help to improve transit service design and efficiency.

### 6.4.4 Active Transportation

Integrating transit with other modes, such as active transportation, can help improve the overall efficiency of the transportation system and connectivity within Innisfil. Integration opportunities support first and last mile transit trips and help to increase ridership by attracting pedestrians and cyclists to use transit for some of their trip making (e.g., for longer trips, trips during adverse weather conditions). Consideration should be given to installing bike racks on buses that are mounted year-round as the active transportation network is expanded and cycling grows in popularity.

Further, the idea of transit-supported active transportation and AT-supported transit provides health, environmental, and financial benefits to residents and communities by reducing their dependence on private vehicles. Providing additional mobility options, with a high level of integration, facilitates the shifting of travel behaviours as individuals become more comfortable. This can be further enhanced by integrating other opportunities for cycling and active transport, such as bike- and scooter-share stations at terminals and major transfer hubs and ensuring that new cycling infrastructure is designed to complement the transit network and support first- and last-mile connections.

### 6.4.5 Transit Access

Transit access refers to the ability for one to easily and reliably reach and use public transit. This can include various factors such as accessibility, including physical, economic and social factors that make public transit a viable option for someone in the community. Transit access ensures that people, especially those who rely on transit for mobility can use transit when needed. Improving transit access helps reduce barriers to mobility, which is crucial for quality of life, economic opportunities and overall well-being. Transit access should consider but is not limited to:

- Physical access: This includes the proximity and ease of getting to and from transit stops or stations from one's home, workplace or other essential locations
- Economic access: the affordability of transit services, recognizing barriers for low-income groups.
- Social access: ensuring that all groups in society can use transit regardless of socioeconomic status, age, gender, ethnicity, etc.
- Schedule: This includes the frequency and hours of operation that transit runs

### 6.4.6 Social

Transit can support the social fabric of a community, including how the community interacts with each other, how they access resources and services and the ability for one to participate in social offerings within the community. An effective transit system can help foster social connections by providing mobility for those who may not have access to a private vehicle, reduce social isolation by connecting people to other people and community events, and further facilitate access to healthcare, education and public services in the community.

### 6.4.7 Environmental

Public transportation is a critical component of a community's transition to low- and zero-emissions. The province of Ontario has stipulated a target of net-zero by 2050. Transit plays an active role in these transitional plans whether the vehicles use internal combustion engines or battery electric technology.

Most car trips occur in single-occupant vehicles. Gasoline vehicles produce, on average, 192 grams of CO<sub>2</sub> equivalent (CO<sub>2</sub>eq) emissions for every kilometre travelled. By comparison, diesel transit buses emit 1,430g / km CO<sub>2</sub> – the equivalent of approximately 7.5 single occupancy vehicles. If consideration that approximately 85% of all passenger trips are completed in single-occupant vehicles, this represents a significant reduction of emissions to be mitigated by transit.

### 6.4.8 Parking Policies

Private vehicles represent a sunk-cost fallacy. They are expensive to own and maintain, so owners will often choose to drive since they are already paying for it through monthly installments, insurance, and upkeep. Further supporting private vehicles is the transportation network that caters to them; roads are constantly being redeveloped to reduce traffic congestion, parking is provided at low cost and is readily available. Limited parking in downtown cores is often presented as an issue – particularly when faced with higher levels of population growth – however, parking does not have to be an issue as public transit is a solution.

The inexpensiveness of parking and its general availability compared to more populous or denser jurisdictions facilitates private vehicle usage and indirectly deters transit use. To encourage transit use, a parking strategy should provide disincentives to private vehicle (particularly single occupant) use and all-day parking. By disincentivizing or limiting parking options and free availability adjacent to areas with significant transit service options, the town can influence residents toward transit.

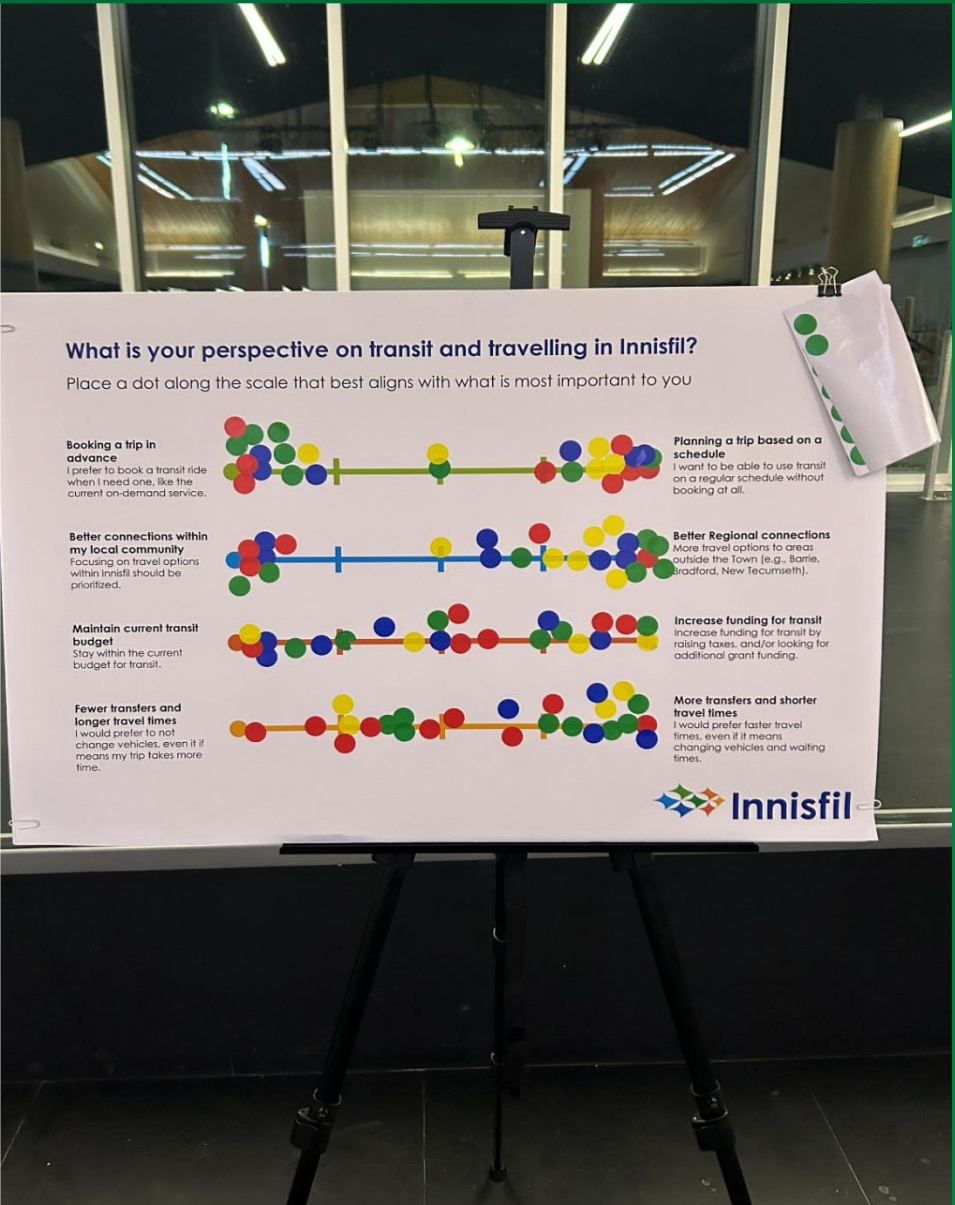


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<b>B</b>	Metric Glossary
<b>C</b>	Round 1 Public Engagement Survey
<b>D</b>	Round 2 Public Engagement Four Network Options Presented
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APPENDIX A

**TMP BACKGROUND REPORT**



# BACKGROUND REPORT

Report prepared by:

Left Turn Right Turn Ltd.

To the attention of:

Town of Innisfil

April 2025

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# 1 Project Overview

In 2017, the Town of Innisfil, in partnership with Uber, offers an innovative on-demand ridesharing service called “Innisfil Transit” that emulates public transit. A success upon launch, Innisfil Transit has increased trips from 21,600 in its first year, to approximately 166,000 in the 2023/2024 period. Yet, as the Town sees continued population growth and large-scale development projects (e.g., the ORBIT and future Innisfil GO), there is cause to evaluate and assess the Innisfil Transit system and identify how it can evolve to better meet the requirements of a growing population as well as balance the quality of life of residents.

Therefore, the Town of Innisfil is developing a Transit Master Plan (TMP). It will support the evolution of Innisfil Transit over the next 10 years in the face of increasing population growth, their unique geographic context, and employment development. This TMP will explore the state of Innisfil Transit’s current services and assess future needs of the community to balance growth and the quality of life for residents.

## 1.1 Transit Master Plan

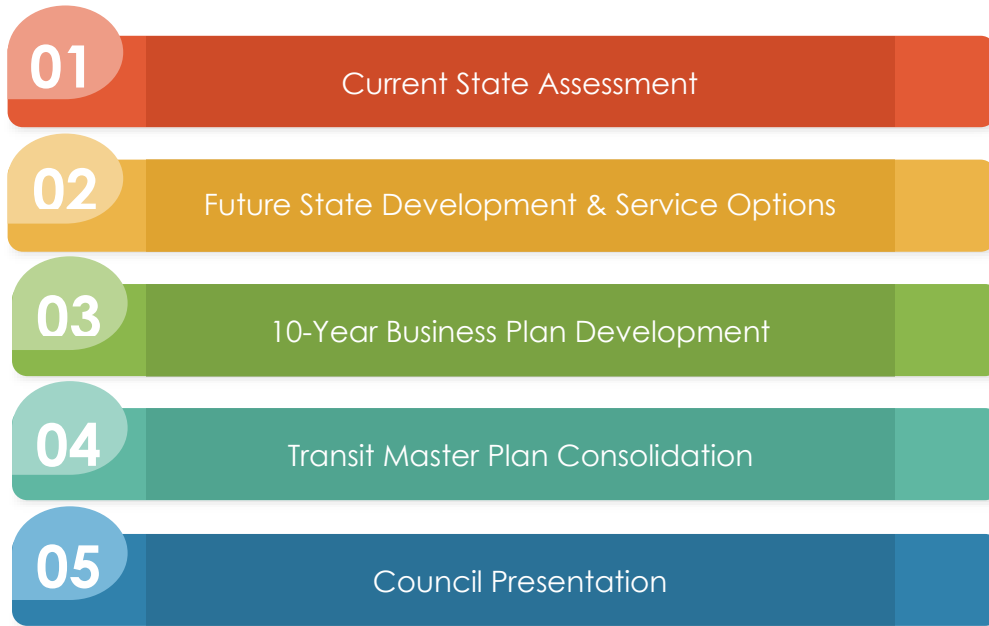
Transit Master Plans are guiding documents that outline various strategic directions and timelines that map how transit is planned to, expected to, and should, grow. The Innisfil Transit Master Plan will follow suit.

The Town of Innisfil TMP will explore various facets of transit in the unique context of the town and provide a series of recommendations aimed at improving the system to better meet identified community needs. Moreover, this TMP will:

- Evaluate how Innisfil Transit is working today. This includes:
  - Assessing if Innisfil Transit is currently meeting the needs of residents, and
  - Investigating what aspects of the system are working well and what could be improved.
- Explore how Innisfil Transit could evolve over the next 10 years. This may include:
  - Developing alternative service delivery models that deviate from on-demand transit, as appropriate. Possibilities include:
    - the implementation of traditional fixed-route transit,
    - continuing with on-demand,
    - a combination thereof,
    - other multimodal options, and/or
    - micromobility options.
  - Exploring workforce and community transportation needs, Recommendations will be based on resident feedback, cost effectiveness, stakeholder direction, funding opportunities, and other factors.
- Better understand how various metrics such as cost, ridership, and reliability fair when compared to similarly sized municipalities and their respective systems.
- Assess the local feasibility and costs/implications of potential options.
- Consider where integration opportunities may exist with other networks/systems and how to capitalize on them to mutual benefit for riders.

## 1.2 Methodology

The TMP development process is divided into five overarching tasks. These tasks flow sequentially, informing each additional activity. A simplified overview of the project and how it will inform the TMP is provided in the figure below.



**Figure 1. Project Summary**

Each of these tasks have been described in the following table.

Task	High-level Description	Due
Current State Assessment	Exploring the current state—moreover everything about Innisfil Transit as it stands today. This includes identifying challenges and strengths, robust service analysis, first round of public engagement.	End of February
Future State Development & Service Options	Applying our learnings from the current state assessment to industry best practices, this task will research peers, assess demand forecasts, design conceptual service options, second round of public engagement.	Early May
10-Year Business Plan	Provides recommendations on internal efficiencies, financial considerations, and how to gauge transit performance.	Mid June
Transit Master Plan	Consolidating all work to date, producing final recommendations, develop implementation and next steps for the next 10-year period.	End of August
Council Presentation	Present findings and finalized TMP to Council.	September

## 2 Town of Innisfil

### 2.1 Overview

The Town of Innisfil is located in Simcoe County in central southern Ontario, Canada. Innisfil is bounded by the City of Barrie to the north, by Lake Simcoe to the north and east, by agricultural communities of Essa Township to the west, and by the Township of Bradford West Gwillimbury to the south. Situated less than 50 kilometers north of the City of Toronto Innisfil is part of the Greater Golden Horseshoe. Innisfil's location within southern Ontario is highlighted in Figure 2.

Innisfil's characteristics and development are significantly influenced by the town's proximity to the Golden Horseshoe and the City of Barrie. The Town of Innisfil spans more than 20 kilometers from its northern reaches along the shore of Lake Simcoe to its southern border with Bradford West Gwillimbury, and 16 kilometres east to west, totalling 262 square kilometers. Most of the land use with Innisfil's is agricultural and forestry, with population centres mainly in the eastern portion of the town along the shore of Lake Simcoe. Innisfil is bisected by Ontario Highway 400, which connects the community with Barrie to the north, and York Region, Peel Region, and the City of Toronto to the south. Figure 3 highlights the land use characteristics in Innisfil. In the following section Innisfil's demographic characteristics will be introduced.

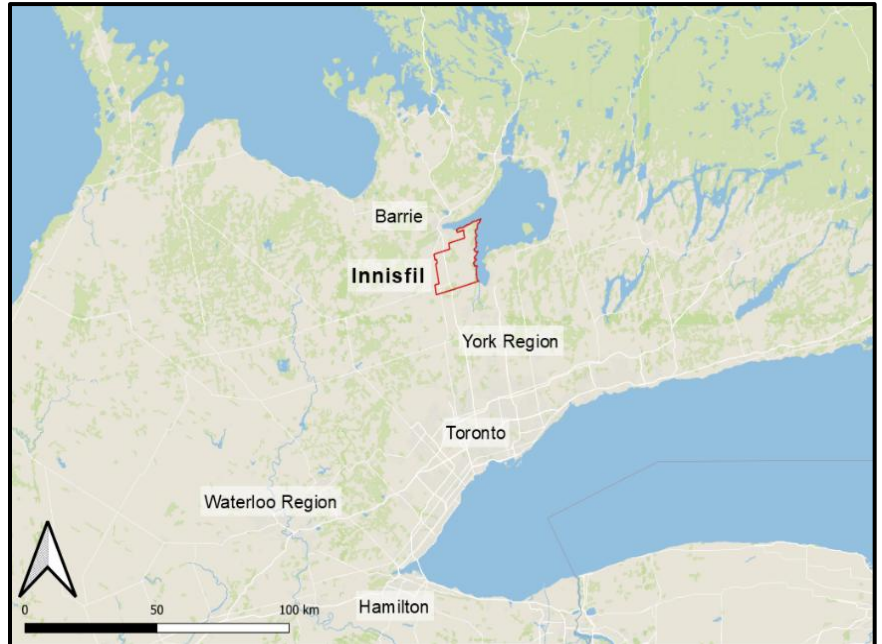


Figure 2. Innisfil's Location within Southern Ontario

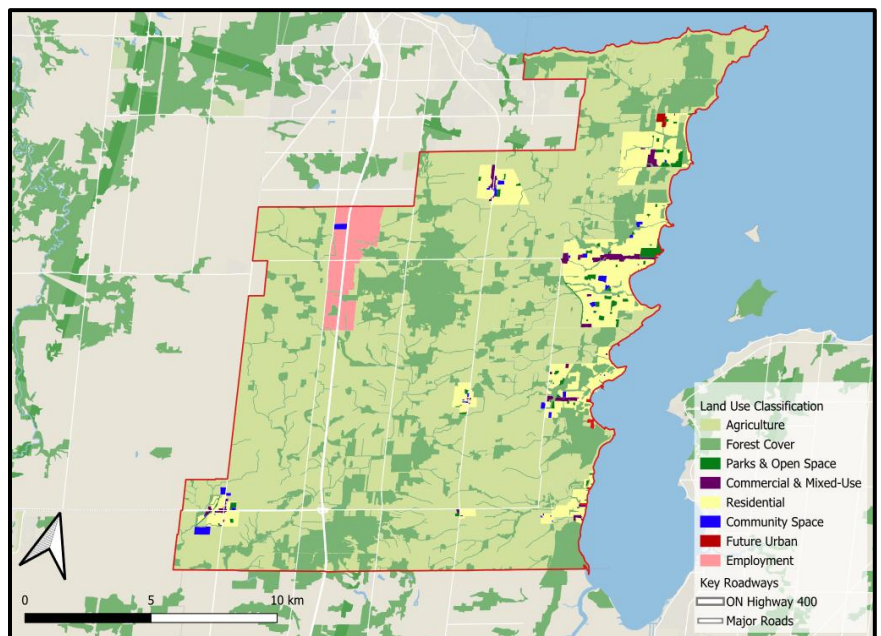


Figure 3. Land Use Classifications in Innisfil

## 2.2 Demographics

In 2021 the population of Innisfil was 43,300 permanent residents living in 17,500 total households, resulting in an average population density of 165 residents per square kilometer. The distribution of population across Innisfil is characterized by several communities with higher population density that are separated by swathes of lower-density land use like agricultural and forestry. Communities within Innisfil include Alcona, Big Bay Point, Churchill, Cookstown, Fennell’s Corners, Gilford, Innisfil Heights, Lefroy – Belle Ewart, Sandy Cove, and Stroud. These communities are highlighted in Figure 4.

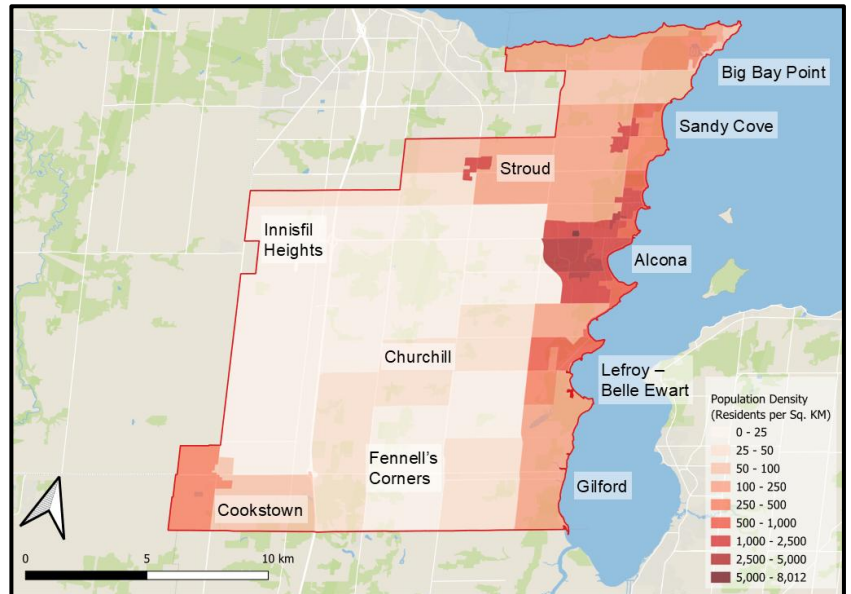


Figure 2. Population Density and Communities in Innisfil

The suburban-rural settlement pattern found in Innisfil and other lower-tier municipalities in Ontario has enabled significant greenfield development across Innisfil in recent years. As a result, Innisfil has seen significant population growth since the early 2010s, with more than 10,000 new residents since the 2011 census. Construction of new housing developments and population growth in Innisfil is linked to a broader trend of growth and mobility throughout the Golden Horseshoe. Following the Covid-19 Pandemic and associated changes to patterns of remote work, Extended Greater Horseshoe towns like Innisfil have grown considerably as many urban residents have moved to suburban and rural communities. These trends have resulted in considerable population growth for Innisfil over the last fifteen years, particularly among higher income earning residents. As of 2021, the median household income in Innisfil was \$93,000, just above the provincial median of \$91,000. The percentage of residents in Innisfil with low-income (as specified by Statistics Canada) was 6.9% in 2021, below the Province’s total of 10.1%. Innisfil’s population,

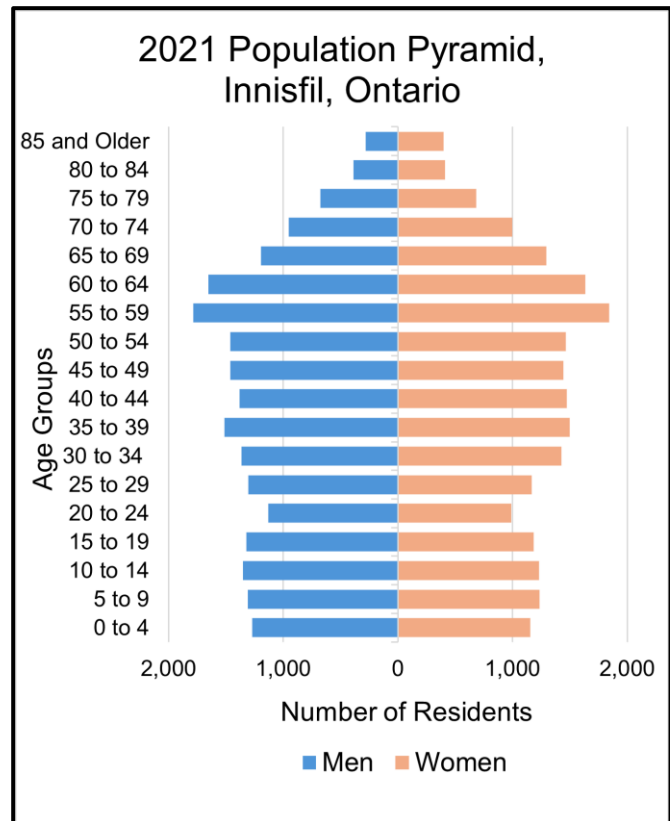


Figure 3. Population Pyramid Describing Innisfil Residents, 2021

highlighted through the population pyramid in Figure 5, trends toward a slightly older population with fewer residents in the 20 – 29 age bracket. More than 16.8 % of Innisfil’s population is aged 65 or older compared to the Ontario total of 18.5%. The median age of all Innisfil residents is 41.6 years, lower than the Ontario median of 42.0 years. In the coming years Innisfil’s population is expected to continue to grow as further housing developments and employment opportunities are introduced. In the following section Innisfil’s future will be explored through a review and discussion of plans, policies, and initiatives.

## 3 Background Document and Policy Review

To inform understanding of plans, policies, and studies that influence transit services in Innisfil, the LTRT Project Team reviewed several documents. This section will address documents through discussion of key findings and planning implications for the Transit Master Plan. Findings from the document review can be grouped into the following categories: planning and policy, regional growth and development, and transportation and transit.

### 3.1 Planning and Policy

This section investigates planning and policy documents related to the Town of Innisfil. These documents were essential to understand the context of transportation, land-use change, and urban development in Innisfil as a whole.

#### 3.1.1 Our Place – Innisfil Official Plan

In January of 2018 the Town of Innisfil adopted a new Official Plan “Our Place”. This document is key to understanding transportation, land-use planning, and demographic change in Innisfil through 2031. It also offers the opportunity to understand the town’s priorities and objectives for development and growth. As of December 2024, the Town of Innisfil has initiated the Official Plan Review process, which is slated to be completed in late 2025. This process is aimed to further align the Official Plan with provincial planning guidance, to collaborate with Simcoe County and municipal partners, to engage with First Nations and community members, and to update the Official Plan’s vision and objectives in line with recent growth. Population and employment targets articulated in the Official Plan will also be made consistent with Simcoe County projections from 2022. Per these projections, Innisfil is expected to reach 84,500 residents and 30,300 jobs by 2051.

Growth in Innisfil is anticipated to be driven primarily by intensification of primary settlement areas with some greenfield development in expanded settlement area boundaries. The plan’s three primary goals – to connect, grow, and sustain – are all supported in Section 5 of the Official Plan where mobility and connection are addressed. Key findings from this section include planned implementation of a GO Station on the Barrie line south of Alcona, consideration for transit-supportive development, and need to establish and support an on-demand transit network. The Plan identifies a transit modal share target of 20% to be met by 2031 and a long-term target of implementing a fixed-route transit network. Maps and schedules provided in the document detail the current urban form of the primary settlement areas and offer a glimpse

of what shape future developments may take across Innisfil. As the Town is currently in the process of reviewing and updating the Official Plan, this TMP will limit references to the 2018 Official Plan.

### 3.1.2 Orbit Potential and Innovation Plan

In February of 2024 the Town of Innisfil adopted the Orbit Potential and Innovation Plan (OPIP). The OPIP is comprised of two complementary plans: the Orbit Secondary Plan and the Orbit Master Servicing Plan. Of primary importance to this TMP is the Secondary Plan. This plan establishes the scope, guiding principles, policies, and proposed physical form of the Orbit – a proposed Master Planned community at the intersection of 6<sup>th</sup> Line Road and Barrie Line tracks southwest of Alcona. At full build out, the Orbit is projected to be home to some 90,000 residents and 20,000 jobs. Due to the scale of development proposed for the Orbit site, completion of the community is not expected until after the 2090s. In the medium term, 25,000 residents and 5,000 jobs are expected by 2051. Development at the Orbit site is driven by five core goals: sustainable community, 15-minute neighbourhoods, higher-quality density, an insightful urban-rural community, and achieving a sense of place. These principles inform a neighbourhood with a mix of residential, employment, recreational, and social uses centered around a high-density pole at the future GO Station. Though the Orbit is long-term in scope, introduction of critical details like density targets, the street network and design, modal share targets, and transit provision are important inputs for the LTRT Project Team to consider as they will inform future transit service demand and network structures at the Orbit site and across Innisfil.

### 3.1.3 Integrated Sustainability Master Plan

In October of 2024 the Town of Innisfil adopted the Integrated Sustainability Master Plan. This document provides guidance in advancing the town’s efforts to minimize climate impacts and to adapt to climate changes through resilience and environmental stewardship. The Plan addresses the connection between mobility mode choice and environmental impact, recognizing that transit and active transportation are modes that reduce climate impacts. However, as Innisfil Transit is operated by a third-party, the Plan acknowledges that no recommendations or actions can be taken to mitigate emissions and other climate impacts associated with Innisfil Transit vehicles. In the future, bringing Innisfil Transit under municipal operation could be pursued to ensure a greater level of control for in mitigating adverse environmental impacts associated with the transit system.

### 3.1.4 Economic Development Strategic Plan 2024 – 2026

In 2024 the Town of Innisfil adopted the 2024-2026 Economic Development Strategic Plan. This plan, with a concise two-year timeframe, outlines strategies the town can implement in the near term to ensure continued economic success, workforce development, and population growth. The plan underscores the significance of workforce development and employment growth, highlighting the necessity for residents to have access to mobility solutions, particularly public transit. It emphasizes the importance of connecting communities and key destinations, such as the City of Barrie, as objectives for the Town of Innisfil and Innisfil Transit. Although the short-term duration of the Economic Development Strategic Plan may limit the

immediate realization of these priorities, they remain important targets to work towards throughout the Transit Master Plan's lifespan.

### 3.1.5 Environmental Assessment Act

The Environmental Assessment Act is intended to identify and reduce potential adverse environmental impacts associated with large scale physical infrastructure projects. In many cases large transit infrastructure projects such as the construction of GO Train Stations, for instance, environmental impact assessments are recommended. However, this transit master plan, as a long-range strategic document, does not contain any specific infrastructural investments or recommendations that require an environmental impact assessment to be conducted. Environmental assessment may be required for Innisfil Transit infrastructure projects in the future, this should be considered by Town Staff in the planning phase.

## 3.2 Transportation and Transit

### 3.2.1 Simcoe County Transportation Master Plan

At the Regional level, the Simcoe County Transportation Master Plan is the guiding document which provides insight into the current and future state of transportation in Simcoe County. This document, released in 2023, establishes the goal of having a viable and connected transit system in Simcoe County that works for both local and county-wide trips. Recommendations for transit respond to needs for better integration between transit providers, connectivity across Simcoe County, and increased funding to make transit a viable option for all residents. Beyond these high-level aspirations, this plan does not provide guidance or recommendations on specific actions that can be taken to improve transit in Simcoe County or the Town of Innisfil. Nevertheless, this guiding document provides useful input to the development of the Innisfil Transit Master Plan, offering insight into the current and future state of transportation in Simcoe County.

### 3.2.2 Town of Innisfil Transit Feasibility Study

In Fall 2015, the future of public transit in Innisfil was advanced through the Town of Innisfil Transit Feasibility Study. This document builds off the groundwork done by DSR-105-13, a 2013 Town of Innisfil staff report covering peer municipalities and public transit options. The staff report recommended Council to pursue allocation of funding to support public transit and to contract Barrie Transit to operate transit services in Innisfil. Though these recommendations were not actualized, this staff report became the foundation for further study of the potential for a future public transit service in Innisfil.

Released two years after the staff report, the 2015 Town of Innisfil Transit Feasibility Study took a comprehensive approach to examining the potential for transit in Innisfil, incorporating review of plans and policies, public engagement, review of peer transit agencies, and a transit service market assessment. The Study provides recommendations over both a short term five-year and long-term horizon, examining several options for transit in Innisfil and delving into details like operations, staffing, service delivery models, and finance.

This study recommended that transit in Innisfil be implemented through a contracted service delivery model in the short and long term. The Transit Feasibility Study is a foundational document that assesses and guides implementation of Transit in Innisfil, ten years later it remains an important background document for the Transit Master Plan.

### 3.2.3 Innisfil Transit and Social Outcomes

In Spring of 2020 Toronto Metropolitan University (then Ryerson University) Staff published a report that aimed to understand the social outcomes of Innisfil Transit as delivered through a partnership between the Town of Innisfil and Uber. The report used a demographic and travel satisfaction survey with more than 700 respondents to gather information about the mobility needs and transit-use habits of Innisfil residents. Survey questions aimed to investigate the Uber service delivery model through the lens of equity and social outcomes. Results of the study are summarized below:

- Innisfil Transit expands access to on-demand transit across household income levels and introduces a subsidized mobility option for residents without access to a vehicle.
- The most common trip purpose for Innisfil Transit users is social trips.
- 70% of Innisfil Transit users are happy or very happy with the service, seniors are also likely to report a higher level of satisfaction.
- About 33% of survey respondents would be willing to use the fixed-route transit service options introduced by the Town of Innisfil Transit Feasibility Study.

These findings suggest that the partnership between Uber and the Town of Innisfil is meeting many residents' mobility needs. However, the analysis was not conclusive on service equity, requiring additional research to develop the Transit Master Plan. The travel satisfaction survey completed as part of the Innisfil Transit and Social Outcomes report will be referenced when developing survey questions to explore opportunities for longitudinal comparability. The analysis and findings presented in the document are also useful to understanding how future Innisfil Transit options may better achieve desired social outcomes like equity, affordability, and access.

### 3.2.4 Innisfil Transit System Performance

Following the Innisfil Transit and Social Outcomes report, Toronto Metropolitan University staff released the Innisfil Transit System Performance report. This document aimed to analyze and describe the performance of Innisfil Transit in the first years following introduction of the service and provided commentary on how Innisfil Transit compared to the previously proposed fixed-route bus system. The report identifies six key takeaways which can be used to understand how the service has developed following its introduction in 2017. The key takeaways are described below:

- Municipal subsidy is highest on the individual resident and trip level in rural portions of Innisfil. Travel demand is concentrated in the urban areas of Innisfil.
- Innisfil Transit's microtransit service delivers significantly higher accessibility to jobs and destinations than the proposed fixed-route bus system.

- The municipal cost per passenger trip for Innisfil Transit is similar to the cost of a fixed-route bus network in a municipality of similar population.
- 37% of Innisfil Transit trips taken over the study period took place at a time when the proposed fixed-route bus system would not have been in operation.
- Innisfil Transit ridership is correlated with population density.
- The Innisfil Transit and Uber partnership provides service to low-density areas at a relatively reduced municipal cost.

These findings are key inputs to the Transit Master Plan process, as they provide insight into the performance of the Innisfil Transit system in its early years. Analysis and statistics can also be compared to further analyses conducted as part of the Transit Master Plan process to determine trends and to forecast how Innisfil Transit can best address future change.

## 4 Innisfil Transit

### 4.1 Service Analysis

Innisfil Transit, a service managed and supported by the Town with service delivery contracted to Uber, has generally delivered a high-quality customer experience, with impressive ridership growth and strong community support. The service has set a strong benchmark in transit provision, offering an exceptional level of service for a transit system. However, despite these successes, there are several challenges, particularly regarding access, affordability, equity, and cost-effectiveness. The current fare structure and service policies creates inefficiencies and inequities, with some geographic areas and types of trips being subsidized disproportionately. While Uber's model is highly cost-effective for services with low demand or limited ability to pool trips, it becomes less efficient for high-density trips or significant point-to-point travel. Additionally, access issues persist, and there is limited transparency around the Uber algorithms used to determine pricing, service delivery, and passenger expectations. These concerns suggest that, while Innisfil Transit provides valuable service, alignment with municipal goals could be further improved.



**Figure 4. Key Service Findings**

### 4.1.1 An Introduction to Uber Service Provision and Cost Determination

Uber is a ride-hailing service that connects riders with drivers, using an algorithm that typically considers factors like trip distance, travel time, and supply-demand balance. As a private company that depends on its algorithms for a competitive edge, Uber could only share limited information about the proprietary features of its operations. Consequently, there is limited transparency regarding the specific parameters of Uber’s pricing algorithm, which may also account for factors like deadheading. Innisfil Transit operates as a non-dedicated service on Uber’s Pool model, which allows passengers to share rides with others heading in the same direction to reduce costs. As a non-dedicated service, Uber drivers also take on non-transit trips, encouraging a larger pool of drivers, which helps reduce deadheading, improve service quality, and

potentially lowers cost. The service is planned to transition to the UberX Share model, which promises a more efficient routing algorithm.

Fares for Innisfil Transit rides are subsidized to varying degrees throughout the municipality, but the lack of transparency into Uber's costing and service algorithms limits Innisfil's ability to have input on balancing service quality—such as wait times and direct routes—with cost-efficiency through trip pooling. Uber's Pool model seems to prioritize minimizing wait times and offering direct routes rather than focusing on trip pooling, which is designed to reduce fares. For instance, an observed trip from Nantyr Shores Secondary School (1146 Anna Maria Avenue) to John's No Frills (2211 20<sup>th</sup> Sideroad) showed that the UberX fare was \$7, while the Innisfil Transit fare was \$10, with a \$4 subsidy, making the passenger's cost \$6.

In this scenario, Innisfil Transit's total trip cost is \$10 while UberX fare is \$7. However, according to Uber's advertised pooling model, the Innisfil Transit cost should be lower, particularly in areas with higher trip density, as it is a ride pooling service. However, UberX, a private trip service, has an overall lower cost. This suggests that pooling may not be receiving the emphasis it was intended to, raising concerns about the efficiency and cost-effectiveness of the current service model. This discrepancy also raises concerns about the lack of municipal oversight of Uber's pricing and service decisions, particularly in how costs are determined and whether they align with municipal goals. Without better transparency into these algorithms, it is difficult for Innisfil to ensure that the Uber algorithm is properly calculating fares. Furthermore, Uber has limited incentive to improve the cost-efficiency or pooling of Innisfil Transit trips in the short term, as such improvements would reduce their per-trip revenue, with only a marginal impact on overall ridership.

#### 4.1.2 Fare Structure

Innisfil Transit subsidizes the Uber cost depending on the origin or destination of a trip. Trips to or from approximately 10 hub locations are categorized into \$4, \$5 and \$6 passenger fares. Lower \$4 fare hubs are found in the largest settlement of Alcona with fares increasing for hubs farther from Alcona. For all other non-hub trips within Innisfil, a \$4 fare subsidy is provided for the cost of an Uber Pool trip. Figure 7 shows the fare structure graphic from the Innisfil Transit website.

The hubs tend to have greater orientation towards trips intended for regional transit connectivity, recreation and culture and industrial employment. The intent of the hub fare structure is to help limit the municipal cost of transit provision, while providing affordable transit fares for most trips. Hub selection seems to have resulted from an assessment of what would be higher demand locations.



Figure 5. Innisfil Transit Hub Locations

Innisfil’s hub fare structure is relatively unique within the transit industry. The structure has significant implications for the distribution of ridership, travel patterns, service efficiency and equity.

Innisfil Transit also has the Fair Transit program that provides a 50% discount for eligible low-income residents to help support equity goals.

#### 4.1.3 Customer Experience Analysis

The customer experience for Innisfil Transit is strong with a service quality that more closely relates to that of a ride hailing provider rather than a transit provider. However, there are also some customer experience challenges particularly around access and affordability.

## *Transit Access*

In many ways, Innisfil Transit provides exceptional transit access, particularly for a community with dispersed settlements and large tracts of rural areas that have been traditionally hard to serve with transit. The service is particularly notable in its ability to provide door-to-door service, which is rare in most transit systems, even for places with robust on-demand service. Most transit systems require passengers to walk up to 400m to a transit stop. The level of access in Innisfil is typically reserved for specialized transit users or those with limitations that prevent them from using conventional transit services.

## *Span of service*

Another standout feature of Innisfil Transit is its 24/7 service availability. Providing round-the-clock transit service is uncommon, particularly in smaller communities, and is usually only offered by larger transit agencies.

## *Access Limitations*

While Innisfil Transit provides broad access, allowing trips to and from any location in Innisfil at any time of day and on any day, there are some limitations for certain users:

- **Unfulfilled Trips:** According to Uber, 89.5% of trip requests were fulfilled from January 2024 through October 2024. This rate has steadily improved since Innisfil Transit's launch, reflecting an increase in the number of available drivers. On-demand services often experience some level of trip denials, which is typically a downside compared to fixed-route services that are better equipped to fulfill a greater proportion of trip demand.
- **Accessible Vehicles:** Passengers requiring accessible vehicles are unable to use the Uber service and must instead rely on Barrie-Innisfil Taxi, which requires booking 24 hours in advance. This is a limitation compared to the on-demand nature of Uber service.
- **Trip Caps:** Users are restricted to 30 one-way trips per month, with a possible increase to 50. Trip caps are rare in the transit industry, where many agencies encourage more frequent use through passes or fare capping. These restrictions limit transit use for those who rely on it most, especially equity-deserving groups who may need more frequent access.
- **Group Travel:** Riders are restricted to booking trips for a maximum of two people per ride. This limitation not only affects larger groups, but particularly impacts families with young children, as each young child must travel with an adult. It also reduces the efficiency of trip pooling, increasing costs per trip. However, this issue is expected to be addressed with the introduction of UberX Share technology and the Town's Multiple Youth-based Voucher Pilot.
- **Youth Restrictions:** The Uber platform restricts riders under 18, though a workaround exists for teens aged 13-17, allowing them to use UberX with parental consent. However, children under 13 still cannot use the service without an adult present.

- **Tech and Payment Barriers:** The Uber service requires a credit card and familiarity with the app, which can pose challenges for users without a credit card or those with limited tech literacy. While the GoGo Grandparent service provides a phone-based booking alternative, it remains an access limitation for some users. Additionally, customer and public engagement feedback has highlighted frustration with errors in the Uber app, such as the recent elimination of teen fares and fare discrepancies.

### ***Areas Served***

Innisfil Transit provides robust coverage within the town, offering door-to-door service throughout Innisfil, and to the Barrie South GO Station. This broad service area is impressive when compared to other similar communities, allowing passengers to access not only all of Innisfil but also regional transportation options.

### ***Connectivity***

Innisfil Transit is well connected to the broader region, especially through its integration with GO Transit. The service links to the Barrie South GO Station on the Barrie line, which connects to Barrie Transit and provides access to the Greater Toronto Area (GTA) and downtown Toronto. Travel to and from Barrie is a dominant travel pattern for Innisfil, and with continued development near the town's border, this connection will only grow in importance. GO Transit also operates an infrequent bus route along Yonge St. with stops at major intersections.

According to Innisfil's published fare policy, trips outside Innisfil apart from Barrie South GO, should not be covered under Innisfil Transit. However, trips do seem to be delivered just outside the Innisfil boundary and to/from Bradford GO. It is unclear why these trips are occurring and the actual practices for cross-boundary trips.

Simcoe County LINX is set to bolster regional travel by launching a new fixed route this year, connecting Barrie South GO and Bradford GO via Innisfil. This route is designed to provide extensive connectivity throughout Innisfil. The fixed route will be supported by LINX Plus+ which will provide specialized transit within 1km of the fixed route. Other future connection opportunities include BWG Transit, where transit service is planned to be expanded to the Innisfil boundary by 2031 in the form of on-demand service.

Stakeholders and the public have identified a lack of cross-boundary connectivity as a current issue. Diverse connectivity into Barrie is a particular concern. For example, current trips between Innisfil Heights and Barrie require a large detour for most trips to the Barrie South GO Station rather than a more direct connection.

### ***Travel Times***

According to Uber, the average trip duration in 2024 was 14 minutes, with an average trip distance of 11.5 km. This is comparable to private car travel, indicating that Innisfil Transit often provides quicker and more direct trips than other on-demand or fixed-route services. This represents a high level of service quality for customers.

## Affordability

Passenger fares covered an average of 32% of Innisfil Transit’s total operating costs in 2024, which is relatively high compared to peer communities. Additionally, the fare-to-cost ratio varies significantly depending on the origin and destination of the trip. In many areas, passengers are paying more than 50% of the total trip cost, with fares reaching up to 90% of total costs in certain cases. Figure 8 shows the average passenger fare to cost ratio relative to the origin of a trip. For example, the highlighted areas in Figure 8 shows that trips originating in the northeastern part of Stroud are less subsidized (passengers pay 80% to 90% of costs) than trips originating in the northwest of Cookstown (passengers pay 10% to 20% of costs). High fares can discourage travel or place a financial burden on certain users, especially those in lower-income or equity-deserving groups.

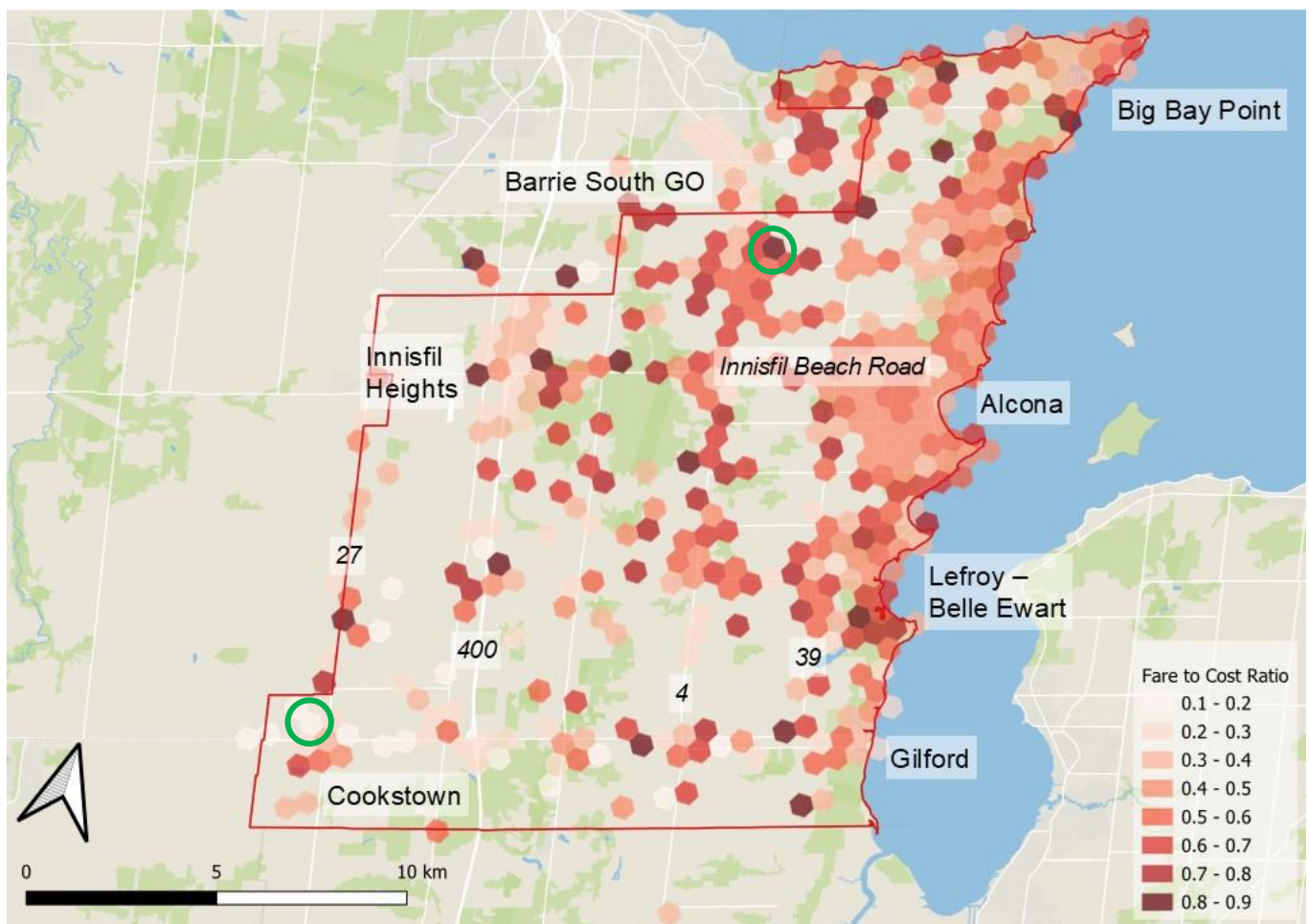


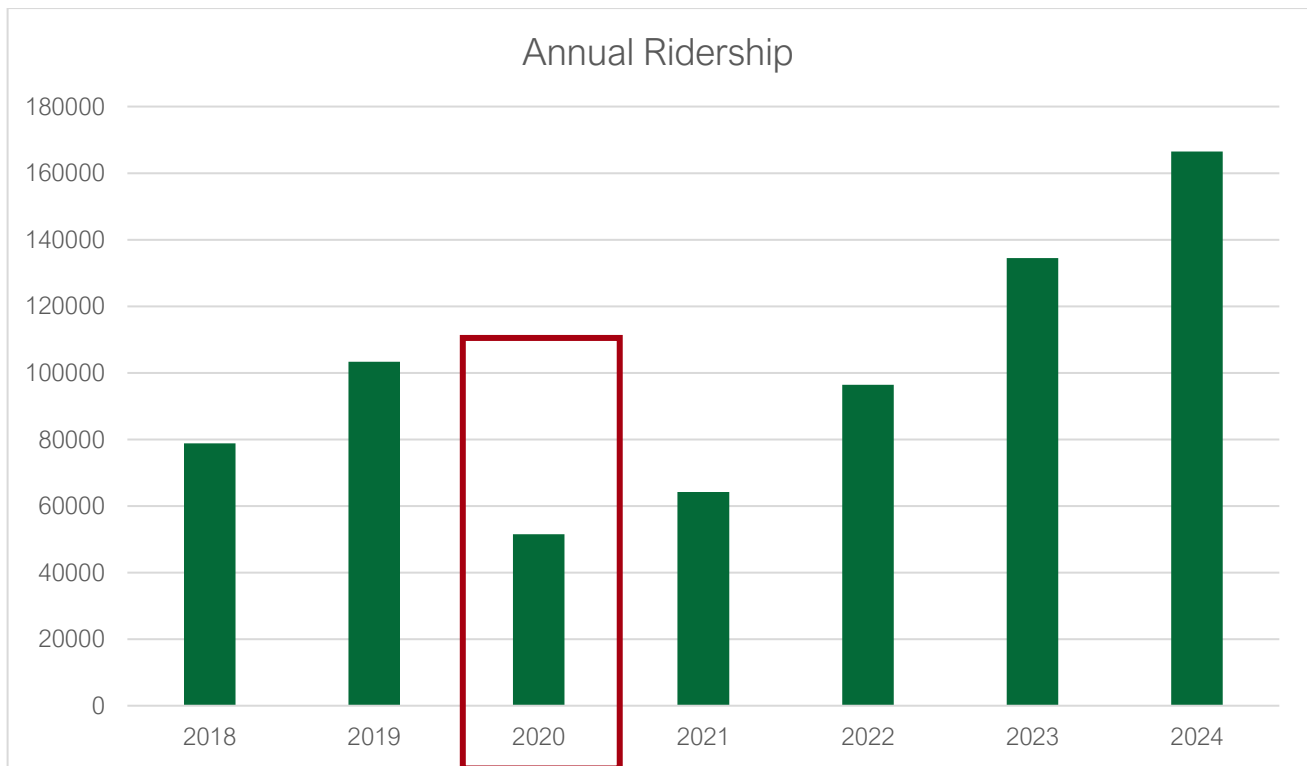
Figure 6. Fare-to-Cost Ratio Map

In summary, while Innisfil Transit provides excellent access and a high level of service, there are several areas that require attention, including trip limitations, affordability concerns, and improving connectivity across boundaries. The high level of service as well as the innovative nature of the service has likely contributed to what seems to be strong community support for the Innisfil Transit service. An indication of that support is the significant growth in transit funding that is explored in more detail in Section 4.2 Financial Performance.

## 4.1.4 Ridership

### *Historical Patterns*

Innisfil Transit’s ridership trajectory has been impressive. Except for the pandemic-related decline from 2019-2020, year-over-year ridership growth has averaged 34%. Growth is potentially slowing slightly as 2023-2024 growth has been the lowest growth at 24%<sup>1</sup> outside of 2019-2020. The impressive growth rate is likely attributable to the high level of service quality provided that has also improved over time due to greater driver attraction. Figure 9 shows annual ridership since the inception of Innisfil Transit.



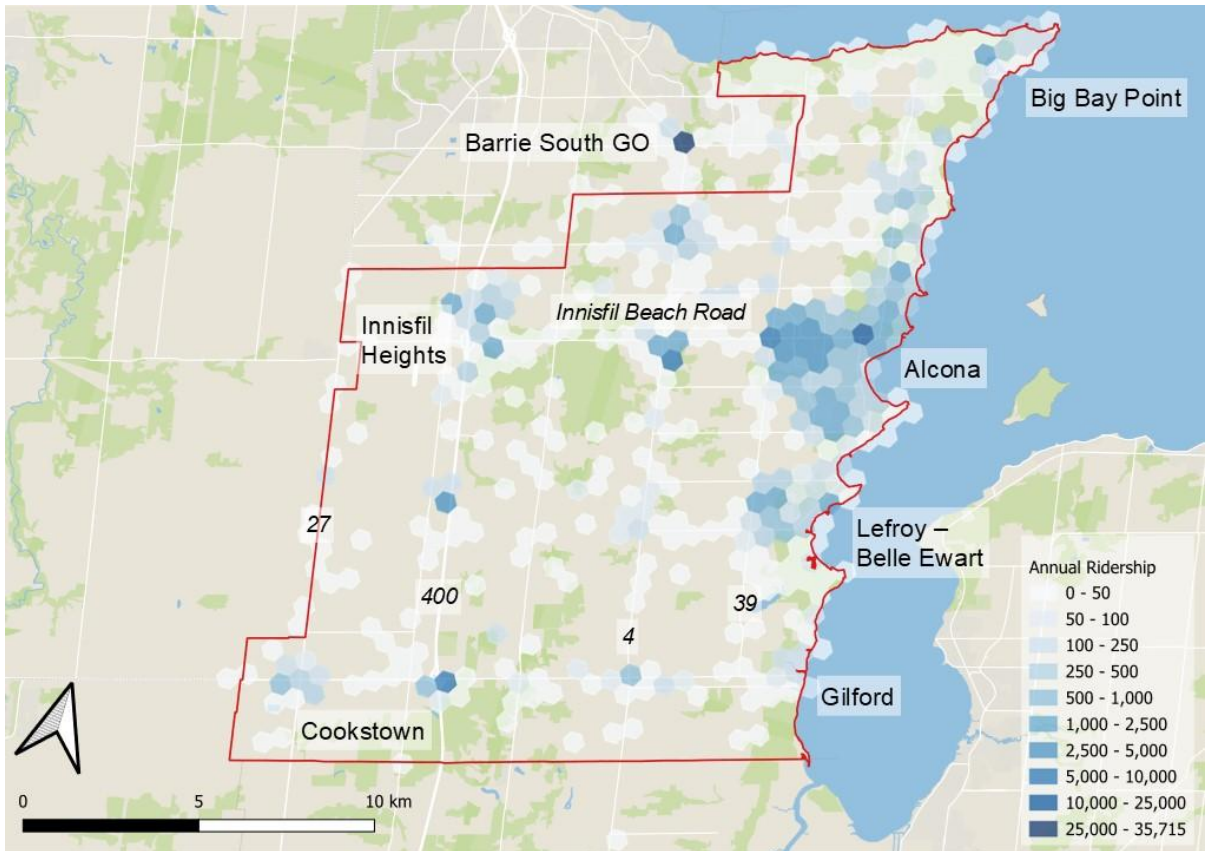
**Figure 7. Historic Annual Ridership (Start of the pandemic is outlined in red)**

### *Spatial*

The spatial dispersion of Innisfil ridership is related to concentrations of population and employment but also to the designation of hubs in the fare structure. The distribution of annual ridership from origin location is shown in Figure 10.

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<sup>1</sup> Table ridership is based on November 2023-October 2024, which was the data available during the development of this background report. 2024 total ridership was 172,868.



**Figure 8. Annual Ridership (Trip Origin) Map**

The Barrie South GO Station is the single largest point of ridership, with approximately 36,000 annual trips departing there, compared to the 2<sup>nd</sup> highest demand point, the Innisfil ideaLAB and Library (Lakeshore Branch), which has 12,000 annual trips. Barrie South GO’s high ridership is partly due to its role as the only official transfer point to Barrie, connecting to Barrie Transit and Innisfil’s strong suburban commuter connectivity with Barrie. In general, all hubs represent significant sources of ridership.

Across a broader area, Alcona is the largest source of ridership for Innisfil Transit. Ridership is focused along Innisfil Beach Rd. from 20<sup>th</sup> Sideroad to Sideroad 25. This high ridership area also extends into the neighbourhood southwest of Innisfil Beach and Jans Blvd that is relatively higher density.

The Cookstown Outlet Mall, Lefroy, Sandy Cove Acres, the Innisfil ONroute, Stroud, Cookstown and Friday Harbour represent other non-hub locations with significant sources of ridership.

Figure 11 displays a sample of the current ridership travel patterns showing the connections between origins and destinations. Trips within Alcona are shorter on average and dispersed. There is a strong east-west travel pattern along Innisfil Beach Rd. that is most heavily concentrated along Innisfil Beach Rd. from 20<sup>th</sup> Sideroad to Sideroad 25, with strong demand also extending out to the Innisfil Recreation Centre. Travel between Alcona and Barrie South GO is another large travel pattern.

Travel to and from the southwest of Innisfil is much less dispersed with a strong point to point pattern with significantly longer average trips. The point-to-point pattern between the Cookstown Outlet Mall and Barrie South GO is particularly notable.

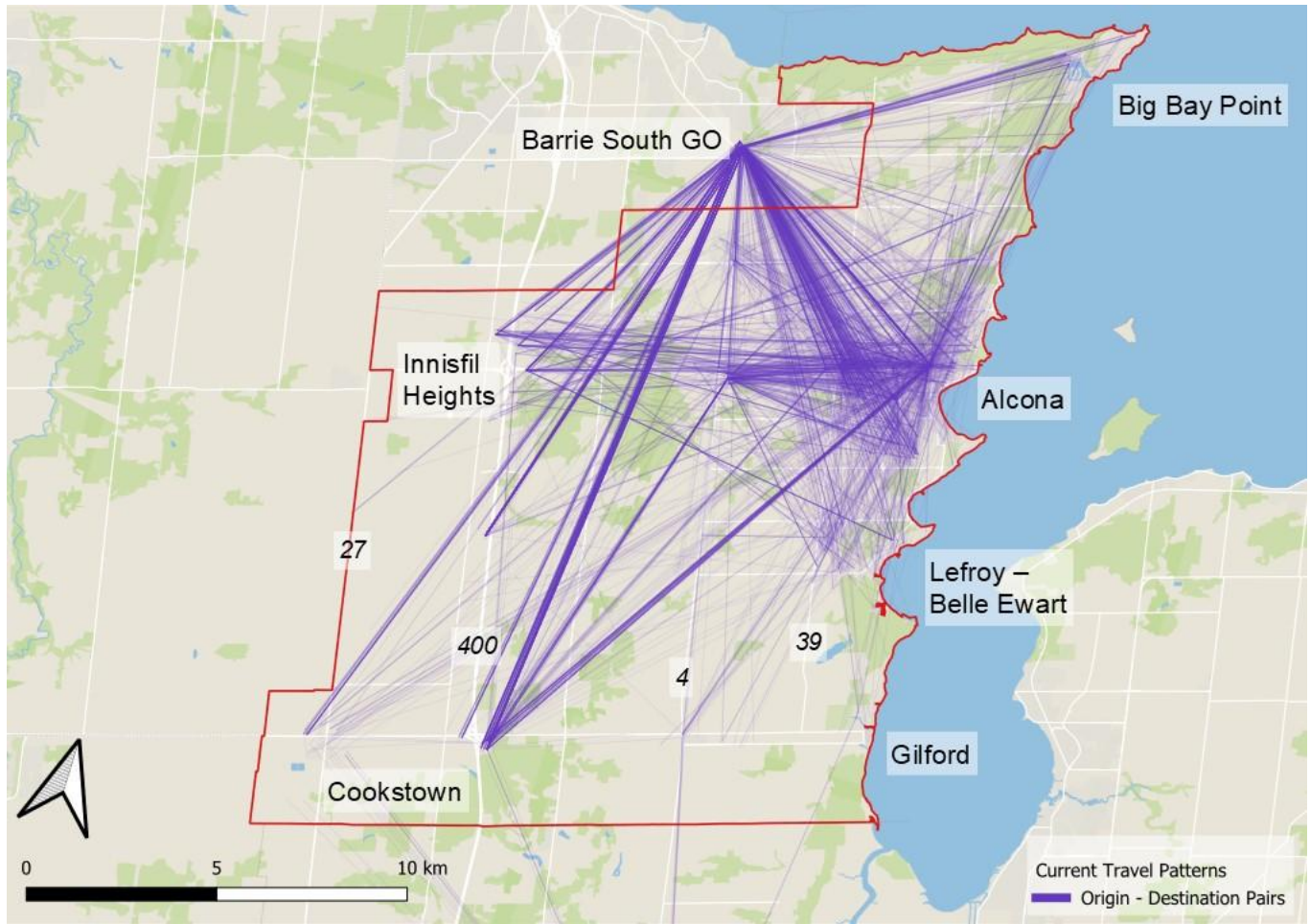
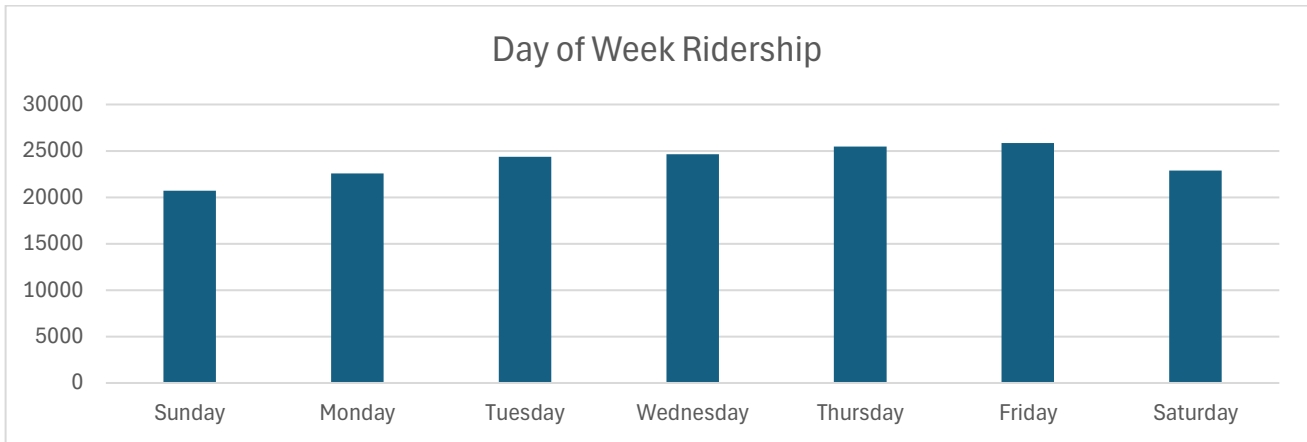


Figure 9. Travel Pattern Map

### Temporal

Ridership shows only moderate day-to-day variation throughout a week. Figure 12 displays day of week annual ridership. Sunday is the lowest ridership day and ridership slowly grows throughout the week before peaking on Friday.

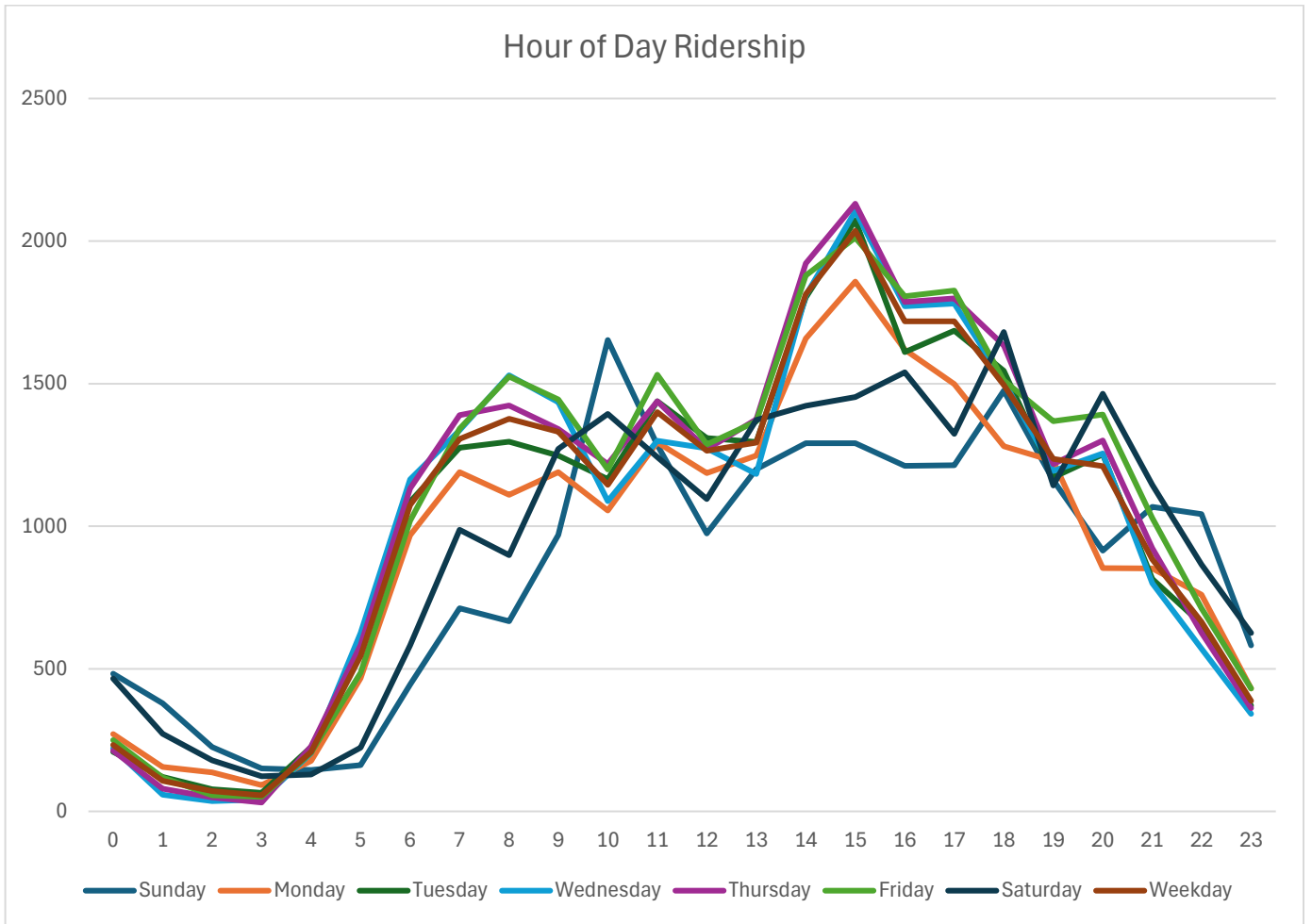


**Figure 10. Ridership by Day of the Week**

Weekday hourly ridership peaks during standard afternoon commuter peak times, starting at 3pm for weekdays and remaining high relatively late into the afternoon. In the morning, two much smaller double peaks occur at 8am and another at 11am that are roughly equivalent to the demand at 8pm. Ridership patterns for Tuesday-Friday are comparable. Monday has noticeably more consistent ridership throughout the day with less peaking occurring.

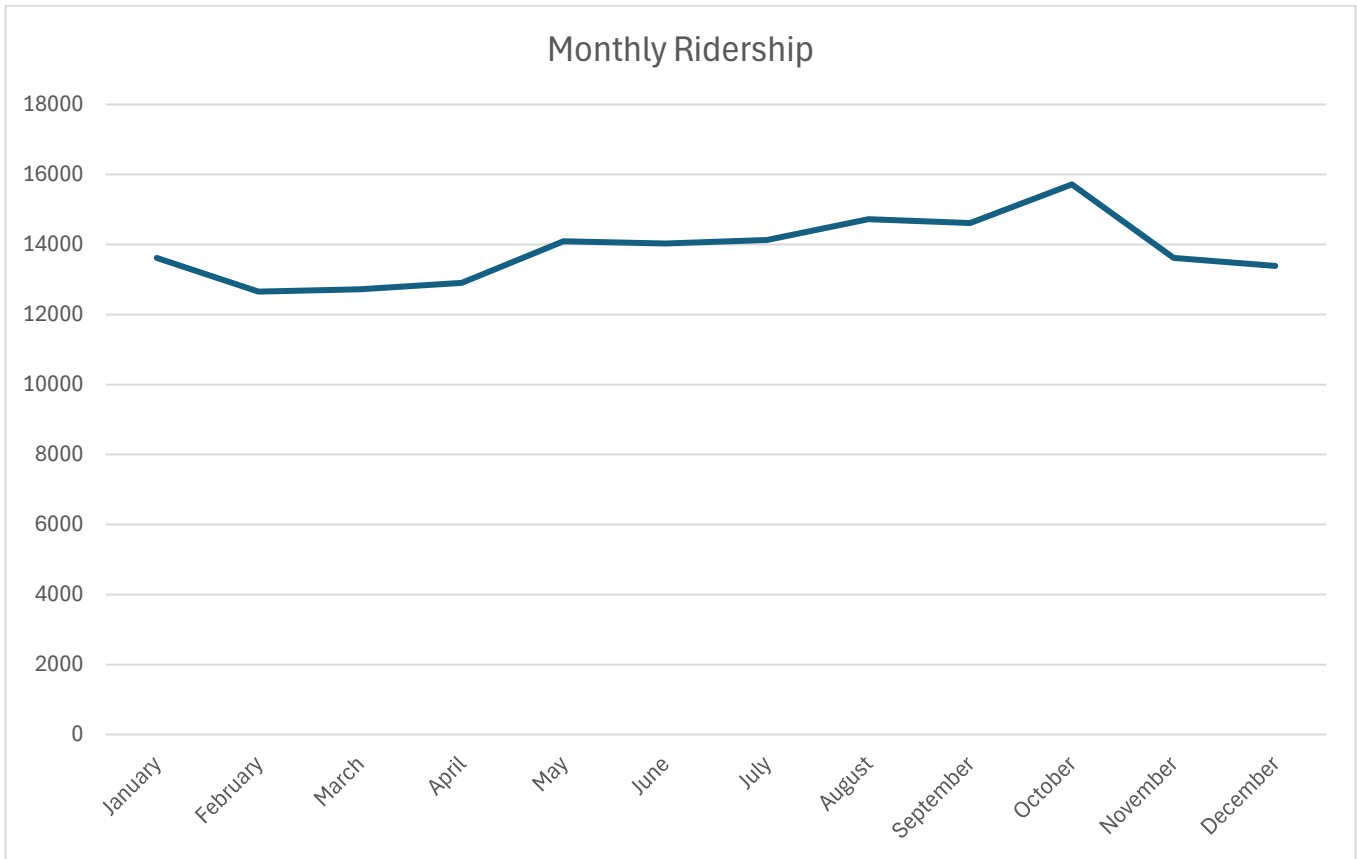
Weekend ridership displays a more gradual increase from early morning to a small peak at 6pm. Generally, overnight ridership is considerably lower than daytime ridership. Between 9pm and 4am, weekend ridership is greater than weekday ridership.

The cost of overnight service is slightly higher than during the daytime, potentially due to a lower supply of drivers. The average cost per km between midnight and 5am is \$3.93 compared to \$3.75 during other times.



**Figure 11. Ridership by Hour of Day**

Innisfil transit ridership shows limited seasonal variation. Over the past year, ridership was higher in the fall and lower in the late winter and early spring. However, this variation could be attributed to the general ridership growth trend.



**Figure 12. Monthly Ridership**

***Fare Structure and service policy creates some cost and service inefficiency***

The current fare structure and service policies with Innisfil Transit lead to inefficiencies in both costs and service. One key issue is the two-tiered fare system, which charges different fares based on trip characteristics, and significantly impacts ridership patterns.

Like any service, the price passengers pay for transit, and how that compares to the cost of alternative transportation (like driving), directly affects their choice to use transit. In Innisfil, however, what passengers pay—and how that compares to the cost of alternatives—varies widely depending on where they’re traveling. This variation influences where people choose to ride and how trips are made, ultimately driving up municipal costs and reducing efficiency.

A key way to measure how much passengers are paying compared to the total cost of providing the service is the fare-to-cost ratio. With Innisfil Transit, this ratio is also reflective of what passengers are paying relative to what they would pay for an alternative transportation option. This is because the cost of providing Innisfil Transit through Uber Pool is closely tied to trip length, much like the cost of driving a private car.

The fare-to-cost ratio is highly variable across Innisfil as shown in Figure 6. For trips with the flat municipal subsidy, shorter trips are subsidized to a greater degree than longer trips. For example, central Alcona has more non-hub travel, but since these trips tend to be shorter, the fare-to-cost ratio is moderate. In areas surrounding central Alcona, there is still a sizable amount of non-hub travel to central Alcona but with longer trips. The result is these areas are the least subsidized and have the highest passenger fares to total cost. Farther out, such as in Cookstown, almost all trips are to or from hubs, as the high fare-to-cost ratio

for non-hub trips discourages travel to those areas. Because trips to hubs are typically long and use a flat fare, these trips receive more subsidies and have very low fare-to-cost ratios.

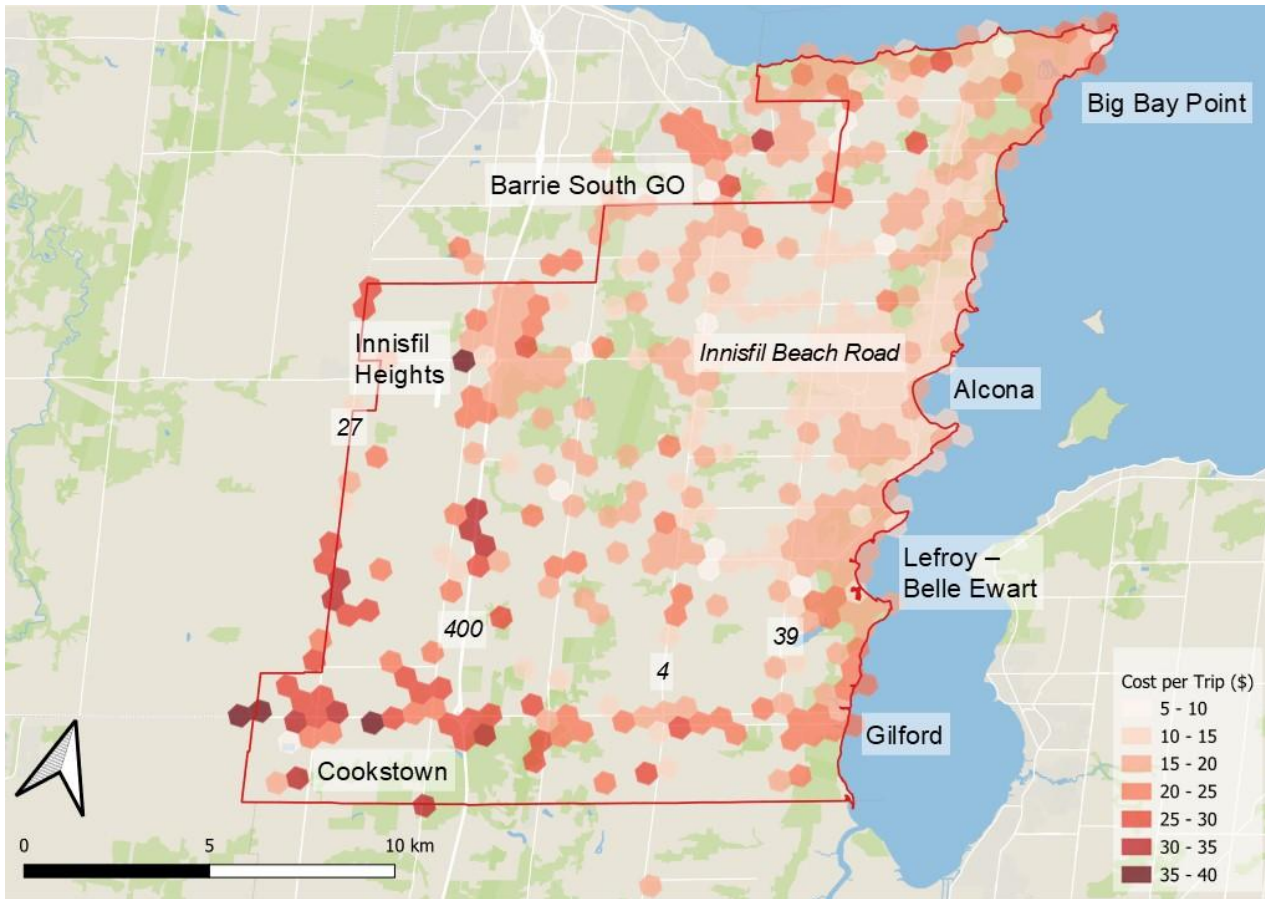
Lower passenger fares and lower fare-to-cost ratios generally lead to higher demand. When the municipal subsidy covers a larger share of the cost (resulting in a lower fare-to-cost ratio), more people tend to use transit. On the other hand, in areas where passengers pay a higher portion of the cost, demand is typically lower.

This pattern appears to be happening in Innisfil. For example, ridership at hub locations is much higher than expected, likely due to the significant subsidies for trips to and from these hubs. In other communities, major retail destinations like grocery stores or shopping centers are the primary drivers of ridership, but in Innisfil, these locations attract only moderate ridership.

The wide variation in Innisfil's fare structure—where fares are not aligned with the actual cost of service—means that demand does not reflect the true need or value of the service. As a result, the system unintentionally encourages more trips that are more expensive to deliver, leading to increased costs for the municipality.

In the southwest of Innisfil, where trips are the longest, the fare-to-cost ratio is the lowest, and the average trip cost is the highest—generally over \$25 per trip. In comparison, trips around central Alcona cost between \$10 and \$15.

Figure 13 shows the cost per trip across Innisfil. When comparing the trip cost map to travel patterns, it is clear that longer trips tend to cost more.



**Figure 13. Total Cost per Trip**

Low fare-to-cost ratios encourage more trips, but these trips do not always match where trip pooling would be most efficient. In Alcona, higher trip density makes pooling easier but the area only has moderate fare-to-cost ratios. In southern Innisfil, low-density areas with scattered demand make pooling difficult but fare-to-cost ratios are lower. This mismatch creates lower service efficiency and raises costs, contributing to an inequity of service across Innisfil.

The two-tier fare system not only impacts demand but also influences passenger behavior. Anecdotal evidence suggests that many passengers traveling long distances to non-hub locations first book a trip to a hub and then book a second trip from the hub to their final destination because it costs them less. This theory is supported by the fact that a large proportion of longer trips outside Alcona are to or from a hub. This behaviour increases transportation costs because Uber charges more for the added distance, time, and an additional base fare. As a result, service efficiency declines and the trip duration for passengers increases.

This structure results in municipal costs being concentrated around hub locations, particularly those on the outskirts, where longer trips are common.

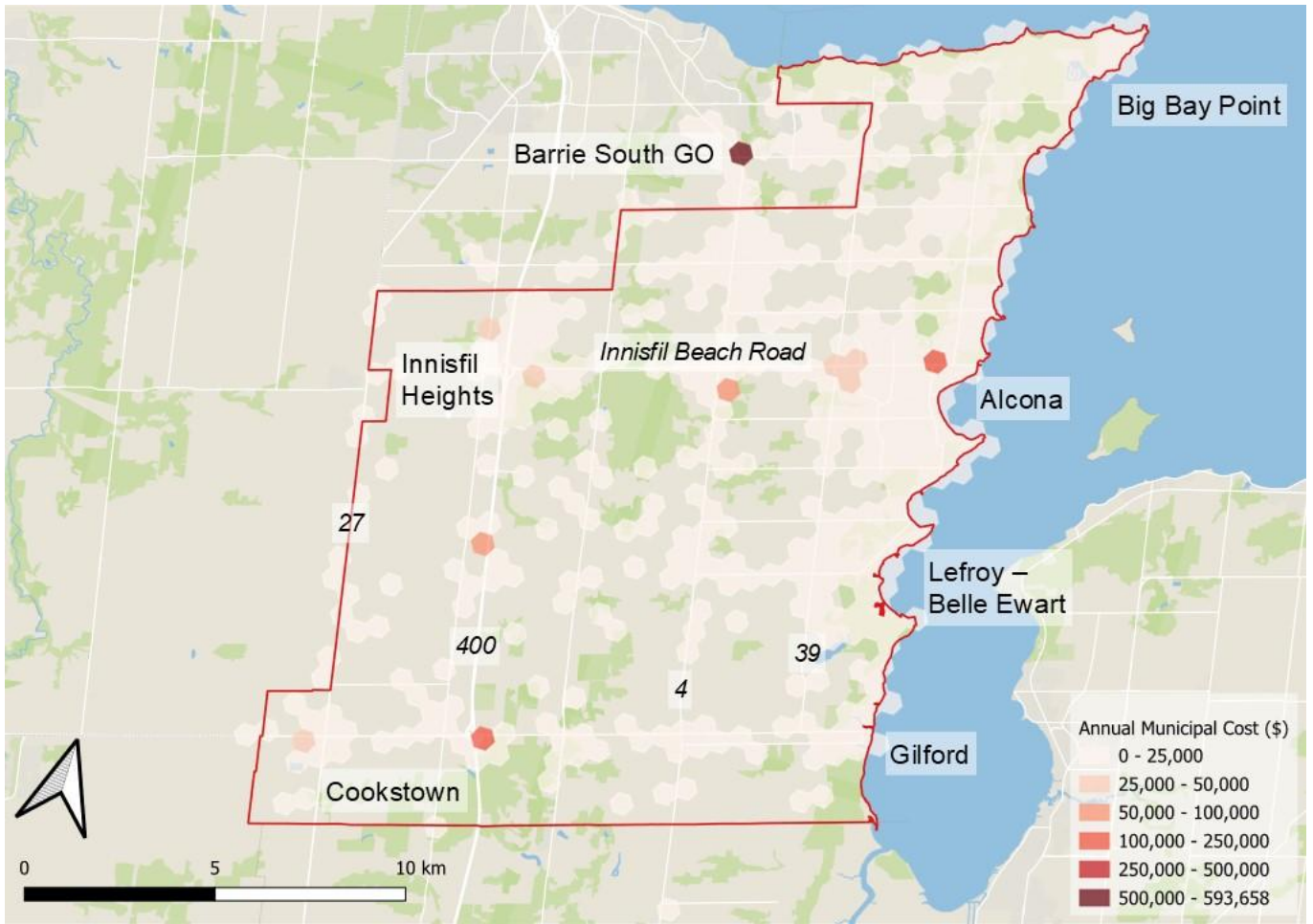
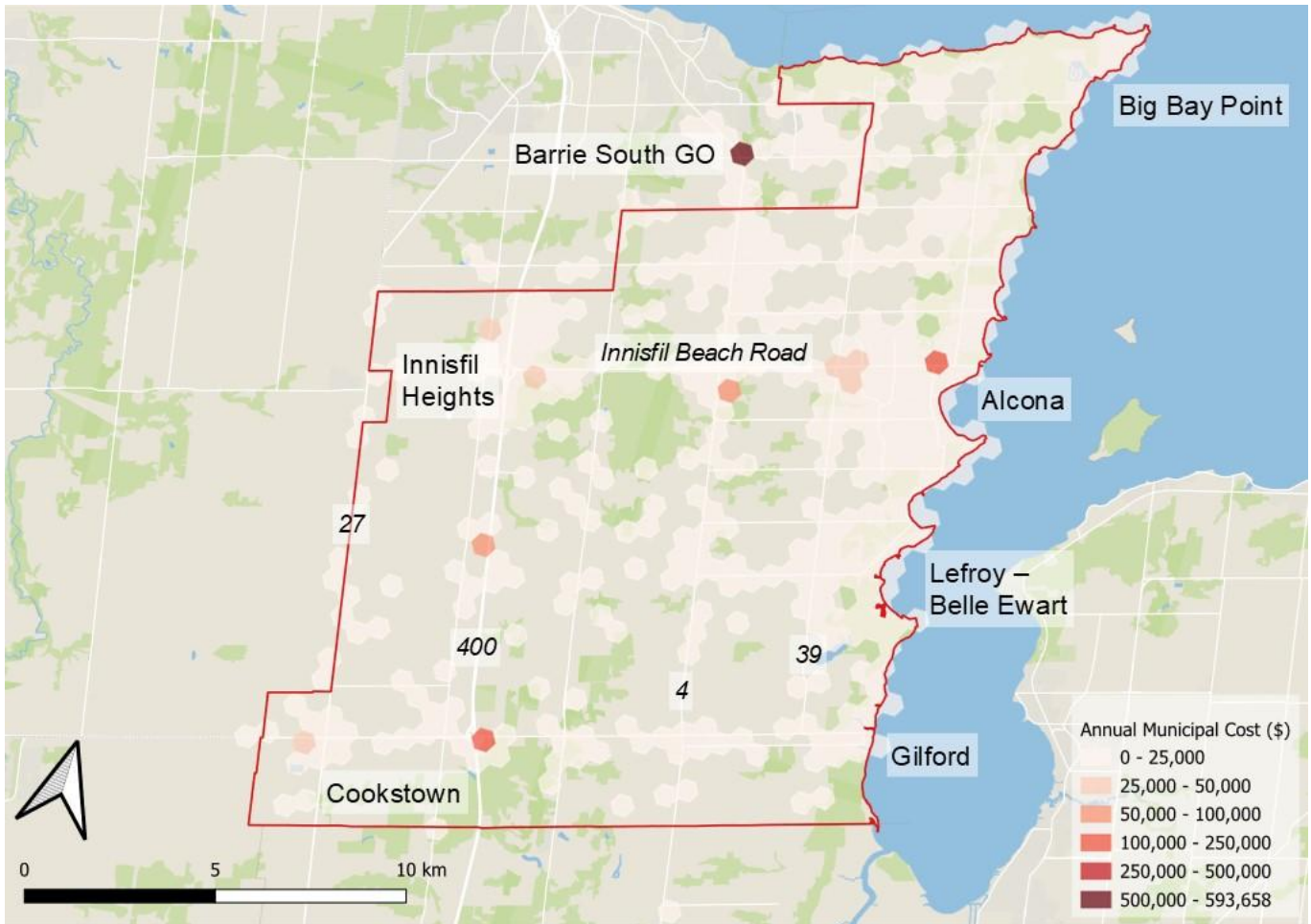


Figure 14 shows the distribution of annual municipal costs by trip origin. Barrie South GO is a major source of ridership, and since it is located outside of Innisfil, it attracts longer, more expensive trips that are heavily subsidized. As a result, both demand and trip costs are higher. In fact, municipal costs for trips to and from Barrie South GO account for about \$600,000 annually. The Cookstown Outlet Mall comes next at just over \$200,000, with most trips heading to Barrie South GO.

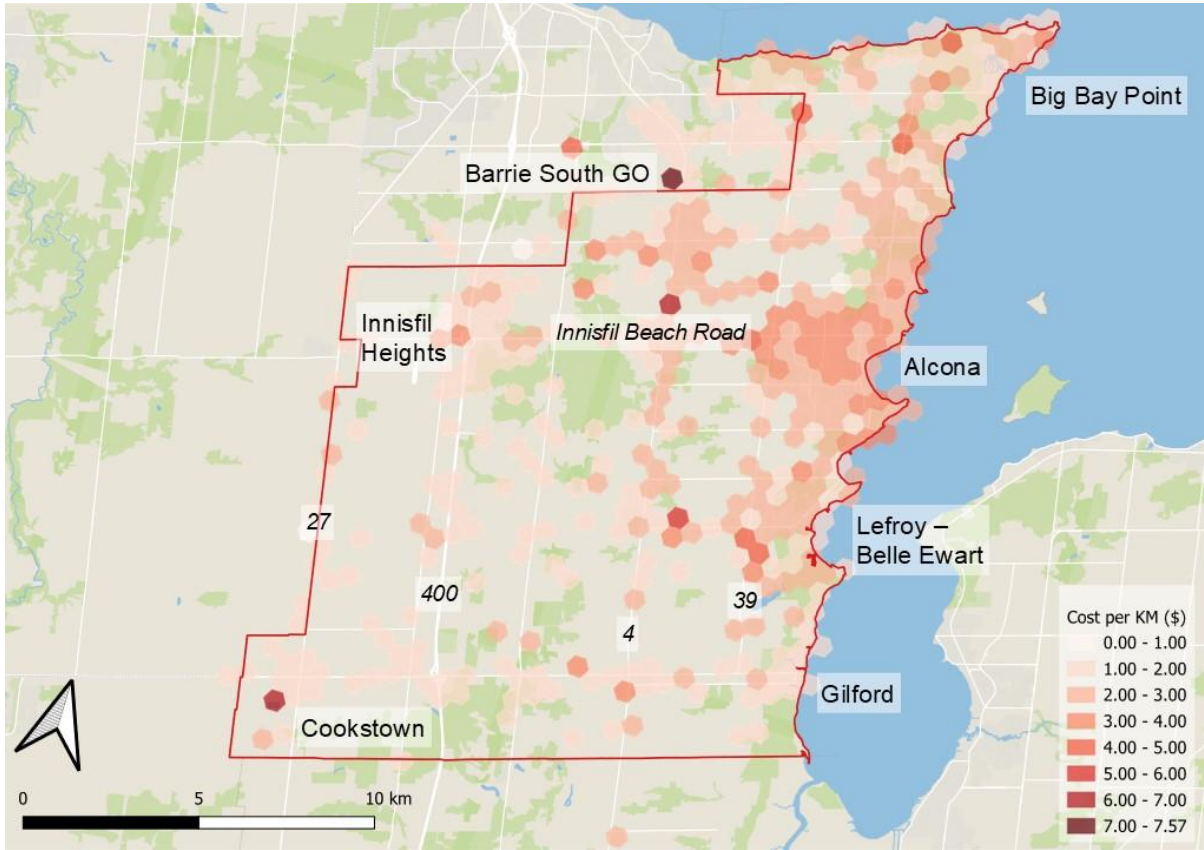


**Figure 14. Annual Municipal Cost**

Other transit systems typically have less variation in what passengers pay compared to the total cost of providing service. Most systems use either a flat fare or a fare based on distance, unlike Innisfil, which uses a mix of both.

In systems with a flat fare, passengers still pay less for longer trips. However, the service takes longer because trips are pooled to a greater extent with a fixed route or a dedicated on-demand service. This means that longer trips are not as strongly incentivized as with Uber Pool, which offers more direct long trips. The greater focus on trip pooling in other systems also better matches the cost of service with what the passenger pays. A dedicated on-demand service provides similar on-demand service to Uber Pool, but generally with larger vehicles that are dedicated solely to providing transit.

With Innisfil Transit’s Uber service, the exact amount of trip pooling is not known, but indications are that it is limited. Figure 16 shows Innisfil Transit’s total cost per km. Cost per km is lowest in the southwest while it is highest in Alcona. This is likely because travel is faster adjacent to Highway 400 and longer single person trips are going to cost less as travel speeds are usually higher and there’s less time dedicated to pick up and drop off. Alcona has a higher total cost per km likely because it has shorter trips and travel speeds are slower with the town.



**Figure 15. Total Cost per KM**

However, denser areas, such as Alcona, usually result in more efficient trip pooling, which can lower the cost per km. The high cost per km in Alcona indicates that trip pooling has a minimal effect on cost per km and service efficiency. Another indication that there is limited trip pooling is that the base Innisfil Transit fare (without municipal subsidy) was observed on numerous occasions to be more than the UberX fare which is a private trip. This suggests that trip pooling is being infrequently factored into Innisfil Transit costing.

A limit to service efficiency and trip pooling with Innisfil is the small size of the vehicle, the abundance of vehicles and the trip cap of two passengers per trip. The small size of the vehicle limits how many people can be pooled together on a given vehicle, numerous vehicles mean the service is probably focused more on providing short waiting times and individual trips as compared to pooling trips efficiently to result in lower transportation costs.

In terms of the two passengers per trip cap, pooling individuals from a single origin to a single destination is much more efficient than pooling individuals from various origins and destinations. The passengers per trip cap also impairs the customer experience and in certain cases prevents trips, such as an individual parent travelling with 2 children under the age of 13.

### ***Innisfil Transit is most cost-effective for trips that have a limited ability to pool trips***

Compared to other service delivery models, the Uber Pool model is more cost effective in delivering trips that have a limited ability to pool trips. This is because Uber Pool is generally less focused on pooling trips and costs have a strong association with trip distance rather than measures of trip pooling effectiveness.

Areas and trip types where pooling is more limited include areas with lower demand or more dispersed travel patterns. Examples of these include overnight travel which has low demand across the Municipality and the southeast of Innisfil which has both lower demand and dispersed travel patterns.

Conversely, there is greater potential to improve the cost-effectiveness of Innisfil Transit in areas where trip demand is concentrated, and pooling opportunities are stronger. Figure 9 shows travel patterns. High point-to-point travel is reflected by thick single lines, like between Cookstown Outlet Mall and Barrie South GO and trip density is reflected by a high concentration of lines such as in Alcona. Travel between Alcona and Barrie South GO is another travel pattern that has a mix of both high point-to-point travel and higher trip density, which could accommodate improved trip pooling.

### ***Fare Structure potentially creates some inequity***

Innisfil Transit's fare structure inadvertently creates inequities by prioritizing certain types of trips and areas over others, particularly when it comes to the types of passengers being subsidized. For instance, hubs are predominately used for long-distance travel or recreational purposes and as a result, these types of trips, are subsidized at a higher rate compared to trips for essential services like medical visits or grocery shopping. Long-distance commuting is typically associated with higher-income individuals, while shorter, more frequent trips—often for grocery runs or medical appointments—tend to serve a greater proportion of lower-income populations. As a result, the current subsidy structure is likely disproportionately benefiting higher-income passengers who rely on long-distance commuting, while lower-income individuals are left with fewer subsidies for their more essential, everyday trips.

This imbalance creates an inequitable distribution of municipal subsidies per trip across the region, especially when comparing areas like the southwest of Innisfil to more densely populated areas like Alcona. The southwest, with a higher concentration of regional and recreational trips travelling longer distances receives more substantial subsidies, while areas with higher numbers of low-income and senior residents, like Alcona and Sandy Cove Acres, receive fewer subsidies, leading to higher relative costs for these residents. As shown in Figure 18, areas with higher low-income and senior populations generally have lower municipal costs and subsidies compared to areas like the southwest. Best practices in specialized transit systems emphasize the importance of treating all trip purposes equitably.

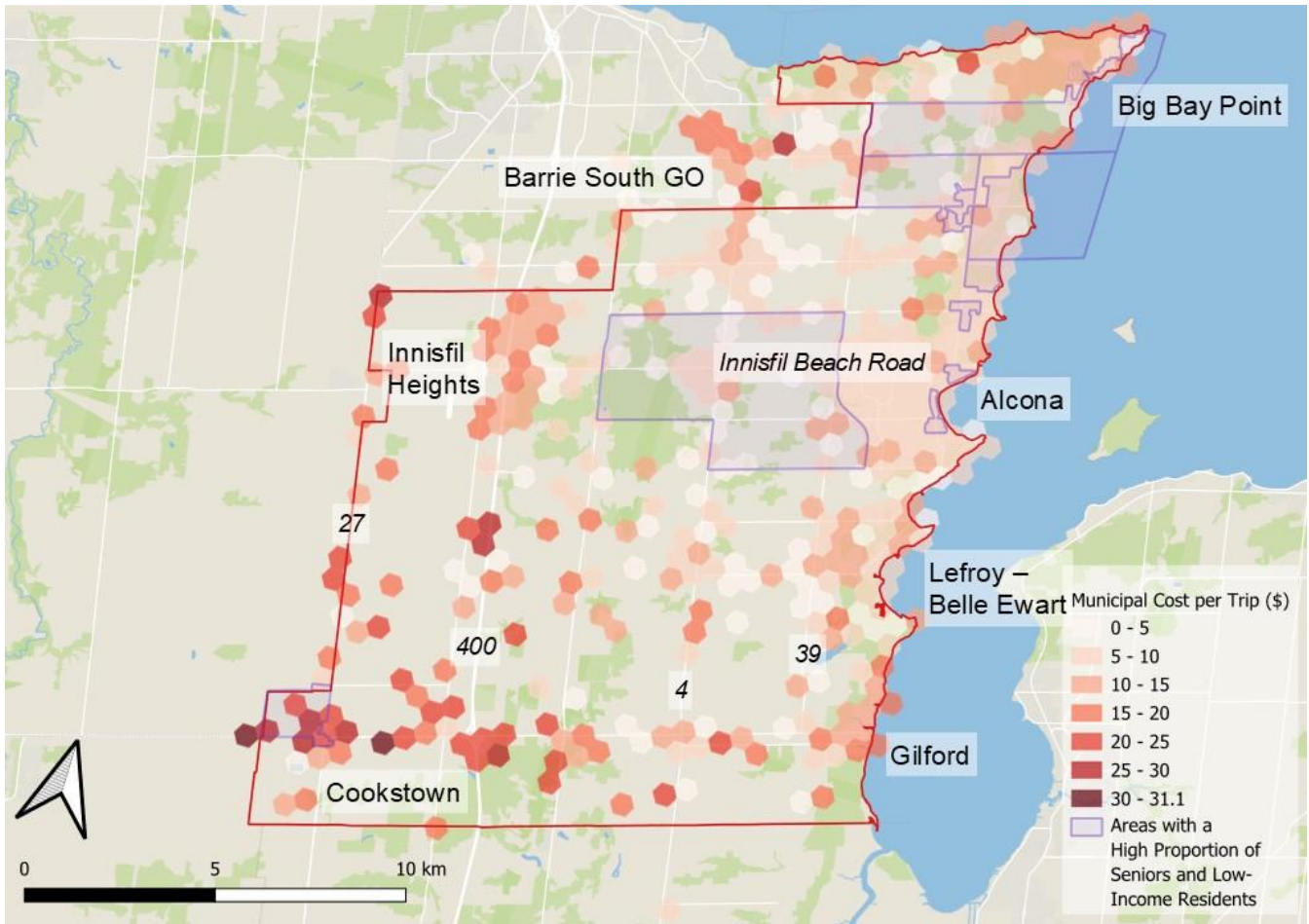


Figure 16. Municipal Cost per Trip

The municipal cost per trip in Figure 16 follows a similar pattern to the total cost per trip in Figure 13 with a couple of key differences. First, the areas surrounding Alcona have very low municipal costs per trip but moderately high total costs per trip. Second, the difference between the highest municipal cost per trip in the southwest and the lowest municipal cost per trip is even greater than the variation in total costs per trip.

## 4.2 Financial Performance

This section provides a summary of financial performance metrics that outline the operating costs of Innisfil Transit broadly. The financial performance metrics assessed are provided below in Table 1. These metrics are used to gauge municipal and passenger costs, and general cost effectiveness, and orienting them in relationship to peer agencies and municipalities.

Financial Performance Metric	Description
<b>Municipal Subsidy per Trip / per Capita</b>	Assesses amount of subsidy that the Town of Innisfil pays for transit services on a per trip basis as well as a per capita basis.
<b>Average Passenger Fares</b>	The cost of using the transit system incurred by the user in exchange for the ride, averaged across all passenger fares paid per year.

<b>Passenger Fare to Gross Cost Ratio</b>	Gross operating cost ratios are a financial metric that represents the agency’s total operating costs relative to its revenue. This assesses operating cost specifically with regard to passenger fares.
<b>Net Direct Cost per Trip</b>	Amount paid for transit services on a per trip basis. Informed by passenger fares and municipal subsidy.
<b>Cost of Innisfil Transit</b>	Cumulative cost of Innisfil Transit, informed by the total municipal subsidy and total passenger fares paid for the year.

The financial metrics provided in this section are derived from a 12-month snapshot of transit operations, with the specific operating period being November 2023 to October 2024.

### 4.2.1 Municipal Subsidy per Trip / per Capita

Innisfil Transit is a subsidy-based program. As described in section 4.1, the Town of Innisfil subsidizes Uber bookings and trips that travel in and across (and to select locations outside) their municipal boundary. Fares (and the subsequent subsidy) vary based on trip origin, destination, and journey length. There are benefits to comparing the annual municipal subsidy paid against various metrics. Per trip calculations aid in estimating the efficiency of a system. Per capita calculations are used to determine the average value per resident of Innisfil, whether they use transit or not.

Municipal subsidies per trip varied, ranging from a low of \$0.19 to a high of \$165.50.<sup>2</sup> With over 166,000 trips completed from November 2023 to October 2024, the subsidy per trip is approximately \$12.50. Peer agencies assessed averaged \$9.03.

With a population of 43,326 residents, the subsidy per capita is approximately \$48.00. Peer agencies assessed averaged \$30.00.

### 4.2.2 Average Passenger Fares

Factors affecting fares with Innisfil Transit include travel distance and origin/destination (due to the hub-based system). Passenger fare amounts varied across trips, ranging from a low of \$0.62 to as high as \$175.67.<sup>3</sup>

The average passenger fare for Innisfil Transit is \$6.12. Average passenger fare among peer agencies is \$3.62.

### 4.2.3 Passenger Fare to Gross Cost Ratio

Within public transit, operating costs are delineated into five categories, as defined by the Canadian Urban Transit Association (CUTA), and include such expenses as salaries, insurance, fuel expenses, maintenance

<sup>2</sup> This is a high range that introduces uncertainty in how Innisfil Transit service is being delivered, particularly with Town expectations on fare policy and the use of designated hubs. Uber cost algorithms may not be calculating costs accurately and/or producing accurate data.

<sup>3</sup> As with the municipal subsidy range, a similar range in passenger fares reinforces the uncertainty as to whether Uber algorithms are being applied accurately.

expenses, dispatch, and infrastructure. Essentially, gross operating cost ratio measures how efficiently an agency manages its operating expenses. A lower ratio indicates better cost control and higher profitability, as a smaller portion of revenue is used to cover operating expenses.

Innisfil Transit’s fare-cost ratio is 32%. The average fare-cost ratio of the 12 peer agencies assessed was 21%.

### 4.2.4 Cost per Trip

This metric assesses the total amount of passenger fare paid plus the municipal subsidy paid annually, on a per trip basis. Together, this is the total price of the full trip provided by Uber via Innisfil Transit.

Innisfil Transit’s average cost per trip is approximately \$19.00. Average costs per trip among peer agencies is \$12.84.

### 4.2.5 Cost of Innisfil Transit

As Innisfil Transit is operated by Uber, standard transit operating costs such as vehicle maintenance, vehicle ownership, and fuel expenses fall to Uber and their drivers. However, there is still a cost to both the Town of Innisfil and residents to have Innisfil Transit operate within the region. The fares and subsidies paid by the municipality and residents go toward covering the operating costs.

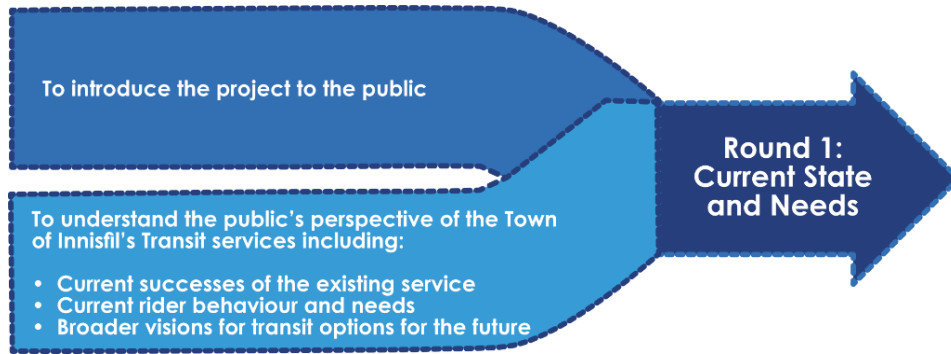
The table below outlines the net cost of Innisfil Transit by group. The net cost is derived from Innisfil Transit data from November 2023 to October 2024, where Innisfil Transit provided more than 166,000 trips.

By Group	2023-2024 Net Cost
To Passengers	\$1,018,373
To the Town of Innisfil	\$2,074,702
<b>Total</b>	<b>\$3,093,076</b>

## 5 Engagement Insights

### 5.1 Methodology/Engagement Opportunities

The first round of public engagement took place from December 2024 to January 2025. **Round 1: Current State and Needs** introducing the public to the Transit Master Plan project. Round 1 focused on learning from the community about their experience with the current service and broader visions for future transit options. Key objectives for Round 1 of public engagement are highlighted in Figure 19Figure 17.



**Figure 17. Round 1 Engagement: Current State and Needs Objectives**

Engagement activities and tools that were used as part of round 1 included a combination of in-person and online engagement. The two tactics used for this round of public engagement included a Public Survey and Open Houses. These are discussed in Section 5.2.3 and 0 below.

Hearing directly from the community to understand transit challenges, needs and experiences will be used as input on future priorities for transit in Innisfil. This round of engagement helps us to understand how future transit services can be planned to better community’s needs and perspectives. The findings from Round One of engagement will help to identify initial interest in various transit solutions, which will be used to develop preliminary recommendations for how Innisfil Transit may evolve over the next 10 years.

## **5.2 Ongoing Engagement**

Throughout the development of the Transit Master Plan, it is important to keep the public well-informed and ensure that they understand the opportunities available for providing input. This not only educates the public about the project but also serves as an opportunity for sharing feedback and demonstrating how public input has shaped the plan.

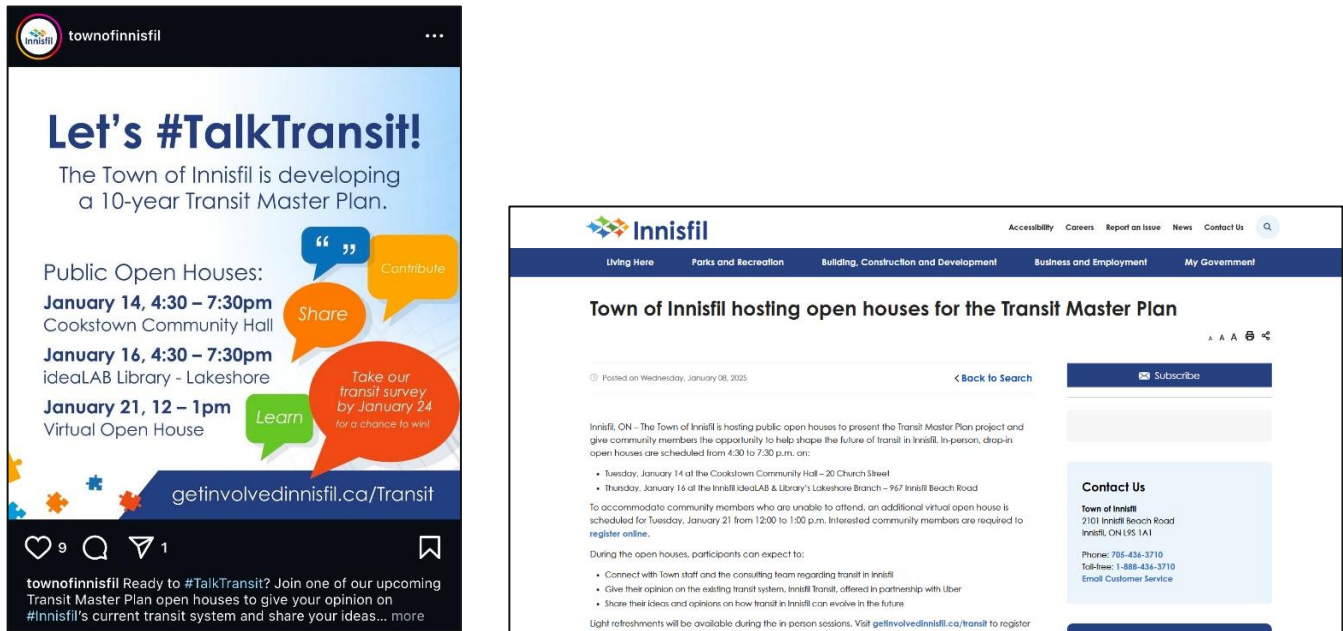
### **5.2.1 Project Website**

All information about the project, including public notices, hosting the online survey, and additional information about the project are hosted on Innisfil’s Get Involved Webpage. Embedding this within the existing Innisfil platform provides information smoothly for residents who may already interact with these platforms for public notices. The webpage is used to educate the public on the project including a FAQ “ask us a question” and “share your experience” function managed by Innisfil Staff function, project methodology, engagement opportunities, and will eventually host the final Transit Master Plan. The website serves as a tool to help set expectations for the public and help them more clearly understand their decision-making power. The webpage continues to be updated as the project progresses.

### **5.2.2 Social Media and other Town Resources**

Working with the Town, the project team is leveraging other Town resources already available to the public including the monthly newsletter, social media and signage. These tools are used to disseminate

information to the public about the project, the survey and upcoming opportunities to engage. Examples of how these tools were used for Round 1 can be seen below.



**Figure 18. News release on Innisfil website (left) and post on social media (right) for the Transit Master Plan public engagement round 1**

### 5.2.3 Direct Outreach to Special Interest Groups

In the context of this report, a special interest group refers to an organized gathering of community members who, based on demographics they are part of, may have a higher need for transit. Town staff aimed to ensure that the viewpoints from youth and elder community members as well as community members with accessibility needs were captured in the first round of public engagement. Direct outreach to groups with representation from these community members are described below.

#### Elder Community Members

Town staff attended three Mobile Seniors Active Living Centre (M-SALC) sessions in Cookstown, Lefroy, and Sandy Cove to engage with participants. The focus for the M-SALC sessions was community outreach. Staff delivered a brief, informal presentation and directed attendees to participate further in the TMP process by attending a public open house or completing a survey. Paper copies of the survey were available to participants, as well as informational flyers on the TMP.

#### Youth Community Members

Town staff attended two Teen Night events in Alcona and Lefroy. Recognizing that youth may not be willing or able to attend a public open house, staff replicated the public open houses' engagement activities during these events. The community feedback from youth members was added to the overall feedback received

during the public open houses. As with the M-SALC sessions, paper copies of the survey were available to participants, as well as informational flyers on the TMP.

### Community Members with Accessibility Needs

Town staff provided information about the TMP, and engagement opportunities pertaining to it, to the Innisfil Accessibility Advisory Committee (IAAC) for circulation amongst their members and contacts. Staff presented an update on the TMP and opportunities for further engagement on it at a IAAC meeting on March 11<sup>th</sup>.

## 5.3 Open-House Engagement

Working in parallel with the survey, the project team conducted two days of in-person open houses and one virtual open house for the public and broader stakeholders.

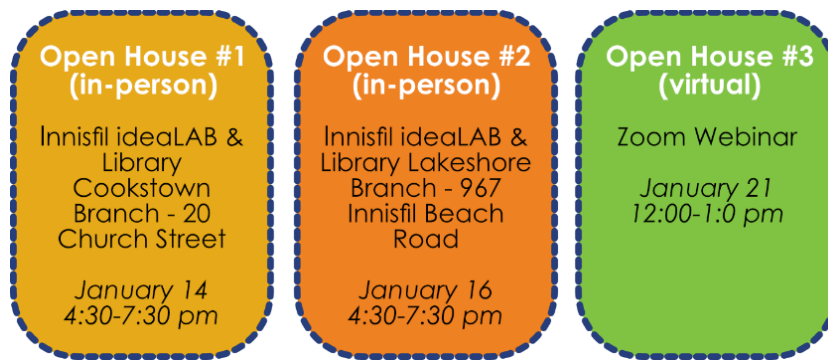


Figure 19. Round 1 open house engagement sessions

The open house aimed to introduce the Transit Master Plan project and engage with residents to learn more about their sentiments around the existing transit system and initial appetite for alternative innovative transit solutions. The open house format consisted of one information poster board about the project, and three interactive posterboard with prompts that attendees can provide their input on. The open houses also served as an opportunity for residents to be informed of the survey. Innisfil staff and the consulting team were on-site to answer questions, speak to residents and help attendees fill out the survey in person. Combined, the open houses had approximately 80 attendees.

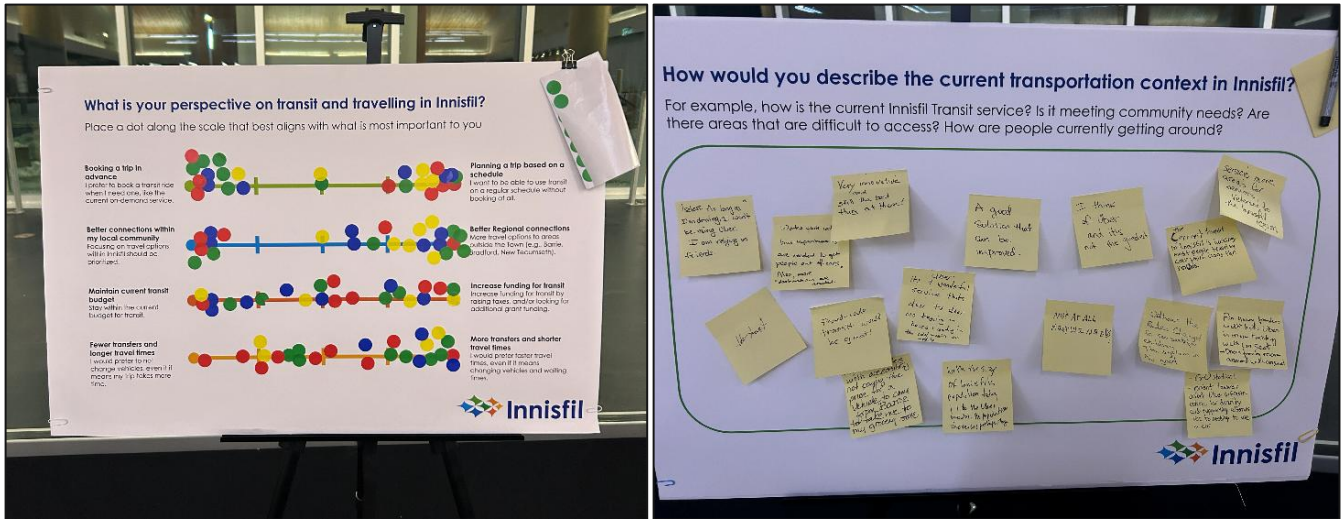


Figure 20. Interactive posterboard activities used during the in-person open houses

For the virtual engagement session hosted online, LTRT used Zoom to host an online webinar, and leveraged ConceptBoard, an online interactive whiteboard tool. The project was introduced to attendees, following an interactive exercise. Participants were able to interact with the posterboards online as if they were attending the in-person open house. The virtual open house had 17 attendees.

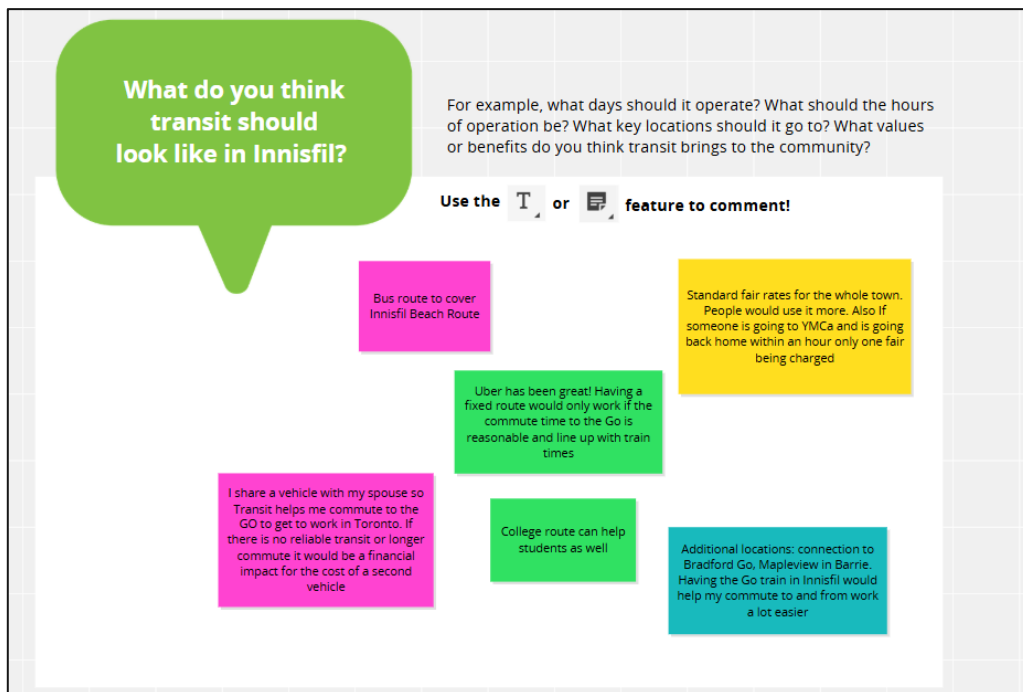


Figure 21. ConceptBoard activity used for the virtual open house

When engaging with residents about the current state of transit in Innisfil (i.e., how would you describe the current transportation context in Innisfil) and the future state of transit in Innisfil (i.e., what do you think transit should look like in Innisfil). Responses included:

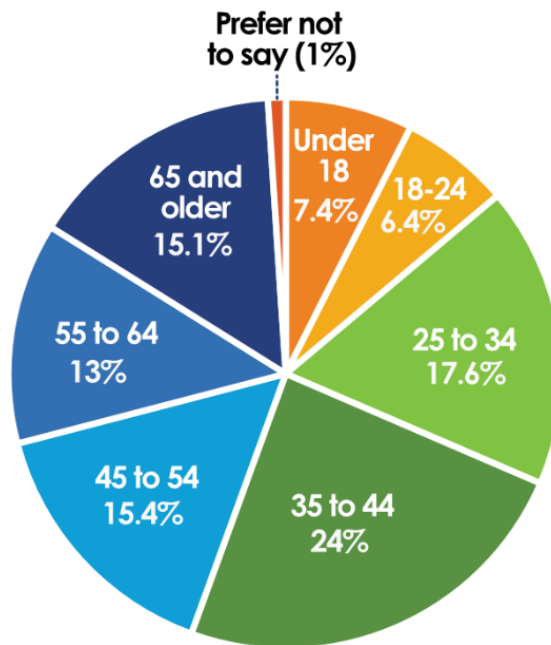
- **There are some transit system gaps and challenges with the current system.** Innisfil’s current transit system does not meet the needs of some residents, creating reliance on personal vehicles. There is a need for stronger transit options, especially to accommodate families with young children and seniors. While Uber is appreciated for its convenience, open house attendees have expressed the need for improvements to meet local needs. Some of these improvements include the limitations particularly with car seats for families and accessibility.
- **There is a desire for fixed-route and more accessible transit from some residents.** When engaging with open house attendees, some expressed interest in a fixed-route model, as well as more vehicles that can cater to people with accessibility needs. If fixed-route buses are implemented, individuals noted a need for additional transportation options for specialized service to support those who cannot use conventional services.
- **There is a desire for increased coverage and improved connectivity to key locations.** Individuals expressed interest in greater coverage of the current Uber service, including more options for getting to/from retail hubs, grocery stores, community centers, and employment hubs. When asked about key locations future transit should go to individuals expressed interest in transit connections to Friday Harbour, and the Legion in Belle Ewart, and existing hubs such as the YMCA. Individuals also expressed interest in regional connectivity including increased connection to other transit systems such as Simcoe Linx and GO Transit and connectivity with neighbouring areas such as Barrie and Bradford.
- **The value of the current system:** The value of the current system is recognized, particularly the door-to-door aspect of the service. This is evident for seniors and individuals with mobility challenges. However, while the Uber service provides a direct service for those with physical challenges, it is not a complete solution as accessible vehicles can be challenging to book.
- **Costs associated with transit:** Individuals also emphasized that the future system should be well understood by residents, with a clear understanding of the costs associated with transit, ensuring it remains affordable for taxpayers.

## 5.4 Survey

A public survey was a main point of engagement available to residents. The survey sought feedback directly from the community to better understand transit challenges, needs, experiences and input on future priorities for transit in Innisfil. The survey was hosted online, and paper copies were made available. The following sections below discuss the findings from the survey.

### 5.4.1 Demographics

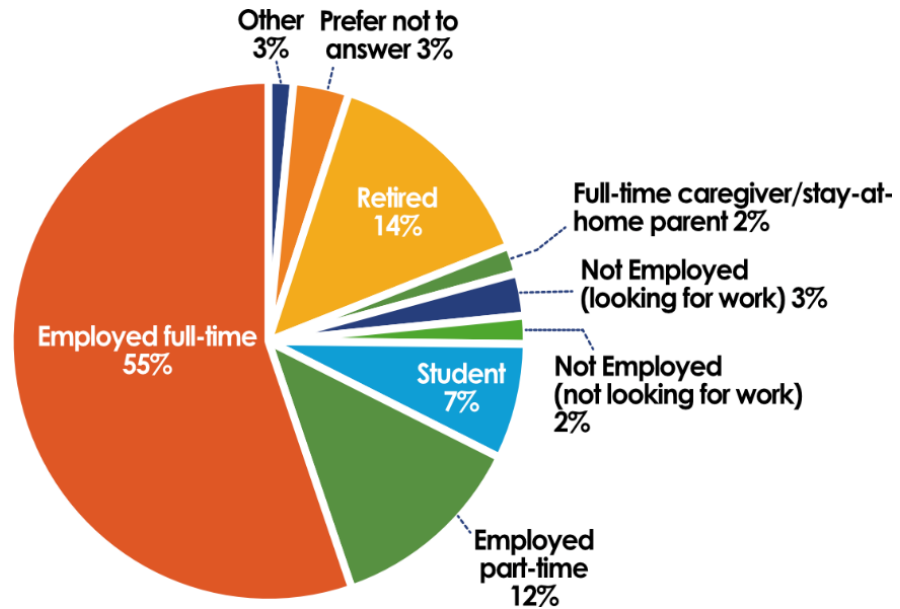
All feedback heard will be incorporated into the development of the Transit Master Plan. The survey received 588 responses, representing a variety of viewpoints. Understanding the representation of age groups is useful in assessing the needs as various age groups could have different transit needs. The top three age groups who responded to the survey include those who are 35-44 years of age (24%) 25-34 years of age (17.6%) and 45-54 years of age (15.4%). Seniors including those who are 65 years of age and over made up around 15% of survey respondents while youth 18 and under represented 7.4% of survey respondents.



**Figure 22. Summary of respondents by age group**

Survey respondents were also asked about their employment status. Noting employment status can help to identify patterns in transportation needs based on work schedules, commuting patterns and levels of income. This can help inform services that cater to varying needs as it relates to both affordability and convenience of the system. Majority of question respondents (55.2%) indicated that they were employed full-time<sup>4</sup>. Students make up 7.2% of question respondents and those who are retired make up 14% of question respondents, representing a variety of user groups. Question respondents and their employment status are summarized in Figure 25.

<sup>4</sup> 30 or more hours of work per week.



**Figure 23. Summary of respondents by and employment status**

To identify geographical patterns in transit needs, survey respondents were asked about their place of residence. Residents in one area may have varying access to transit options, commute distances or desired areas of travel. The majority of question respondents (61.1%) indicated that their primary residence is in or closest to Alcona. Other popular areas of primary residence include Lefroy (6.9% of respondents), Sandy Cove (6.2% of respondents) and Big Bay Point (5.1% of respondents). Primary place of residence for all question respondents is summarized in Figure 26.

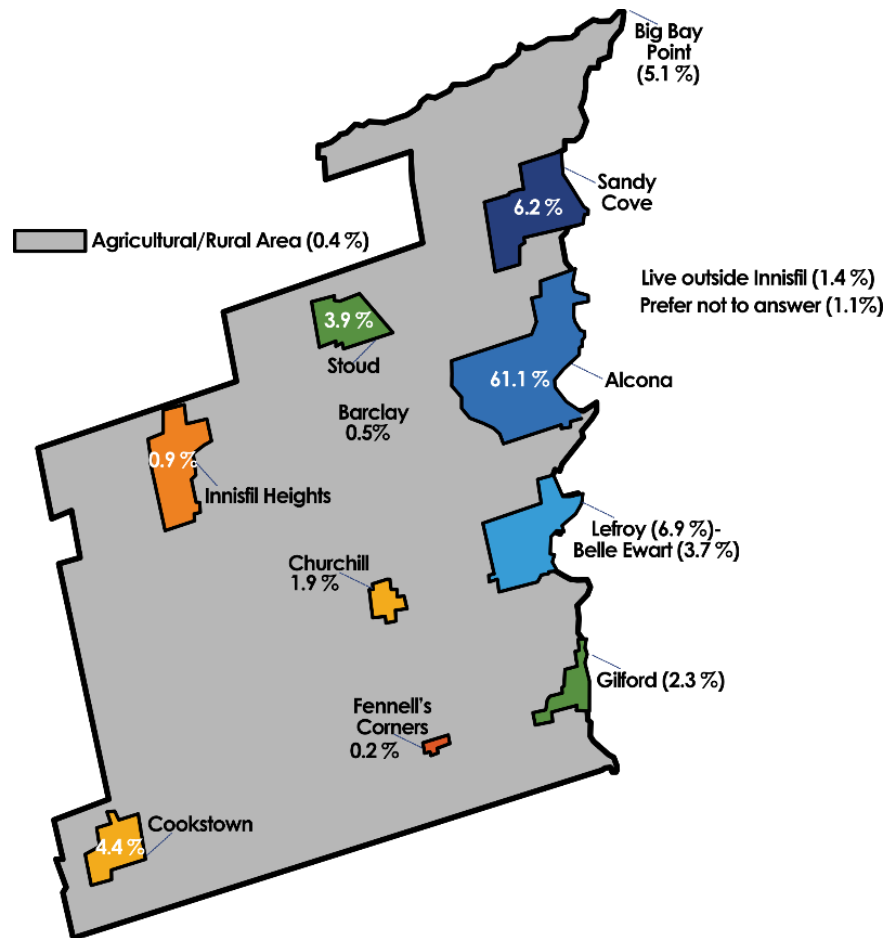


Figure 24. Primary place of residence

### 5.4.2 What Was Heard

The project team received input from conversations with the public and the online survey. Responses and input were used to develop key themes. Collecting and analyzing the responses received provides a better understanding of how survey respondents currently feel about Innisfil Transit, including transit usage, travel needs and their priorities and perspective on what transit services in Innisfil could look like, to better understand priorities for transit in Innisfil.

### 5.4.3 Feedback on the Current State

It is important to distinguish between transit users and non-users as the experiences, needs and perspectives of the two can differ. Those who heard about and used Innisfil Transit were asked to provide feedback on the current system including insight on transit usage and patterns, quality, accessibility and effectiveness of the current system, while non-transit users provided insight into barriers that prevent them from using Innisfil transit (e.g., cost, lack of awareness, convenience and service limitations, etc.). Hearing from both groups helps us to better understand the current state of Innisfil Transit and how it can better meet the needs of the community.

From the survey, 66.5% of respondents have heard of Innisfil Transit, while 29.9% have not (before the survey). The remaining 6.6% indicated they were not sure. Of those who have heard of Innisfil Transit, 38.7% indicated that they never use the service. Those who rarely use the service<sup>5</sup> made up 18% of question respondents. Infrequent transit users<sup>6</sup> made up 21 % of respondents. Regular users of the service<sup>7</sup> made up 22.3% respondents.

When asked what types of trips Innisfil Transit users use the service for, recreation, social or entertainment (63.1%), work (35.1%) and personal business (e.g., appointments, bank, doctor, volunteering, etc.) (25.1%) are the top reasons respondents are using Innisfil Transit.

61.5% of respondents indicated that they combine other modes of transportation such as walking, biking or carpooling with transit to reach their destinations, while 38.5% do not. Due to the high percent who do combine multi-modal transportation options (walking, biking, carpooling, transit, etc.), any future network should consider how multi-modal options can be used to better support transit.

#### 5.4.4 Customer Experience

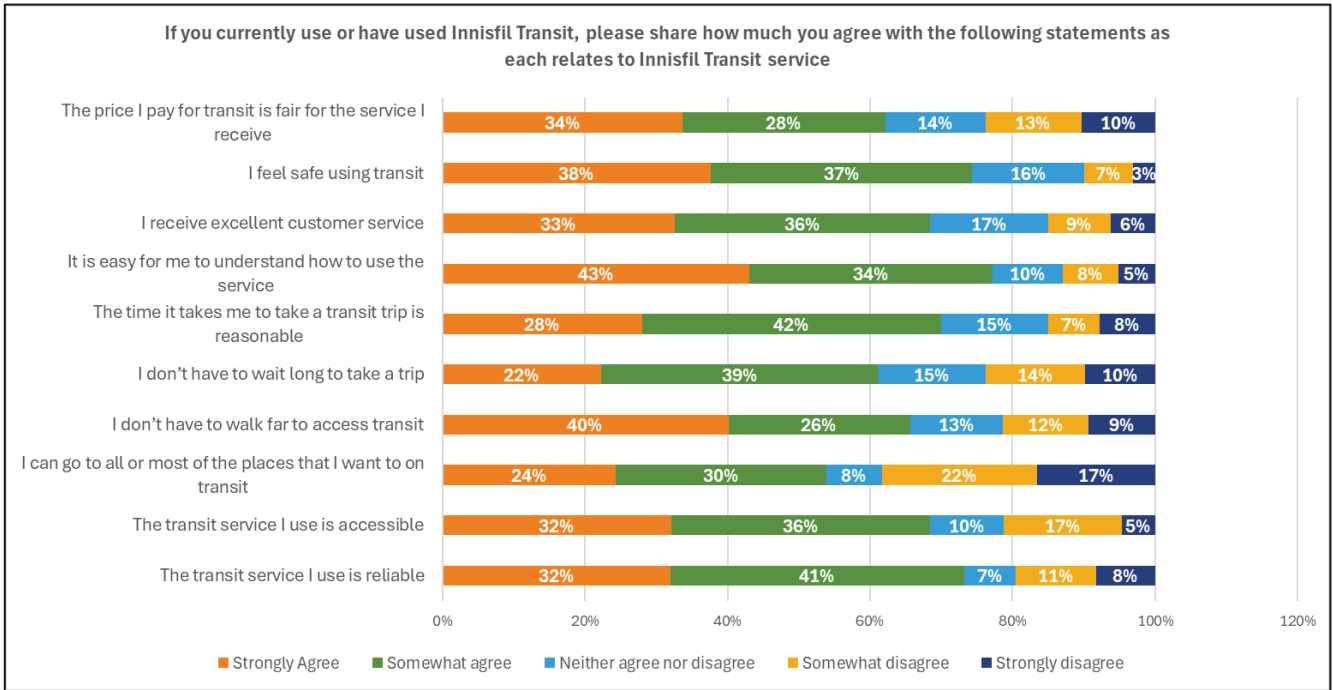
Survey respondents were asked to share if they have used Innisfil Transit within the last six months. 80.3 % selected yes, while 19.7% selected no. Those who selected yes were then asked to share how much they agree with various statements as it relates to Innisfil Transit service. 32% of those who selected yes provided their input. Generally, sentiments around the current service were positive. Respondents strongly agreed that they do not need to walk far for transit, that it is easy for them to understand how to use the service, they feel safe using transit and that the price they pay for transit for the service they receive is fair. This is summarized in Figure 27.

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<sup>5</sup> Respondents who use Innisfil Transit about once every six months, once a year.

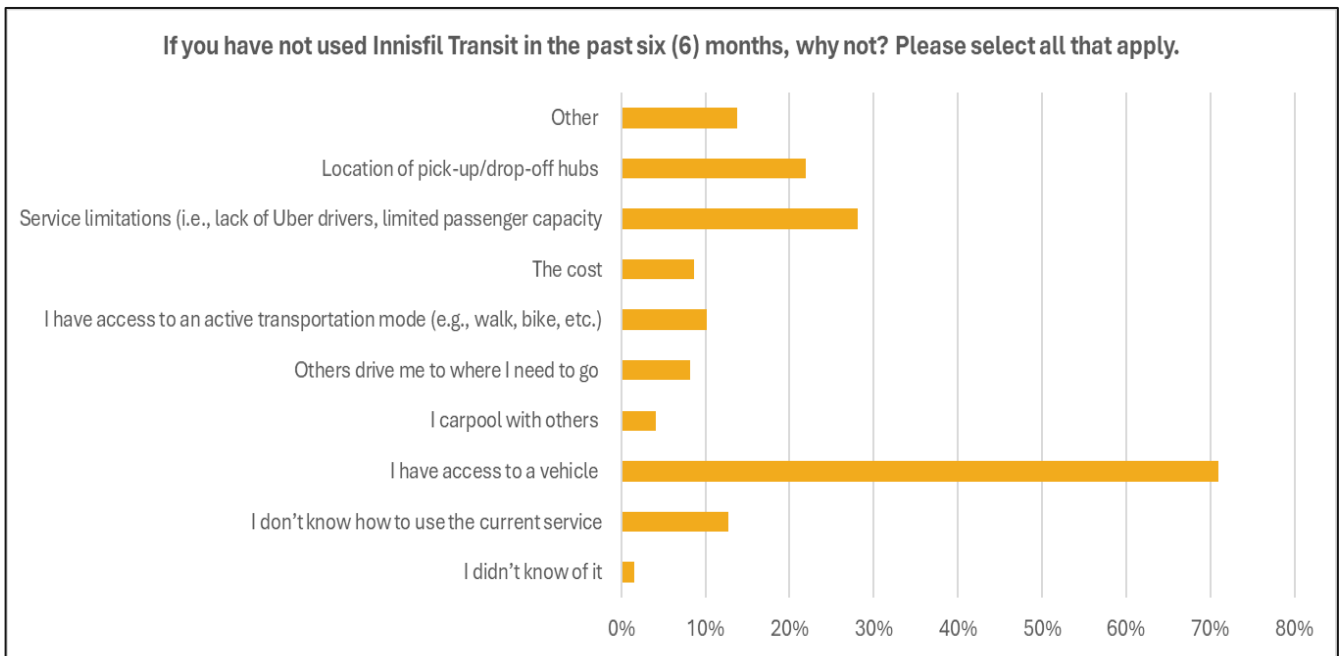
<sup>6</sup> Respondents who use Innisfil Transit several times a month, about once a month, every 2-3 months.

<sup>7</sup> Respondents who use Innisfil Transit almost everyday, 2-3 times a week or about once a week.



**Figure 25. Sentiment around Innisfil Transit's current State**

For those who have not used Innisfil Transit in the past six months, reasons included having access to a vehicle, service limitations (i.e., lack of Uber drivers, limited passenger capacity) and the location of pickup/drop off locations. This is summarized in Figure 26 below.

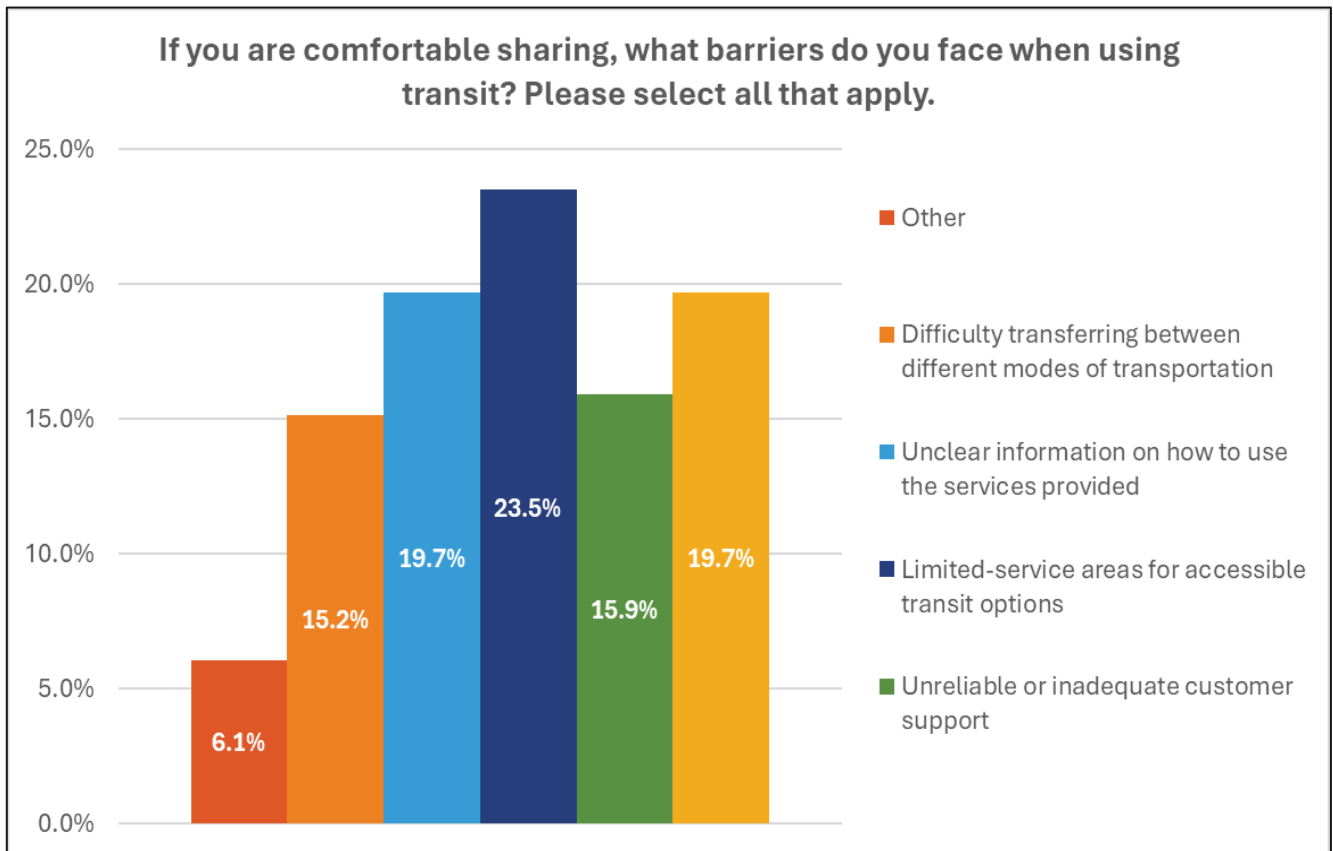


**Figure 26. Reasons survey respondents indicated they have not used transit in the last six months**

The main reason respondents cited for not using Innisfil Transit in the past six months was having access to a private vehicle. Future services should, therefore, provide service that is convenient and accessible,

encouraging less reliance on personal vehicles. Individuals also expressed concerns about service limitations with the current Uber Transit system including limited capacity, and limited pickup/drop-off locations, suggesting improvements for more flexibility, reliability and frequency of transit. In addition, future services should consider options for increased pickup and drop-off locations ensuring increased convenience for riders. These pickup and drop-off locations should be strategically implemented to meet community needs. Those who indicated 'Other' expressed concerns around the safety of using Uber, accessibility limitations (i.e. accessible vehicles), and technological limitations in booking trips using smartphones.

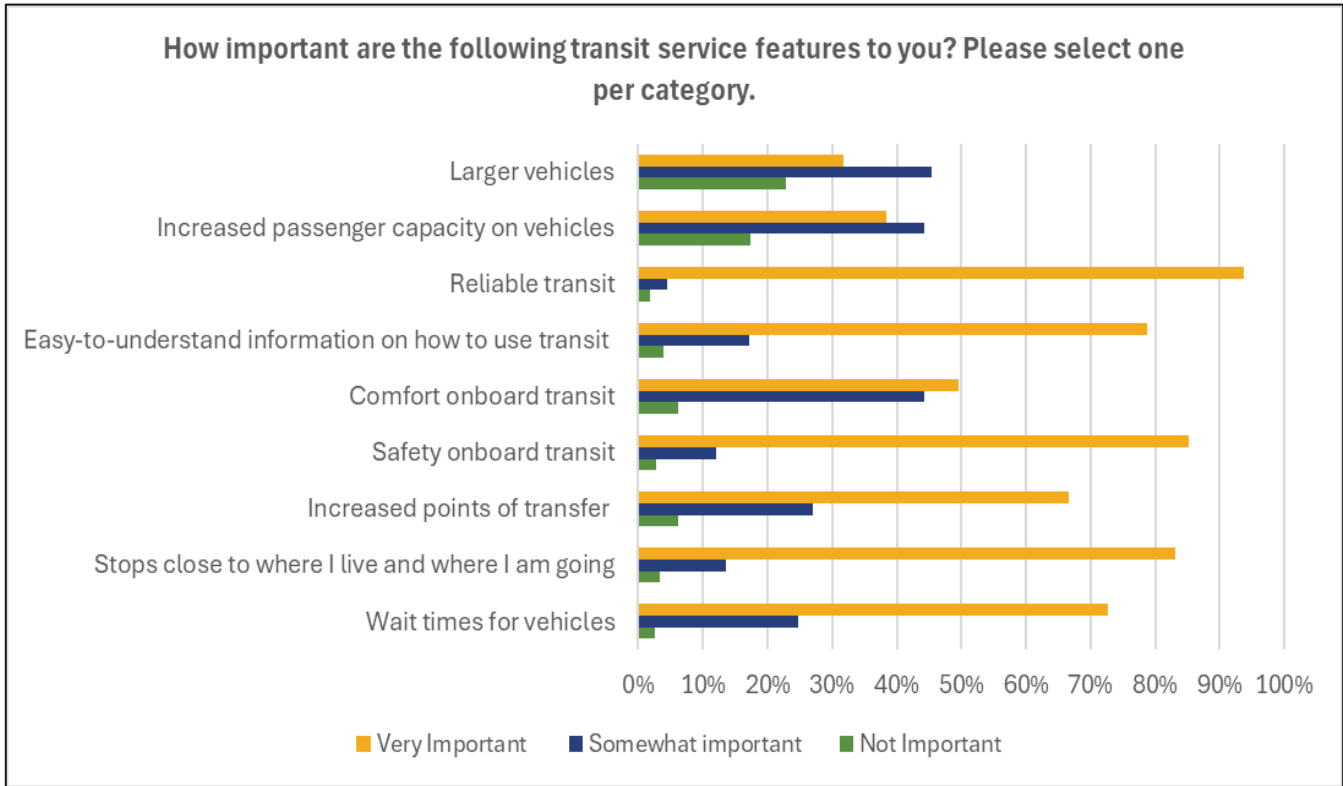
When asked about barriers faced when using transit limited-service areas for accessible transit options, unclear information on how to use the services provided and lack of accessible vehicles or equipment (e.g., ramps, wheelchair lifts) were noted. Barriers faced when using transit are summarized in Figure 29.



**Figure 27. Barriers faced when using transit indicated by survey respondents**

### 5.4.5 Needs and Desires for Future Service

When considering what future transit options could look like, reliable transit, safety onboard transit, stops close to where one lives, and where they are going were transit features that respondents indicated were the most important transit features to include. The importance of various transit features are summarized in Figure 30.



**Figure 28. Importance of transit features**

When asked if survey respondents would be interested in using other transit services, such as fixed-route transit if offered by the Town, 73.2% selected yes, 8.5% selected no and 18.3% were not sure. Those that selected “no” expressed concerns over costs, wait times, the impact on Innisfil’s current context (“small town feel”) and the preference of convenience of a personal vehicle. Majority of respondents (45.6%) indicated that a reasonable acceptable time for one to walk to/from a transit stop is up to 10 minutes.

To plan for future service that meets the needs of the community, an understanding of where residents are travelling and where they want to go is necessary so that transit can better meet the community’s travel needs. Understanding the trip purposes of frequent trips helps identify specific needs and key areas where transit can better serve these trips. Figure 31 summarizes the most frequent trips made by survey respondents. Key trip purposes include recreation/social/entertainment, work and personal business (e.g., appointment, bank, doctor, volunteering, etc.). A plurality of respondents (31.5 %) make their most frequent trips 2-3 times a week. The monthly trip cap (30 trips per month) may affect this usage.

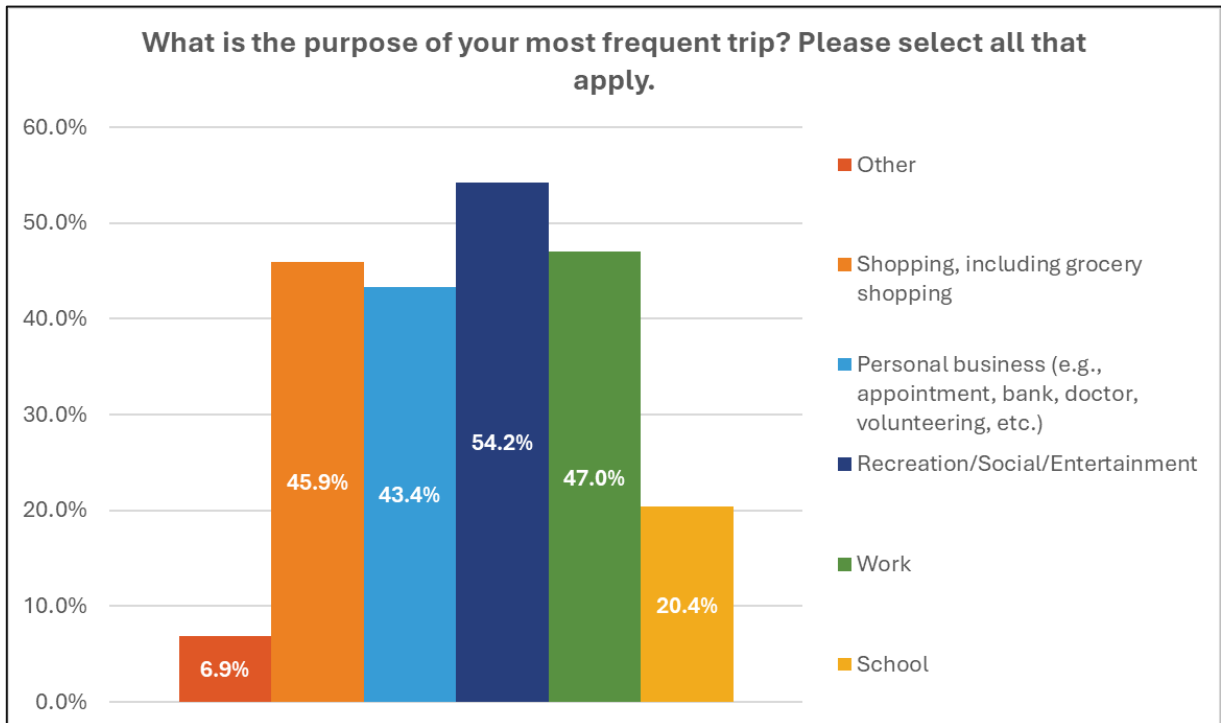


Figure 29. Summary of most frequent trips

Currently, the most popular mode of travel – used by 33.8% of respondents is driving alone in a personal car, followed by travelling in a personal car with at least one other person (27.6%) and walking (18.5%). 10.4% of respondents use transit as a mode to make their most frequent trips.

The top three destinations within Innisfil include Alcona (shopping district, along Innisfil Beach Road east of 20<sup>th</sup> Sideroad/the train tracks), Town Campus (including Innisfil Recreational Complex, Rizzardo Health and Wellness Centre and Innisfil Town Hall) and Cookstown (Tanger Outlets Cookstown). The top destinations outside of Innisfil include Southern Barrie (Barrie South GO, Park Place and the shopping district west of Highway 400 and north of Mapleview Drive West), Royal Victoria Regional Health Centre, RioCan Georgian Mall, Downtown Barrie, and Bradford GO Station.

Respondents’ answers when asked about the current transit service in Innisfil or how it should change in the future are summarized into key themes below.

- Better Community Access:** Respondents often correlated access with low fare hub locations and expressed a desire for the expansion of hubs or fixed route transit to enhance access. Enhancements to the transit system should include solutions that support residents in getting out of their homes, foster social interactions, and provide access to shopping, entertainment, and essential services. Rural areas, Friday Harbour and Sandy Cove were particularly emphasized as lacking transit access.
- Teen and Youth Needs:** The need for reliable transit is particularly important for teenagers and families. Many parents are hesitant to let their children use Uber due to safety concerns, so there is a push for more traditional, safe, and accessible transit options for young people. A more

accessible, flexible transit system could help teens engage with activities and job opportunities beyond their immediate neighborhood. Some comments highlight the limited opportunities for young people in the area. Without reliable transit, teens may struggle to access local entertainment options and social spaces. Increased transit options could provide easier access to recreational activities, helping to keep teens engaged and active.

- **Equity and Accessibility:** The current system does not adequately support individuals who rely on mobility devices, and there is a call for accessible vehicles and assistance from drivers for those using walkers or other mobility aids. Future transit options need to be affordable, especially for those on fixed income. High costs limit access to essential services, shopping, and participation in community activities. More accessible transit options could help residents live independently. There's also a desire for simpler, more accessible solutions to booking and managing trips.
- **Enhanced Communication and Education around Transit:** Respondents highlighted a lack of clear information on how to access and use the current service, with some residents unaware that the option exists in the area. Respondents emphasized the need for clearer communication about the current transit system, including details on drop-off points, how to use the service, and available routes. Additionally, some respondents expressed frustration with the app and the lack of immediate customer service options to resolve problems in real-time.
- **Capacity Limitations:** The current transit service has limitations that prevent families from travelling together, as it only accommodates two passengers per ride. Improvements to the transit system would include trips that can accommodate greater passenger capacity.
- **Reliability:** Respondents expressed frustration with the inconsistency of the current service, citing issues such as cancelled rides, drivers rejecting trips, and delays. These problems have led to missed appointments, work, and train connections, especially during peak or early hours. Users desire more flexibility in scheduling and planning, such as the ability to notify drivers if they are catching a train or prioritizing trips to the same destinations. Concerns were also raised about shared rides with other passengers, which result in longer trips and delays. Additionally, long and unpredictable wait times were identified as a recurring issue.
- **Interest in Fixed Route Transit:** Respondents expressed interest in exploring fixed-routes and scheduled buses, shuttle services or a hybrid of the current model and other options. While the current system is appreciated for convenient service, there's a sentiment that fixed route transit could provide more consistent and reliable transportation. Some residents also propose retaining the current system alongside other services to fill gaps in the transit system.
- **Integration with Regional Transit:** Respondents expressed a desire to connect transit with neighbouring communities and larger transit networks like Barrie, to improve regional connectivity. Respondents noted interest in direct transit options to key regional destinations to ease commutes to larger cities and regional services.

- **Safety:** Some respondents noted concerns of safety and discomfort using the current transit service. These concerns mainly focus around being in a private vehicle with a stranger, particularly when traveling alone or with children.
- **Support for Eco-Friendly Transit:** Some respondents mentioned a need for sustainability in the transit system, with suggestions like electric buses and integrating alternative transportation methods, such as bike-sharing and walking with transit.
- **Desire for Greater Affordability and Cost Predictability:** Respondents expressed a strong desire for more affordable, predictable fares, advocating for an increase in flat fare stops and reduced pricing for shorter trips. The current fare variability makes it challenging for people to rely on the system for regular transportation. Concerns were raised about pricing discrepancies, with users who selected 'Innisfil Transit' being charged full prices instead of discounted rates. Some residents also reported overcharging and difficulties in resolving these issues through customer service.
- **Supporting Growth:** As Innisfil's population continues to grow, there is a desire for a more robust public transit system. Respondents would like to see transit options that are flexible and adapt to the town's evolving needs. Affordability and accessibility are also critical to ensuring the system is inclusive as the community's demographics change. While the current system is well-perceived from a service quality perspective, it is not seen as a sustainable solution as the town grows. Reliable transit is not only viewed as a convenience but as a critical factor in supporting the town's economic and social growth.
- **Desire for no Major Change:** Some respondents noted their appreciation for the current Uber-based service, finding it convenient in its ability to cater to individual needs and well-suited to Innisfil's needs. They prefer it over traditional transit options, believing it is a better fit for the town's size. The subsidized Uber system is favored by some, as it saves costs on trips and allows households to manage with fewer vehicles.
- **Concern over the ties between transit and development:** Several respondents expressed a desire to maintain Innisfil's small-town feel and viewed the introduction of a traditional transit system as a catalyst for further development.
- **Opposition to tax increase:** Some respondents noted a strong concern that changes could lead to higher taxes. Some respondents shared that if taxpayers are going to fund future changes, the service should be accessible to all and provide the full benefits that would justify the investment.

#### 5.4.6 Value of Transit

To better understand respondent's priorities and perspectives on the future of successful transit services, survey respondents were asked about their vision for success for transit. Respondents shared their visions of transit in Innisfil and saw transit as benefiting the community in various ways. Respondents' most popular answers are summarized below in Figure 32.



**Figure 30. Value and benefits that transit brings to the community based on feedback from survey respondents**

**“Transit is a growth tool, the opportunity for more people to have opportunity to better their lives.”**  
-Survey Respondent

## 6 Conclusion

This background report assesses the current state of Innisfil Transit, as well as Town demographics, relevant policies, and resident perceptions of transit in Innisfil. This assessment has resulted in a variety of identified opportunities that could affect positive as Innisfil Transit evolves over the next 10 years. Identified opportunities include, but are not limited to:

- Explore revisions to the fare structure to better promote affordability, equity, and efficiency
- Improve access to transit services
  - o Exploring new services beyond ridesharing
  - o Eliminating trip and passenger caps
- Address cost escalation challenges
- Improve oversight of service providers

- Improve cost-efficiency
- Balance cost-efficiency with service quality
- Better integrate different transit modes
- Improve long-term transit sustainability
- Better coordinate regional mobility

As a background report, this document is focused on developing a foundation of knowledge on the strengths and gaps that exist within Innisfil Transit. The identified opportunities and other findings conveyed within this document will support the development of a future Innisfil Transit service and network that will be further refined within this Transit Master Plan development process.

APPENDIX B

**METRIC GLOSSARY**

The following appendix provides an overview of operational and financial metrics used in the Transit Master Plan.

**Table 1. Operational and Financial Metrics and their Descriptions**

<b>Metric</b>	<b>Description</b>
<b>Trips per capita</b>	<ul style="list-style-type: none"> <li>• Calculated as annual ridership divided by total population</li> <li>• Indicates the extent to which the system is used by the average resident</li> <li>• Higher values indicate greater utilization of the system and are favourable</li> </ul>
<b>Average passenger fare</b>	<ul style="list-style-type: none"> <li>• Refers to the average cost paid by a rider for a trip on the system</li> <li>• Comparison of average fare between systems can be used to inform revisions to fare structure</li> </ul>
<b>Passenger revenue</b>	<ul style="list-style-type: none"> <li>• Calculated as average passenger fare multiplied by annual ridership</li> <li>• Provides an estimate of the total revenue generated by the transit system from fare payments</li> </ul>
<b>Net municipal operating cost</b>	<ul style="list-style-type: none"> <li>• Calculated as gross operating cost of the system less passenger revenue and contributions from other (provincial, federal) sources over a given year</li> <li>• Represents the total direct cost of the system to the municipality</li> </ul>
<b>Municipal cost per capita</b>	<ul style="list-style-type: none"> <li>• Calculated as net municipal operating cost divided by total population</li> <li>• Measures the cost of the system to the municipality normalized for population</li> </ul>
<b>Municipal cost per trip</b>	<ul style="list-style-type: none"> <li>• Calculated as net municipal operating cost divided by annual ridership</li> <li>• Measures the cost of the system to the municipality normalized for ridership</li> <li>• Lower values indicate greater cost effectiveness and are favourable</li> </ul>
<b>Passenger and municipal operating cost per capita</b>	<ul style="list-style-type: none"> <li>• Calculated as the sum of net municipal operating cost and passenger revenue, divided by total population</li> <li>• Indicates the degree to which the system's expenses are covered by the municipality and its residents, and not by external funding sources such as the provincial or federal government</li> </ul>

<b>Passenger and municipal operating cost per trip</b>	<ul style="list-style-type: none"><li>• Calculated as the sum of net municipal operating cost and passenger revenue, divided by ridership</li><li>• Lower values indicate greater cost effectiveness and are favourable</li></ul>
<b>Passenger fare vs. gross operating cost ratio</b>	<ul style="list-style-type: none"><li>• Calculated as passenger revenue divided by the sum of passenger revenue and net municipal operating cost</li><li>• Approximates the proportion of the system's operating costs that are covered by farebox revenue</li></ul>

APPENDIX C

**ROUND 1 PUBLIC ENGAGEMENT SURVEY**



# Innisfil Transit Master Plan

## Survey: Current state and needs

The Town is developing a Transit Master Plan that will support the evolution of Innisfil Transit over the next 10 years, to identify how to scale up transit to meet your needs.

As part of this Plan, we want to hear directly from you, our community, and understand your transit challenges, needs, experiences, and input on future priorities for transit in Innisfil. This survey will take you 10 to 15 minutes to complete. Please take some time to answer the following questions — your feedback is vital to the development of the Transit Master Plan.

All your answers will remain confidential.

Please return your completed survey to one of the following locations by January 24, 2025, for a chance to win a \$100 gift card to the Innisfil store of your choice (terms and conditions apply):

- Innisfil Town Hall - 2101 Innisfil Beach Road
- Innisfil ideaLAB & Library Lakeshore Branch - 967 Innisfil Beach Road
- Innisfil ideaLAB & Library Cookstown Branch - 20 Church Street
- Innisfil ideaLAB & Library Stroud Branch - 7883 Yonge Street

### Part 1: Your Experience of Innisfil Transit

The following questions relate to the Town of Innisfil's current transit system, Innisfil Transit. Innisfil Transit was established in 2017 as an on-demand, rideshare transit system for Innisfil residents through a partnership with Uber.

1. Have you heard of Innisfil Transit before today? Please select one response.
  - Yes
  - No
  - Not sure

If you answered "No" or "Not sure" please skip to **Question 8**.

2. How frequently do you use Innisfil Transit? Please select one response.

- Almost every day
- 2 - 3 times a week
- About once a week
- Several times a month
- About once a month
- Every 2 - 3 months
- About once every six months
- Once a year
- Never

If you answered "Never" please skip to **Question 7**.

3. For which of the following reasons do you use Innisfil Transit? Select all that apply.

- School
- Work
- Recreation/Social/Entertainment
- To accompany/transport someone
- Personal business (e.g., appointments, bank, doctor, volunteering, etc.)
- Shopping, including grocery shopping
- Other, please specify: \_\_\_\_\_

4. Do you combine other modes of transportation (such as walking, biking, carpooling, etc.) with Innisfil Transit to get to your destination? Please select one.

- Yes
- No

5. Have you used Innisfil Transit in the last six (6) months? Select one.

- Yes
- No

If you answered "No" please skip to **Question 7**.

6. If you currently use or have used Innisfil Transit, please share how much you agree with the following statements as each relates to Innisfil Transit service. Select one per row.

	Strongly agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Strongly disagree
The transit service I use is reliable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The transit service I use is accessible	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I can go to all or most of the places that I want to on transit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I don't have to walk far to access transit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I don't have to wait long to take a trip	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The time it takes me to take a transit trip is reasonable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
It is easy for me to understand how to use the service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I receive excellent customer service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel safe using transit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The price I pay for transit is fair for the service I receive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7. If you **have not** used Innisfil Transit in the past six (6) months, why not? Please select all that apply.

- I have used Innisfil Transit in the last six months
- I didn't know of it
- I don't know how to use the current service
- I have access to a vehicle
- I carpool with others
- Others drive me to where I need to go
- I have access to an active transportation mode (e.g., walk, bike, etc.)
- The cost
- Service limitations (i.e., lack of Uber drivers, limited passenger capacity)
- Location of pick-up/drop-off hubs

Other, please specify: \_\_\_\_\_

8. How important are the following transit service features to you? Please select one per row.

	Very important	Somewhat important	Not important
Wait times for vehicles	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Stops close to where I live and where I am going	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increased points of transfer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Safety onboard transit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comfort onboard transit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Easy-to-understand information on how to use transit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reliable transit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increased passenger capacity on vehicles	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Larger vehicles	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Part 2: Your Travel Needs

We want to better understand where you want to go so that our transit can better meet our community's travel needs. To do this, we want to learn more about the most frequent trips (transit or non-transit) you make and where you want to travel.

9. What is the purpose of your most frequent trip? Please select all that apply.
- School
  - Work
  - Recreation/Social/Entertainment
  - To accompany/transport someone
  - Personal business (e.g., appointment, bank, doctor, volunteering, etc.)
  - Shopping, including grocery shopping
  - Other, please specify: \_\_\_\_\_
10. On average, how many times per week do you make your most frequent trip? Please select one.
- 0-1 times
  - 2-3 times
  - 4-5 times
  - 6-7 times
  - 8 or more times (in other words, more than once per day)
11. What are the top three (3) ways you use to make your most frequent trip(s)? Please select up to three (3) of the following options.
- Drive alone in a personal car
  - Travel in a personal car with at least one other person
  - Bicycle
  - Walk
  - Motorcycle/Scooter
  - Take public transit
  - Taxi
  - Other, please specify: \_\_\_\_\_

12. What are some key destinations **within** the Town of Innisfil that you go to regularly? This is not a full list. If your key destination(s) within Innisfil are not listed, please select "Other" and provide your response.

- Alcona – shopping district along Innisfil Beach Road east of 20th Sideroad/the train tracks
- Alcona – Innisfil Beach Park
- Belle Ewart
- Big Bay Point – Friday Harbour Resort
- Churchill
- Cookstown – shopping district along Church Street and Queen Street
- Cookstown – Tanger Outlets Cookstown
- Gilford
- Innisfil Heights - Georgian Downs and Gateway Casinos Innisfil
- Innisfil Heights - The 400 Market
- Innisfil Heights – Innisfil Beach Road Carpool Lot
- Lefroy – shopping district along Killarney Beach Road
- Lefroy – Lefroy Harbour Resorts
- Sandy Cove and Sandycove Acres
- Stroud – shopping district along Yonge Street
- Town Campus, including Innisfil Recreational Complex, Rizzardo Health & Wellness Centre, and Innisfil Town Hall
- Other, please specify:

13. What are some key destinations **outside** of the Town of Innisfil that you go to regularly? This is not a full list. If your key destination(s) outside of Innisfil are not listed, please select "Other" and provide your response.

- Southern Barrie – Barrie South Go
- Southern Barrie – Park Place
- Southern Barrie – shopping district west of Highway 400 north of Maplevue Drive West
- Barrie – Downtown
- Barrie – RioCan Georgian Mall
- Barrie – Georgian College
- Barrie – Royal Victoria Regional Health Centre (RVH)
- Bradford – Bradford Go
- Essa – Thornton
- New Tecumseth – Beeton
- New Tecumseth – Tottenham
- New Tecumseth – Alliston
- Other, please specify:

14. Would you be interested in using other transit services, such as fixed route transit, if it was offered by the Town of Innisfil? Please select one.

- Yes
- Not sure
- No, please explain:

15. In your opinion, what is a reasonable acceptable time for you to walk to/from a transit stop? Please select one.

- Up to 5 minutes
- Up to 10 minutes
- Up to 15 minutes
- Up to 20 minutes
- Longer than 20 minutes

### **Part 3: Your Vision for Success**

We want to better understand your priorities and perspectives on what successful transit services in Innisfil could look like. These next few questions are about understanding your priorities for transit in Innisfil.

16. What are your expectations or your vision for transit in Innisfil?

17. What value or benefits do you think transit brings to the community?

18. Do you have any additional comments on the current transit service in Innisfil or how it should change in the future?

#### **Part 4: Tell Us About Yourself**

The following are a few questions about you to help us understand our community's specific transportation needs.

19. What is your age group? Please select one.

- Under 18
- 18 to 24
- 25 to 34
- 35 to 44
- 45 to 54
- 55 to 64
- 65 and over
- Prefer not to say

20. Which of the following best describes your current employment status?

Note: Employed includes self-employed. Please select one response.

- Employed full-time (30 or more hours per week)
- Employed part-time (less than 30 hours per week)
- Student
- Not employed, not looking for work
- Not employed, looking for work
- Full-time Caregiver/Stay-at-home parent
- Retired
- Other, please specify: \_\_\_\_\_
- Prefer not to answer

21. Where is your primary residence? Please indicate the area of Innisfil you live in or are closest to.

- Alcona
- Barclay
- Belle Ewart
- Big Bay Point
- Churchill
- Cookstown
- Fennell's Corners
- Gilford
- Innisfil Heights
- Lefroy
- Sandy Cove
- Stroud
- Agricultural/Rural
- I live outside of Innisfil
- Prefer not to answer

22. Do you identify as someone with a disability that impacts your ability to use transit or someone who has mobility challenges? Please select one.

- Yes
- No

23. If you selected "Yes" for the previous question and are comfortable sharing:  
What barriers do you face when using transit? Please select all that apply.

- Lack of accessible vehicles or equipment (e.g., ramps, wheelchair lifts)
- Unreliable or inadequate customer support
- Limited-service areas for accessible transit options
- Unclear information on how to use the services provided
- Difficulty transferring between different modes of transportation
- Other (please specify):

Thank you for taking the time to take this survey. We appreciate your feedback! Aggregate results of the survey responses will be shared on [getinvolvedinnisfil.ca/Transit](http://getinvolvedinnisfil.ca/Transit). Stay in the know by registering to our community engagement online platform, Get Involved Innisfil.

If you would like to enter a random draw for a chance to win a \$100 gift card to the Innisfil store of your choice (terms and conditions apply), please provide your contact information:

Name: \_\_\_\_\_

Email: \_\_\_\_\_

Phone Number: \_\_\_\_\_



2101 Innisfil Beach Road, Innisfil ON L9S 1A1

705-436-3710

1-888-436-3710

[www.innisfil.ca](http://www.innisfil.ca)

[inquiry@innisfil.ca](mailto:inquiry@innisfil.ca)

APPENDIX D

**ROUND 2 PUBLIC ENGAGEMENT FOUR  
NETWORK OPTIONS PRESENTED**

Figure 1. Network Option 1

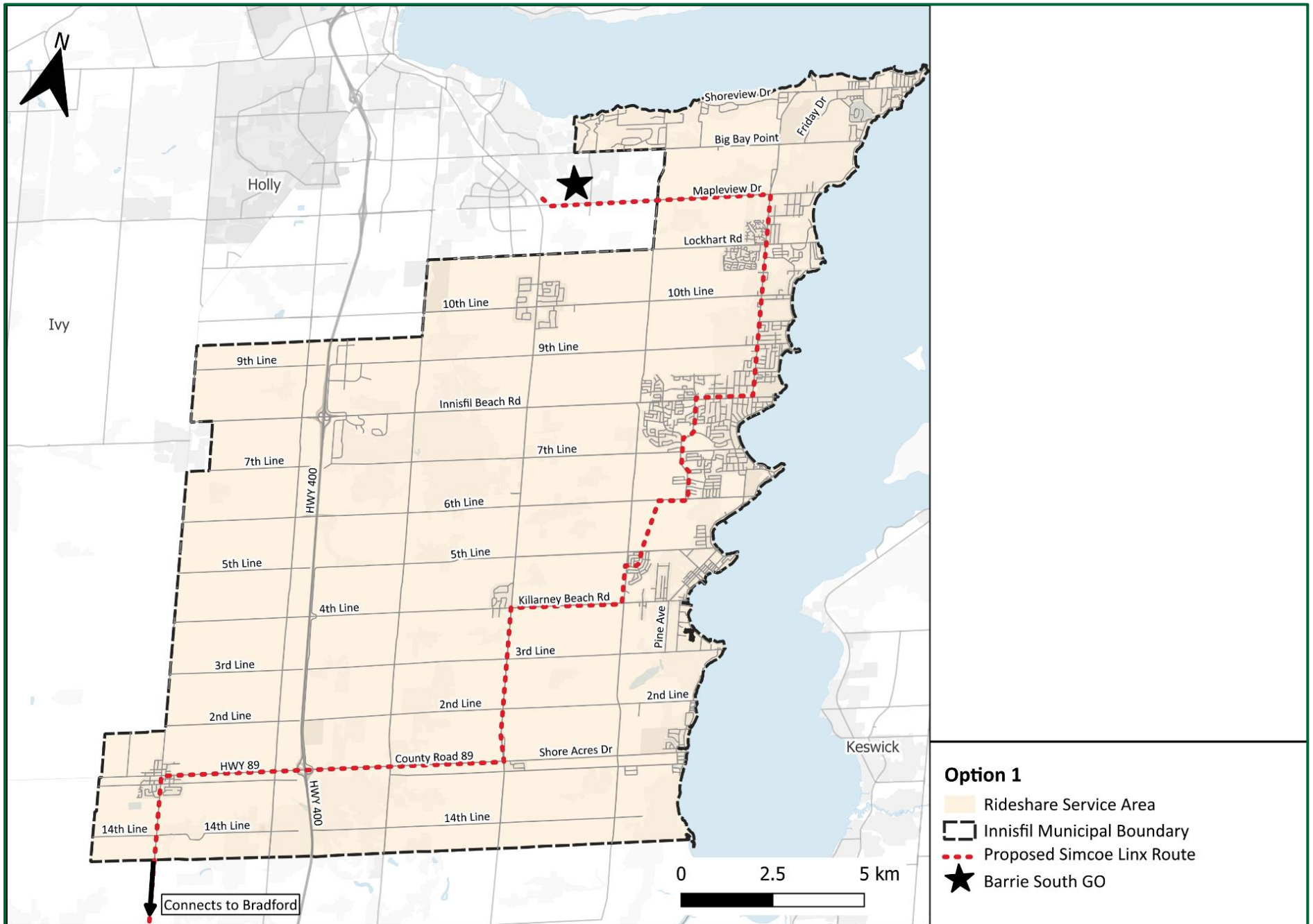
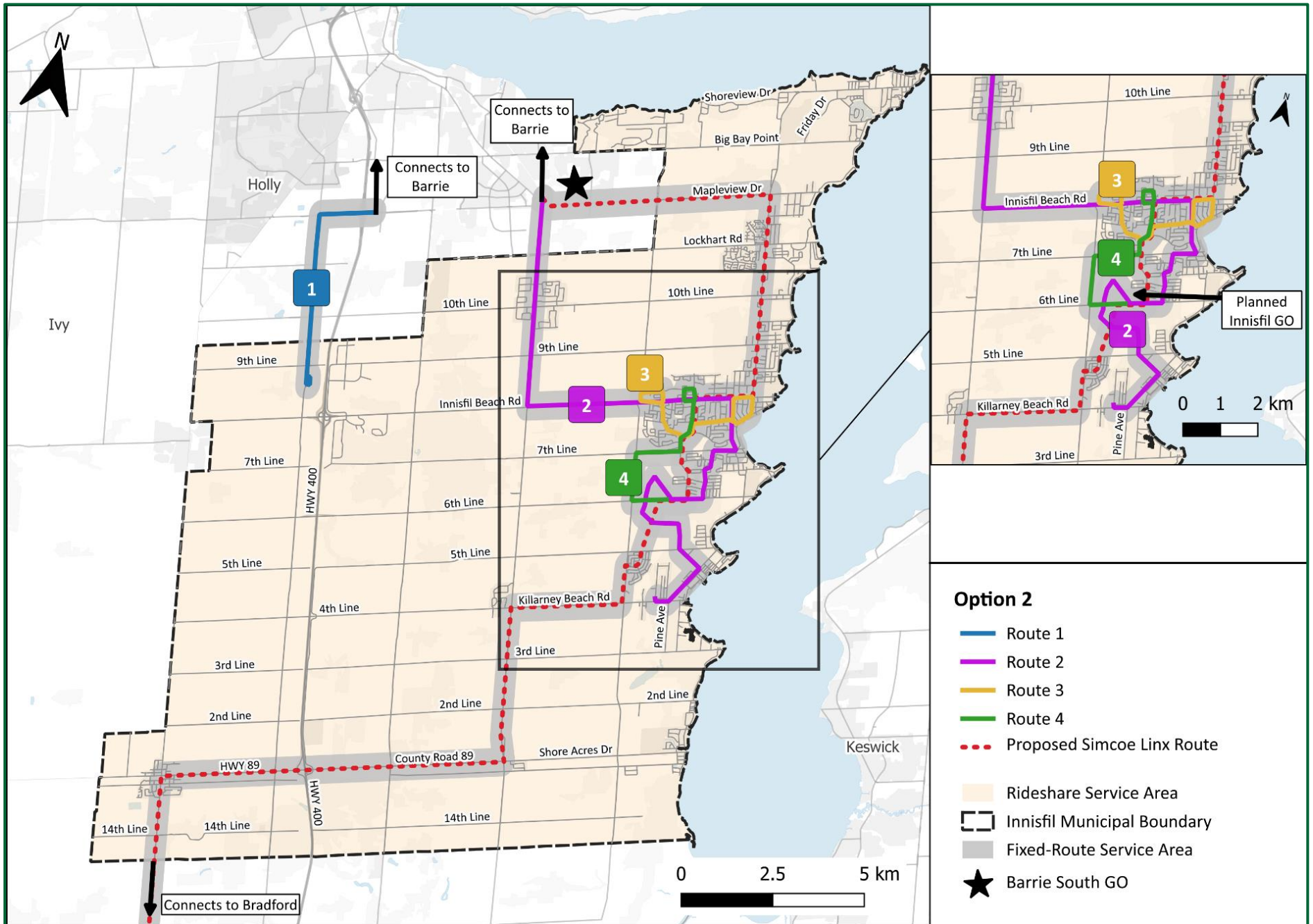


Figure 2. Network Option 2



**Option 2**

- Route 1
- Route 2
- Route 3
- Route 4
- - - Proposed Simcoe Linx Route
- Rideshare Service Area
- Innisfil Municipal Boundary
- Fixed-Route Service Area
- ★ Barrie South GO

Figure 3. Network Option 3

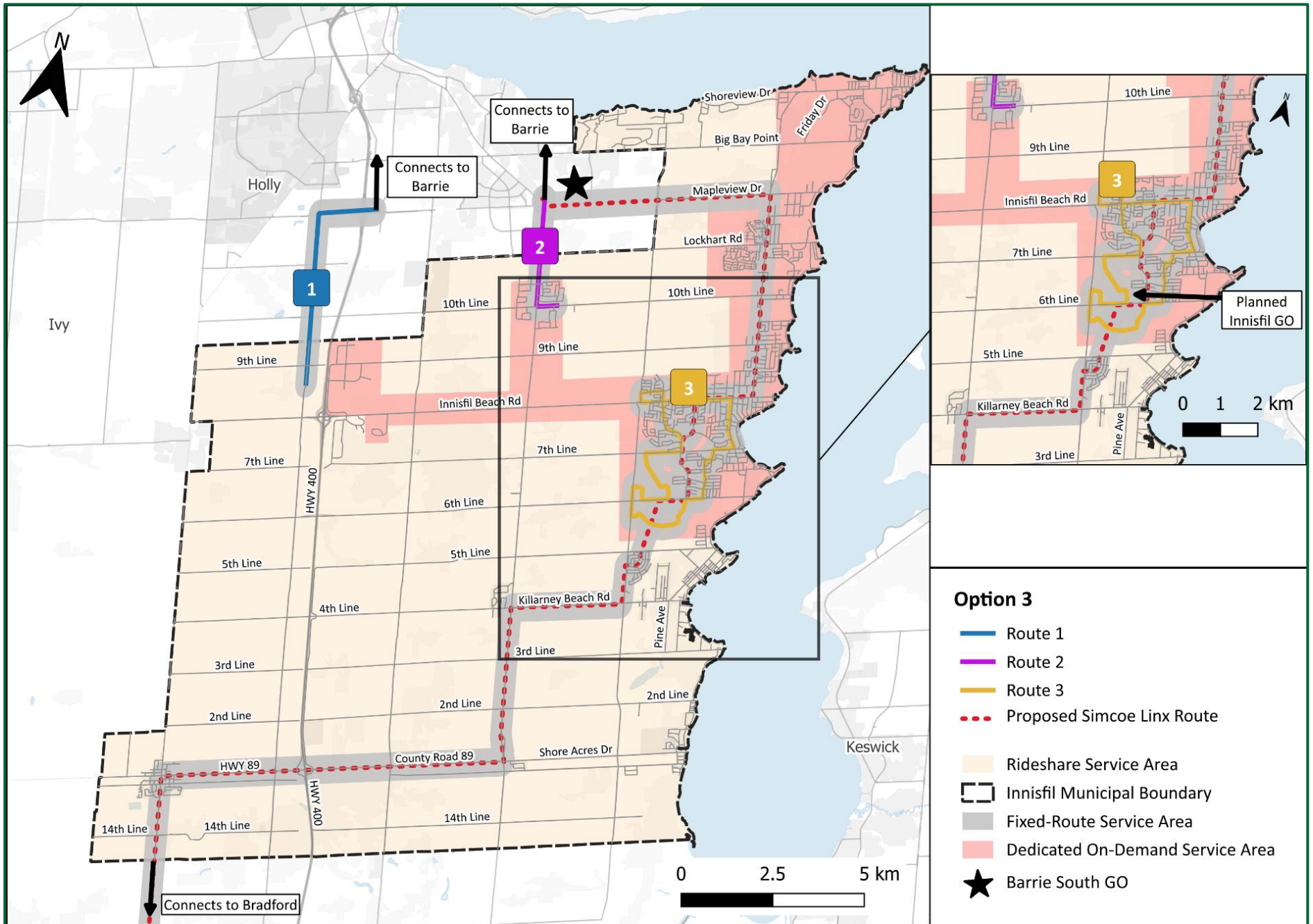
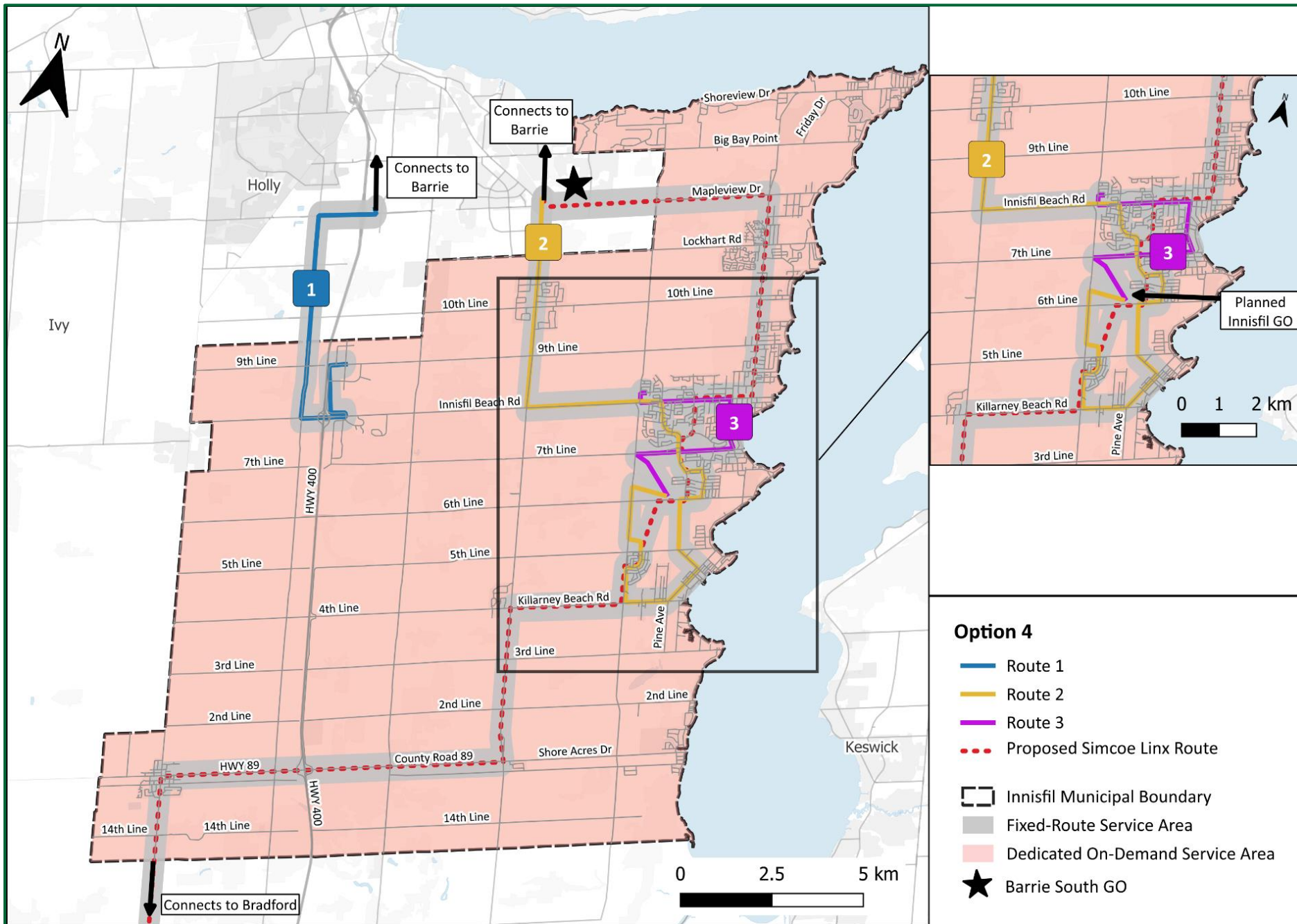


Figure 4. Network Option 4



APPENDIX E

**ROUND 2 PUBLIC ENGAGEMENT SURVEY  
AND EMPLOYER SURVEY**



## Innisfil Transit Master Plan

### Survey: Transit to 2034

The Town of Innisfil is currently developing a 10-year Transit Master Plan. As part of this project, we want to hear from you, our community, to better understand your transportation preferences.

We have prepared **four potential options** for Innisfil Transit services in the future. These options were informed by feedback received through Round 1 of community engagement and by our Technical Work Group and other interest holders. Your feedback is vital to the development of the Transit Master Plan. Please take some time to answer this survey.

All your answers will remain confidential.

The survey will take you approximately 15 minutes to complete.

Please complete the online survey or return your completed paper survey to one of the following locations by **May 25, 2025**, for a chance to win a \$100 gift card to the Innisfil store of your choice (terms and conditions apply):

- Innisfil Town Hall - 2101 Innisfil Beach Road
- Innisfil ideaLAB & Library Lakeshore Branch - 967 Innisfil Beach Road
- Innisfil ideaLAB & Library Cookstown Branch - 20 Church Street
- Innisfil ideaLAB & Library Stroud Branch - 7883 Yonge Street

### Part 1: Introduction to four service options

This survey presents four (4) service options that show what Innisfil Transit could look like over the next ten years.

Please note:

- These service options are **example scenarios** to demonstrate how the system could look like in the future.
- These options were designed to help you understand the amount, frequency, and scope of services Innisfil Transit can get from exploring alternative service delivery models. They are examples to gather your opinions and thoughts.

- All service options are based on the same level of annual investment. Each example presented has similar gross costs.
- **No permanent changes** to the system have been actioned nor would be implemented without approval from Council and other interest holders.

These service option examples explore various service delivery models, including rideshare services (which is in operation today through a partnership with Uber), fixed-route transit, and dedicated on-demand service.

Please review the differences between each service models before continuing to the next section:

Rideshare Service	Fixed-route Service	Dedicated On-demand Service
<p><b>What is it?</b> Riders can request trips by identifying pick-up/drop-off locations. Trips are subsidized, with service provided by a third-party contractor that uses local drivers, personal vehicles, and an account-based system.</p> <p><b>What are the benefits?</b></p> <ul style="list-style-type: none"> <li>• Quality of service</li> <li>• Travel time</li> </ul> <p><b>What are the trade-offs?</b></p> <ul style="list-style-type: none"> <li>• Cost escalation</li> <li>• Personal vehicles may not accommodate accessibility needs</li> </ul>	<p><b>What is it?</b> A traditional bus system operated on established routes and managed on a set network.</p> <p><b>What are the benefits?</b></p> <ul style="list-style-type: none"> <li>• Predictable service</li> <li>• Predictable costs</li> <li>• Eliminates technology barriers</li> </ul> <p><b>What are the trade-offs?</b></p> <ul style="list-style-type: none"> <li>• Limited coverage</li> <li>• Static routing may not connect to preferred destination</li> </ul>	<p><b>What is it?</b> Riders request trips as needed, much like the rideshare service. However, the service uses transit vehicles, is provided by the Town, and does not require an account to book.</p> <p><b>What are the benefits?</b></p> <ul style="list-style-type: none"> <li>• Accessible</li> <li>• Equitable</li> <li>• Youth access</li> </ul> <p><b>What are the trade-offs?</b></p> <ul style="list-style-type: none"> <li>• Longer wait times</li> <li>• Varying travel times</li> </ul>

## Option 1: Status quo

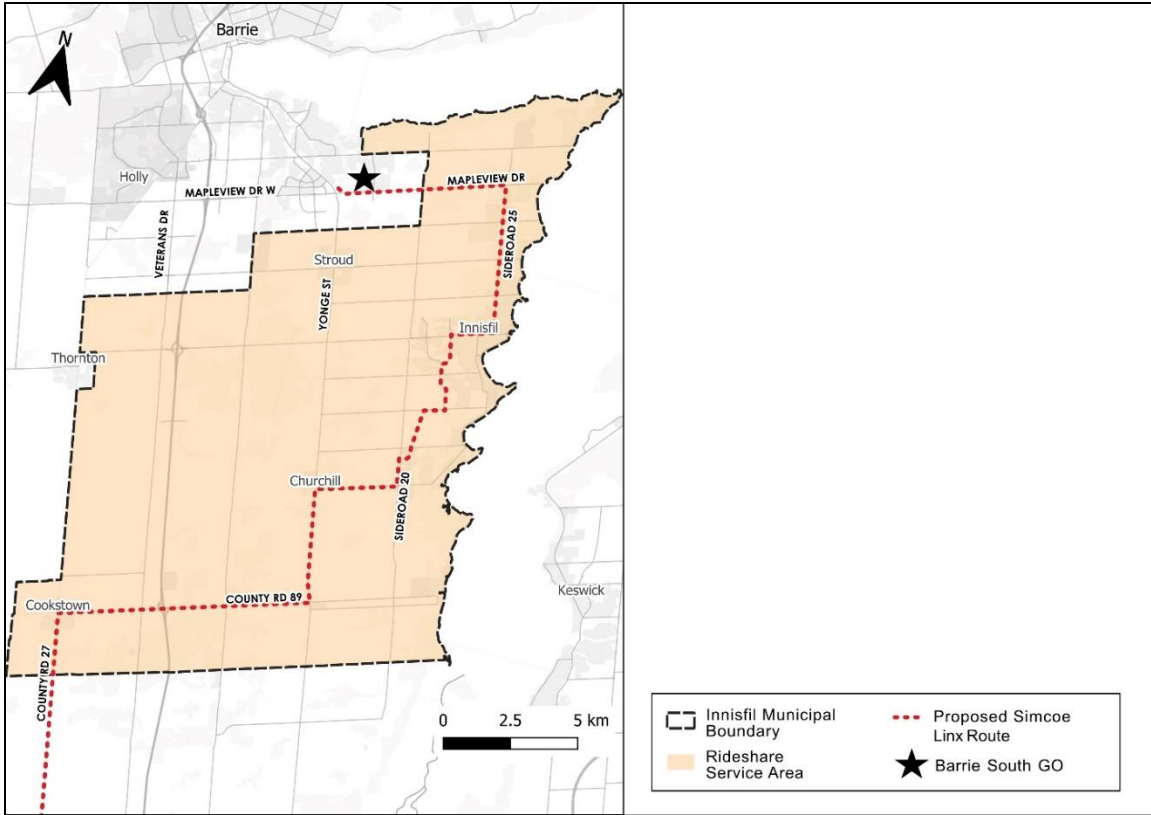
Option 1 continues the current Innisfil Transit service. This service option example maintains the Town's current rideshare service model.

Option 1 is a **rideshare-only** service option. Currently, the rideshare service offers 30 subsidized trips per month. To ensure the target investment is not exceeded, the number of subsidized monthly trips would be reduced over the next 10 years.

Option 1 service details include:

- Rideshare Service
  - Subsidized rideshare trips
  - If travelling to/from designated hubs, fare varies approximately from \$4 to \$6
  - If travelling to/from other locations in Innisfil, a flat \$4 municipal subsidy, and passengers pay the remainder of the rideshare service cost
  - Subsidized trips are not offered outside of Innisfil, except to/from Barrie South GO
  - Trips can be shared with other riders who are travelling in the same direction
- County of Simcoe's Proposed Simcoe Linx Route
  - Proposed bus route, as part of the Simcoe Linx service
  - This is a fixed-route service option that is being managed and executed by Simcoe County (it is outside of the Town of Innisfil's control)
  - Innisfil residents, visitors, and community members will be able to use this service

The following map demonstrates the projected services with Option 1:



These are relevant ridership and financial metrics for Option 1. Projected 2034 ridership and the estimates of average costs per trip are provided.

Service Option	Passenger Cost/ Trip	Municipal Cost/Trip	Provincial Cost/Trip	Total Cost/Trip	Estimated Ridership
Option 1	\$6.15	\$10.60	\$2.25	\$19.00	170,000

**1. Do you have any comments on Option 1?**

**Option 2: Introducing Supporting Services**

Option 2 uses a rideshare service as the main form of transit but introduces fixed-route transit in areas of high ridership to help reduce overall costs.

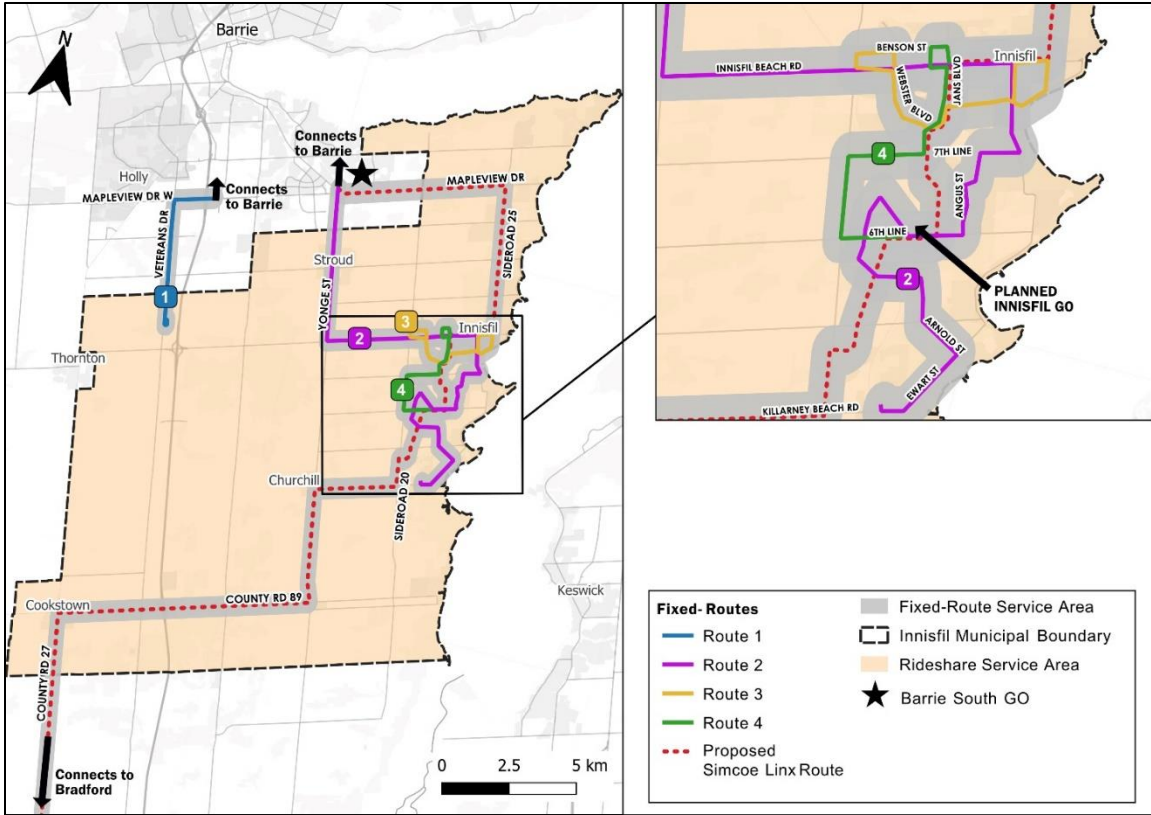
Option 2 is a **rideshare-primary, fixed route supported** service option.

Please, note: The fixed routes are examples to demonstrate the area of coverage and how the system could look in the future with this option.

Option 2 service details include:

- Rideshare Service
  - Subsidized rideshare trips
  - No monthly trip caps
  - Serves all trips that begin or end within the rideshare service area
  - Rideshare trips that start/end within the service area (regardless of origin or destination) are eligible to receive a flat subsidy:
    - If the start/end of the trip is within a fixed-route service area (shown in the map), the rideshare trip will receive a flat \$2 subsidy during fixed-routes operating hours and \$5 overnight
    - All other trips that start/end within the Town of Innisfil borders will receive a flat \$5 subsidy
  - Rideshare available 24/7 (and can be used in fixed-route areas when these services are not operating (e.g., overnight))
- Fixed-route Service
  - Four fixed-route services in high-usage corridors (Routes 1-4)
  - A flat \$3 bus fare (with monthly passes available)
  - Fixed-route frequencies (how often buses arrive at a stop) between 20 to 30 minutes
  - Fixed-route services are available weekdays 7am to 8 pm and weekends 9 am to 7 pm
- County of Simcoe's Proposed Simcoe Linx Route
  - Proposed bus route, as part of the Simcoe Linx service
  - This is a fixed-route service option that is being managed and executed by Simcoe County (it is outside of the Town of Innisfil's control)
  - Innisfil residents, visitors, and community members will be able to use this service

The following map illustrates these projected features in Option 2:



### Option 2 Service Metrics

These are relevant ridership and financial metrics for Option 2. Projected 2034 ridership and the estimates of average costs per trip are provided. Option 1 estimates have been included for comparison.

Service Option	Passenger Cost/ Trip	Municipal Cost/Trip	Provincial Cost/Trip	Total Cost/Trip	Estimated Ridership
Option 1	\$6.15	\$10.60	\$2.25	\$19.00	170,000
<b>Option 2</b>	<b>\$8.80</b>	<b>\$7.60</b>	<b>\$1.55</b>	<b>\$17.95</b>	<b>255,000</b>

### 2. Do you have any comments on Option 2?

## Option 3: New Primary Services

Option 3 introduces dedicated on-demand services, or on-demand rideshare vehicles that are run and operated by the Town of Innisfil (as opposed to a third-party provider). This option also includes fixed-route services and continues to offer subsidized rideshare services to address the needs of lower transit-usage areas and overnight trips.

Option 3 is a **fixed-route and dedicated on-demand primary and rideshare-supported** service option.

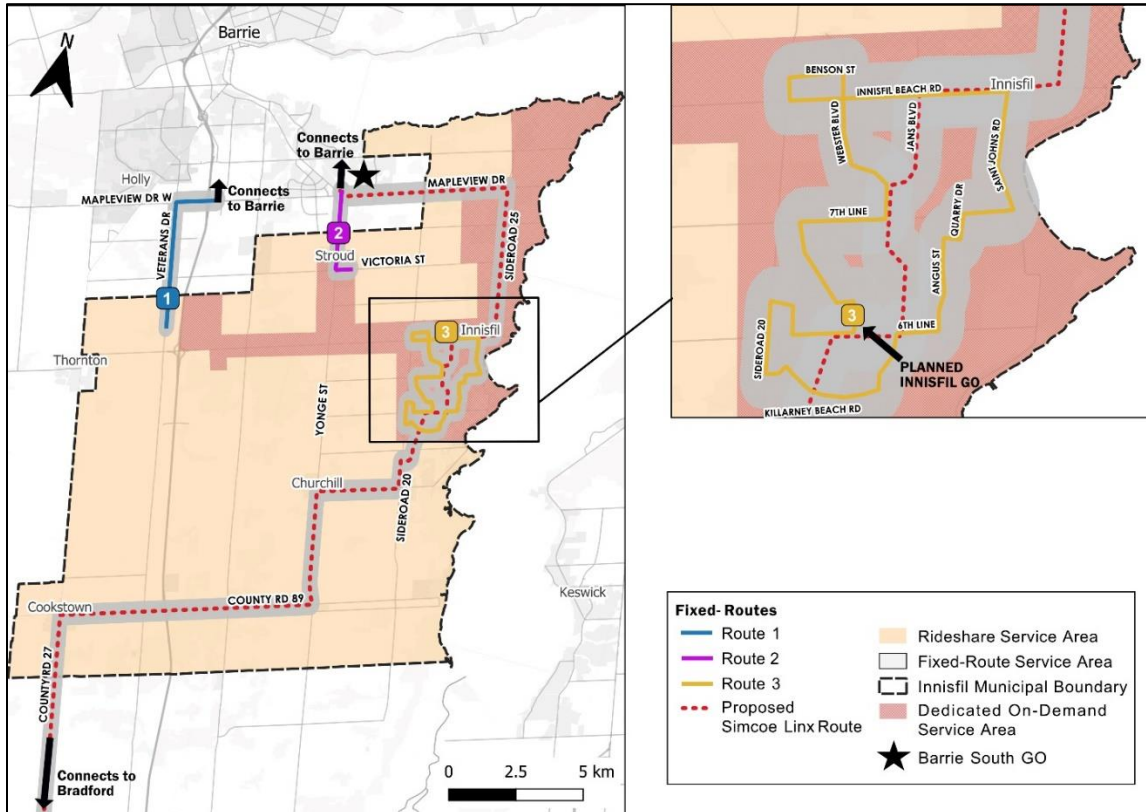
Please note: The fixed-routes and dedicated on-demand areas are examples to demonstrate the area of coverage and how the system could look in the future with this option.

Option 3 service details include:

- Fixed-route Service
  - Three fixed-route services in high-usage corridors (Routes 1-3)
  - A flat \$3 bus fare (with monthly passes available)
  - Fixed-route frequencies (how often buses arrive at a stop) between 20 to 30 minutes
  - Fixed-route services available weekdays 7 am to 7 pm; weekends 9 am to 7 pm
- Dedicated On-demand Service
  - Operates within the dedicated on-demand service area (as shown on the map) and does not operate outside of that area except for:
    - Trips to/from fixed-route service areas
    - Trips that start and end within the fixed-route service area but require the passenger(s) to transfer between routes
  - Fare is calculated by distance: \$2.50 plus \$0.25 per km
  - Frequent users can purchase a monthly pass, which would include an additional 50% passenger discount
- Rideshare Service
  - Subsidized rideshare trips
  - No monthly trip caps
  - Rideshare available 24/7
  - Serves all trips that begin or end within the rideshare service area
  - Rideshare trips that start/end within the service area (regardless of origin or destination) are eligible to receive a flat \$5 subsidy
  - Rideshare trips that start/end within the fixed-route or dedicated on-demand service areas are only eligible to receive a flat \$5 subsidy when these services are not operating (e.g., overnight)
- County of Simcoe's Proposed Simcoe Linx Route
  - Proposed bus route, as part of the Simcoe Linx service

- This is a fixed-route service option that is being managed and executed by Simcoe County (it is outside of the Town of Innisfil's control)
- Innisfil residents, visitors, and community members will be able to use this service

The following map illustrates these features:



### Option 3 Service Metrics

These are relevant ridership and financial metrics for Option 2. Projected 2034 ridership and the estimates of average costs per trip are provided. Options 1 and 2 estimates have been included for comparison.

Service Option	Passenger Cost/ Trip	Municipal Cost/Trip	Provincial Cost/Trip	Total Cost/Trip	Estimated Ridership
Option 1	\$6.15	\$10.60	\$2.25	\$19.00	170,000
Option 2	\$8.80	\$7.60	\$1.55	\$17.95	255,000
<b>Option 3</b>	<b>\$6.00</b>	<b>\$8.40</b>	<b>\$1.85</b>	<b>\$16.25</b>	<b>280,000</b>

### 3. Do you have any comments on Option 3?



## Service Option 4: Fixed-route and Dedicated On-demand Only

Option 4 uses fixed-route and dedicated on-demand service delivery models. Rideshare services do not qualify for municipal subsidy, with on-demand service providing expanded 24/7 service coverage instead.

Option 4 is a **fixed-route and dedicated on-demand only** service option.

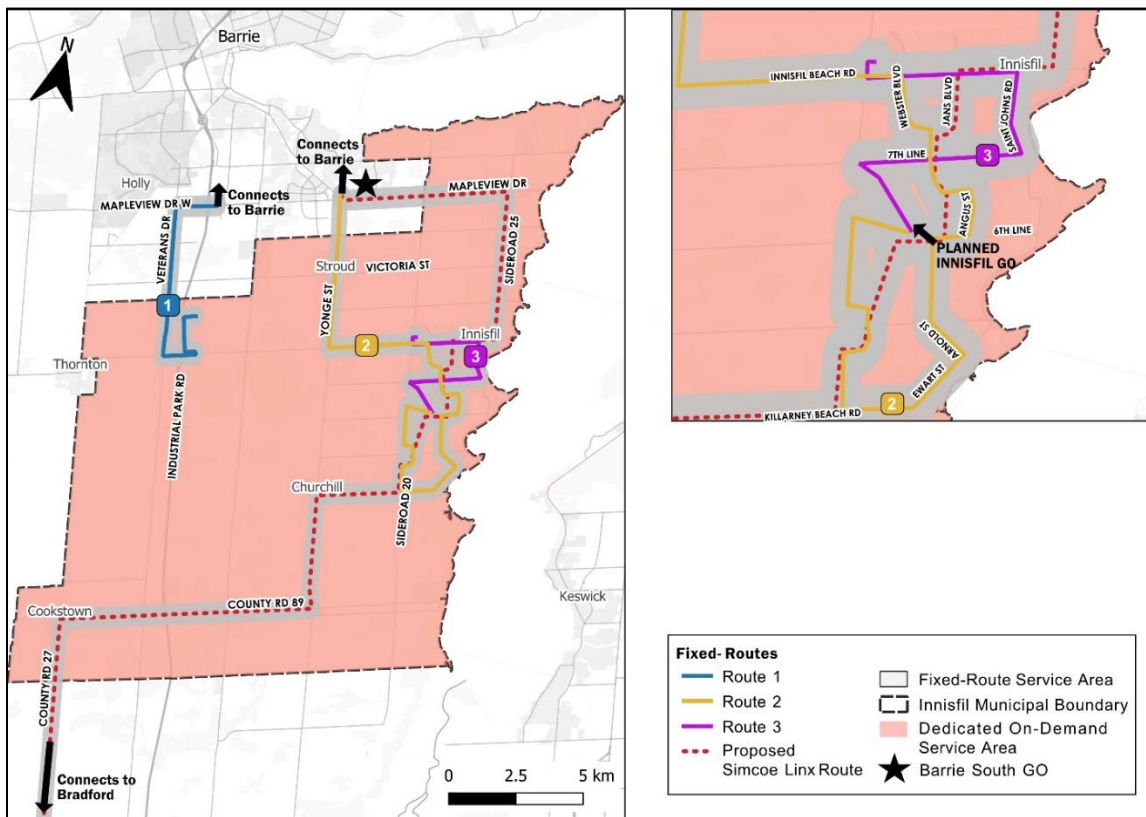
Please note: The fixed-routes and dedicated on-demand areas are examples to demonstrate the area of coverage and how the system could look in the future with this option.

Option 4 service details include:

- Dedicated On-demand Service
  - Operates all trips to/from the dedicated on-demand service area (as shown on the map) and does not operate outside of this area except for:
    - Trips that start or end in the fixed-route service area
    - Trips that start or end within Innisfil's borders to/from outside of Innisfil's borders (as long as it is within the on-demand service operator's service area (e.g., Barrie South GO))
    - Trips that start and end within the fixed-route service area but require the passenger(s) to transfer between routes
  - Fare is calculated by distance: \$2.50 plus \$0.25 per km
  - Frequent users can purchase a monthly pass which would include an additional 50% passenger discount
  - Dedicated on-demand service is available 24/7, with no limitations to trips within/to/from the fixed-route service area when fixed-route services are not in operation (e.g., overnight)
- Fixed-route Service
  - Three fixed-route services in high-usage corridors (Routes 1-3)
  - A flat \$3 bus fare (with monthly passes available)
  - Fixed-route frequencies (how often buses arrive at a stop) between 20 to 30 minutes

- Fixed-route services available weekdays 7 am to 7 pm; weekends 9 am to 7 pm
- County of Simcoe's Proposed Simcoe Linx Route
  - Proposed bus route, as part of the Simcoe Linx service
  - This is a fixed-route service option that is being managed and executed by Simcoe County (it is outside of the Town of Innisfil's control)
  - Innisfil residents, visitors, and community members will be able to use this service

The following map illustrates these features:



### Option 4 Service Metrics

These are relevant ridership and financial metrics for Option 2. Projected 2034 ridership and the estimates of average costs per trip are provided. Options 1, 2 and 3 estimates have been included for comparison.

Service Option	Passenger Cost/ Trip	Municipal Cost/Trip	Provincial Cost/Trip	Total Cost/Trip	Estimated Ridership
Option 1	\$6.15	\$10.60	\$2.25	\$19.00	170,000
Option 2	\$8.80	\$7.60	\$1.55	\$17.95	255,000
Option 3	\$6.00	\$8.40	\$1.85	\$16.25	280,000

<b>Option 4</b>	<b>\$2.55</b>	<b>\$14.50</b>	<b>\$2.15</b>	<b>\$19.20</b>	<b>190,000</b>
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**4. Do you have any comments on Option 4?**

**Part 2: Service Option Input and Feedback**

The following questions seek your input and feedback on the various service options and their specific offerings.

Please note:

- All service options are based on the same level of annual investment. Each example presented has similar gross costs.
- They have been designed this way to help you understand the amount, frequency, and scope of services Innisfil Transit can get from exploring alternative service delivery models.
- All options presented are examples only.

**5. Are you responding to this survey as an employer with a business in Innisfil?**

- Yes
- No

If you answered “Yes”, please skip to Part 4 on Page XX for employer-specific questions to ensure we can capture your feedback on the four options as they address the needs of your business and workforce.

If you wish to also provide your feedback as an individual resident or community member of Innisfil, please submit a second survey and answer “No” to Question 5 and proceed with Parts 2 and 3.

**6. Based on the four examples shared, what is your most preferred service option? (Please select one)**

- Option 1- Maintaining Status Quo
- Option 2- Introducing Supporting Services

- Option 3- New Primary Services
- Option 4- Fixed-route and Dedicated On-demand Only

**7. Why did you choose that option as your most preferred option in Question 4? (Select all that apply)**

- I like that it will cost me less to travel
- I like that it will provide me more predictable and reliable service
- I like that it gives me different travel options
- I like that it will provide me with better access to transit
- I like the fixed-routes in this option
- This option provides me the best value for my travel needs
- I like that it will be more cost-effective for the municipality
- I like that it will generally be more affordable for people in the community to travel with this option
- I like that I can travel from my home into my workplace in Innisfil
- Other (please specify):

**8. Looking at the four options presented in Part 1, are there changes you would make? Are there any gaps? In your answer, please specify which option(s) you are commenting on.**

**9. Each service option proposes fare structure changes to support the service while aiming to be cost-effective for passengers. Reflecting on the proposed fare structures, do they seem reasonable to you?**

- Yes, I think this fare structure is reasonable
- No. Please explain:

**10. Would you support the Town increasing spending on transit to improve services?**

- Yes, I support the Town increasing spending on transit to improve services
- Yes, I support the Town minorly increasing spending on transit
- No, spending should not be increased.

**11. Would you support an increase to your annual property taxes to fund improvements in transit? Please select the option that best reflects your opinion:**

- Less than the current amount
- The same as the current amount
- Slightly more than the current amount
- Much more than the current amount

### Part 3: Tell Us About Yourself

The following are a few questions about you to help us understand our community's specific transportation needs.

**12. Please explain how Innisfil Transit is applicable to you. Check all that apply.**

- I am a current transit user
- I currently do not use transit, but am interested in using it in the future
- I am a resident of Innisfil
- I am employed in Innisfil and rely on public transportation to get to work
- Other: \_\_\_\_\_

**13. What is your age group? Please select one.**

- Under 18
- 18 to 24
- 25 to 34
- 35 to 44
- 45 to 54
- 55 to 64
- 65 and over
- Prefer not to answer

**14. Which of the following best describes your current employment status? Please select one response.**

- Employed full-time (30 or more hours per week)
- Employed part-time (less than 30 hours per week)
- Student
- Not employed
- Full-time Caregiver/Stay-at-home parent
- Retired
- Other, please specify: \_\_\_\_\_
- Prefer not to answer

**15. Where is your primary residence? Please indicate the area of Innisfil you live in or are closest to.**

- Alcona
- Barclay
- Belle Ewart
- Big Bay Point
- Churchill
- Cookstown
- Fennell's Corners
- Gilford
- Innisfil Heights
- Lefroy
- Sandy Cove
- Stroud
- Agricultural/Rural
- I live outside of Innisfil
- Prefer not to answer

If you selected "I live outside of Innisfil", please specify where (please do not provide your street address, only city and/or neighbourhood):

**Would you like to enter a random draw for a chance to win a \$100 gift card to the Innisfil store of your choice (terms and conditions apply)? Please provide your contact information:**

Name: \_\_\_\_\_

Email: \_\_\_\_\_

Phone Number: \_\_\_\_\_

The survey has now concluded. The following questions (Part 4) are only for employers with a business in Innisfil.

Thank you for taking the time to answer this survey. We appreciate your feedback! Aggregate results of the survey responses will be shared on [getinvolvedinnisfil.ca/Transit](http://getinvolvedinnisfil.ca/Transit). Stay in the know by registering to our community engagement online platform, Get Involved Innisfil.

## Part 4: Questions for Employers with Businesses in Innisfil

The following questions seek your input and feedback on the various service options and their specific offerings as an employer with a business in Innisfil. If you are not an employer with a business in Innisfil, please do not answer this section.

**16. I employ a workforce of:** \_\_\_\_\_

**17. Where is your business located? Please indicate the area you are in or are closest to.**

- Alcona
- Barclay
- Belle Ewart
- Big Bay Point
- Churchill
- Cookstown
- Fennell's Corners
- Gilford
- Innisfil Heights
- Lefroy
- Sandy Cove
- Stroud
- Agricultural/Rural
- Prefer not to answer

**18. My employees rely on transit to get to work.**

- Yes
- No

**19. Based on the four examples shared, what is your most preferred service option?  
(Please select one)**

- Option 1- Maintaining Status Quo
- Option 2- Introducing Supporting Services
- Option 3- New Primary Services
- Option 4- Fixed-route and Dedicated On-demand Only

**20. Why did you choose that option as your most preferred option in Question 4?  
(Select all that apply)**

- I like that it will be more cost-effective for the municipality
- I like that it will allow employees commuting from out of town to have a predictable and reliable service
- I like that it will allow employees commuting from within the town to have a predictable and reliable service
- I like that it will allow employees commuting from out of town to have cost-effective commute options
- I like that it will allow employees commuting from within the town to have cost-effective commute options
- Other (please specify):

**21. Looking at the four options presented in Part 1, are there changes you would make? Are there any gaps? In your answer, please specify which option(s) you are commenting on.**

**22. Each service option proposes fare structure changes to support the service while aiming to be cost-effective for passengers. Reflecting on the proposed fare structures, do they seem reasonable to you?**

- Yes, I think this fare structure is reasonable
- No, as an employer, I think this would present a barrier for my employees to commute to work. Please explain how:

**23. Would you support the Town increasing spending on transit to improve services?**

- Yes, I support the Town increasing spending on transit to improve services
- Yes, I support the Town minorly increasing spending on transit
- No, spending should not be increased.

**24. Would you support an increase to your annual property taxes to fund improvements in transit? Please select the option that best reflects your opinion:**

- Less than the current amount
- The same as the current amount
- Slightly more than the current amount
- Much more than the current amount

**25. Would you be willing to contribute an employer subsidy if there were an option to add transit access to your location?**

- No, our business is not in a position to subsidize transportation for employees
- Yes, our business is potentially willing to subsidize employee transportation to our location
- Not applicable to me
- Other

If you would like to provide further explanation or details, please specify

Thank you for taking the time to answer this survey. We appreciate your feedback! Aggregate results of the survey responses will be shared on [getinvolvedinnisfil.ca/Transit](http://getinvolvedinnisfil.ca/Transit). Stay in the know by registering to our community engagement online platform, Get Involved Innisfil.



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APPENDIX F

**STOP GUIDELINES AND LOCATIONS**

## **Siting and Spacing**

Effective stop siting supports safe, accessible, and convenient passenger access while promoting efficient service delivery. The following guidelines apply to stop placement and spacing:

- Urban areas: Stops should be spaced approximately 300–400 metres apart.
- Rural or areas with sporadic development: Stops should be placed a minimum of 300 metres apart.
- Stops should be located as close to intersections as safely possible to enhance pedestrian connectivity.
- Stops should have high visibility to support safety
- Far-side stops (after the intersection) are preferred at signalized intersections, placed at least 15 metres beyond the crosswalk.
- Stops following a turning movement should be placed at least 30 metres beyond the crosswalk.
- Near-side stops (before the intersection) are preferred at unsignalized intersections.

## **Required Stop Infrastructure**

Transit stops should be accompanied by infrastructure to ensure user accessibility, visibility comfort and safety:

- Each sidewalk stop should include a concrete landing pad, minimum 1.5 m wide by 2.5 m deep, to support accessible boarding and alighting. The 2.5 m depth may include the sidewalk if aligned.
- There must be continuous, accessible pedestrian connectivity from the stop to an adjacent sidewalk, shared-use path, or driveway (in rural contexts).
- All stops must include an Innisfil Transit stop plate, mounted for visibility to both passengers and bus operators, and positioned to avoid creating obstacles. Plates may be mounted on existing hydro or road sign poles where feasible, or on a new dedicated metal pole where necessary.
- Where possible, community amenities or public spaces should be designed around stops or co-located with them (e.g., Innisfil Town Square) to share access to shade, seating, landscaping, and lighting. This supports rider comfort and safety, amenity utilization, and public realm vibrancy.

## **Stop Amenity Warrant Guidelines**

Stop amenity guidelines aim to provide structure and rationale for the implementation of amenities like garbage cans, benches, and shelters at future Innisfil Transit stops. Using the number of daily boardings as a basis, Table 1 provides considerations for the implementation of stop amenities.

**Table 1. Stop Amenity Considerations**

<b>Amenity</b>	<b>Daily Boardings Threshold</b>	<b>Additional Considerations</b>
<b>Garbage Can</b>	>20	Higher priority where litter is observed or near food/retail areas
<b>Bench</b>	>35	Prioritize where senior, disabled, or mobility-challenged populations are present
<b>Shelter</b>	>45	Consider local climate, exposure to wind/rain, wait times, and proximity to transfer points

### **Bus Bays**

In certain contexts, it is inappropriate to locate transit stops directly within a live traffic lane, particularly where posted speed limits are 60 km/h or higher, or the stop is used for extended dwell times.<sup>1</sup> Where possible, existing roadway space such as parking lanes or the start of turn lanes should be used to allow buses to stop without obstructing traffic, reducing the need for costly new construction. Otherwise, bus bays (off-street pull-out lanes) should be provided when roads are being reconstructed. This approach allows for cost-effective integration. Interim alternatives should be used until such reconstruction occurs.

### **Recommended Stop Locations**

Maps showing recommended fixed-route stop locations for Alcona (Figure 1) and the Yonge Street Corridor (Figure 2) are provided, along with a complete list in Table 2.

---

<sup>1</sup> Note: To reduce transit travel delay live in-lane stops are preferred except in situations with high vehicle speeds and extended transit dwell times.

Figure 1. Recommended Stage 1b Innisfil Transit Fixed-Route Stops In Alcona

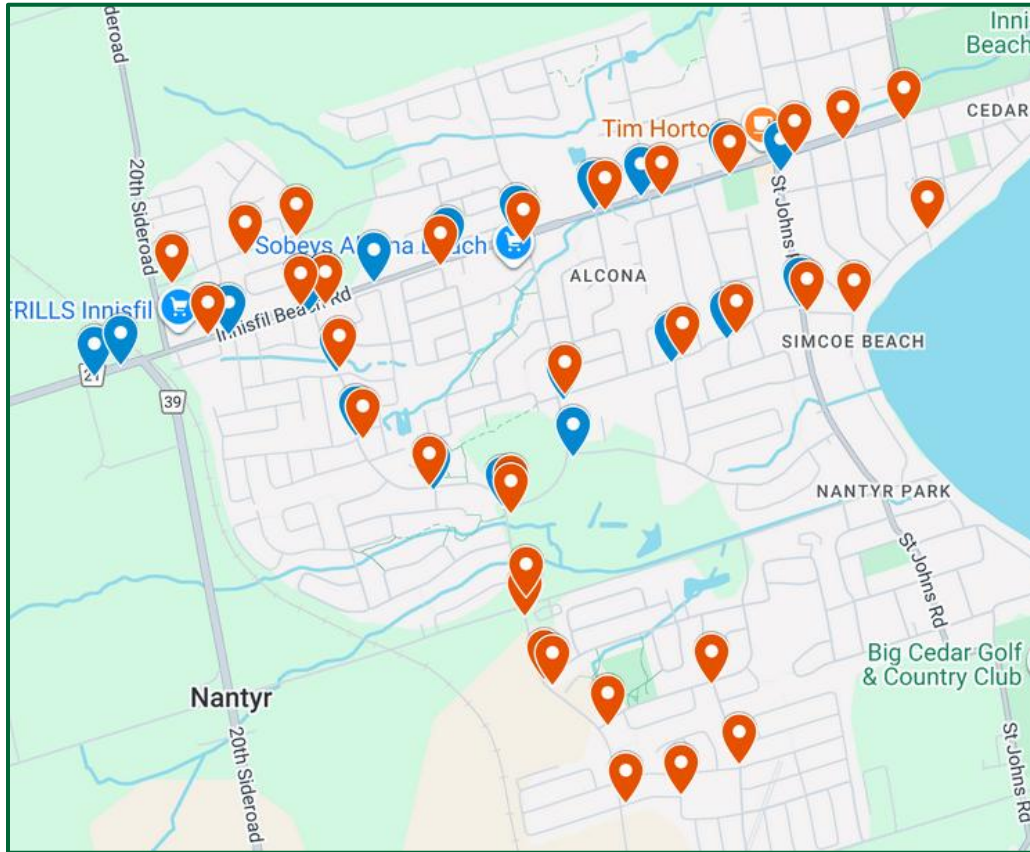


Figure 2. Recommended Innisfil Transit Stops For The Yonge Street Corridor, Stage 1b

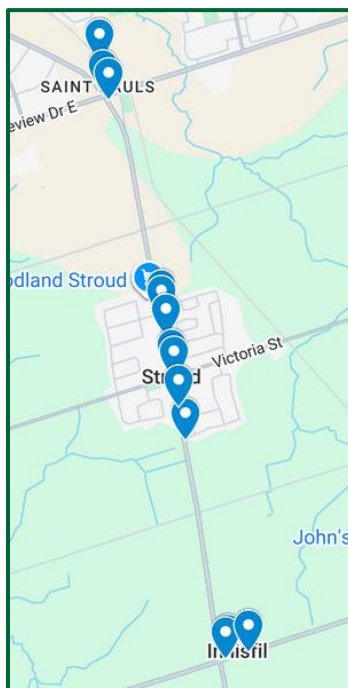


Table 2. Recommended Stop Locations

<b>Recommended Fixed Route Stops for the Yonge Street Corridor for Stage 1b</b>
Barrie South GO
Yonge St. at Mapleview Dr.
Yonge St. at Lynn St
Yonge St. at Glenn Ave.
Yonge St. at Victoria St.
Yonge St. (Outside of Stroud Curling Club)
Yonge St. at Southview Ave.
Yonge St. at Innisfil Beach Rd.
Innisfil Beach Rd (Outside Kempenfelt Bay School)
<b>Recommended Fixed Route Stops in Alcona for Stage 1b</b>
Benson St. at 20 <sup>th</sup> Sideroad
Benson St. at Nevils St.
Benson St. at Webster Blvd.
Innisfil Beach Rd. at Webster Blvd.
Innisfil Beach Rd. (Parallel from Swan St)
Innisfil Beach Rd. at Jans Blvd.
Innisfil Beach Rd. at Thompson St.
Innisfil Beach Rd. at Adullam Ave.
Innisfil Beach Rd. at Spring St.
Innisfil Beach Rd. (between Kate Ave. and St Johns Rd.)
St Johns Rd. at Vicrol Dr.
Westmount Ave. at St.Paul Rd.
Westmount Ave. at Ashwood Ave.
Westmount Ave. at Jans Blvd.
Webster Blvd. at Jans Blvd.
Webster Blvd. at 7 <sup>th</sup> Line
Webster Blvd. at Booth Ave.
Webster Blvd. at 7 <sup>th</sup> Line
Webster Blvd. at Quarry Dr.
Quarry Dr. at Angus St.
Angus St. at Wickham Rd.
Corby Way at Sharpe St.
Corby Way at Webster Blvd.
Webster Blvd. at Booth Ave.
Webster Blvd. at 7 <sup>th</sup> Line
Webster Blvd. at Jans Blvd.
Webster Blvd. at Robins Gate.
Webster Blvd. at Lawson St.

Webster Blvd. at Butler St.
Innisfil Beach Rd. at Webster Blvd.
Innisfil Beach Rd. (outside of No Frills)
Innisfil Beach Rd. at 25 <sup>th</sup> Sideroad
Innisfil Beach Rd. at Inglewood Dr.
25 <sup>th</sup> Sideroad at Adams Rd.
Adams Rd. at Vicrol Dr.

APPENDIX G

**STAGE 1 RECOMMENDED SCHEDULES**

Table 1. Alcona Loop Weekday Schedule

<b>Weekdays</b>				
<b>Benson at 20th Side Road</b>	<b>Innisfil Town Square</b>	<b>Nantyr Shores Secondary School</b>	<b>Angus at Wickham</b>	<b>Benson at 20th Side Road</b>
7:00 AM	7:05 AM	7:11 AM	7:16 AM	7:26 AM
7:30 AM	7:35 AM	7:41 AM	7:46 AM	7:56 AM
8:00 AM	8:05 AM	8:11 AM	8:16 AM	8:26 AM
8:30 AM	8:35 AM	8:41 AM	8:46 AM	8:56 AM
9:00 AM	9:05 AM	9:11 AM	9:16 AM	9:26 AM
9:30 AM	9:35 AM	9:41 AM	9:46 AM	9:56 AM
10:00 AM	10:05 AM	10:11 AM	10:16 AM	10:26 AM
10:30 AM	10:35 AM	10:41 AM	10:46 AM	10:56 AM
11:00 AM	11:05 AM	11:11 AM	11:16 AM	11:26 AM
11:30 AM	11:35 AM	11:41 AM	11:46 AM	11:56 AM
12:00 PM	12:05 PM	12:11 PM	12:16 PM	12:26 PM
12:30 PM	12:35 PM	12:41 PM	12:46 PM	12:56 PM
1:00 PM	1:05 PM	1:11 PM	1:17 PM	1:27 PM
1:30 PM	1:35 PM	1:41 PM	1:47 PM	1:57 PM
2:00 PM	2:05 PM	2:11 PM	2:17 PM	2:27 PM
2:30 PM	2:35 PM	2:41 PM	2:47 PM	2:57 PM
3:00 PM	3:05 PM	3:11 PM	3:17 PM	3:27 PM
3:30 PM	3:35 PM	3:41 PM	3:47 PM	3:57 PM
4:00 PM	4:05 PM	4:11 PM	4:17 PM	4:27 PM
4:30 PM	4:35 PM	4:41 PM	4:47 PM	4:57 PM
5:00 PM	5:05 PM	5:11 PM	5:17 PM	5:27 PM
5:30 PM	5:35 PM	5:41 PM	5:47 PM	5:57 PM
6:00 PM	6:05 PM	6:11 PM	6:17 PM	6:27 PM
6:30 PM	6:35 PM	6:41 PM	6:47 PM	6:57 PM

Table 2. Stage 1 Alcona Loop Weekend Schedule

<b>Weekends</b>				
<b>Benson at 20th Side Road</b>	<b>Innisfil Town Square</b>	<b>Nantyr Shores Secondary School</b>	<b>Angus at Wickham</b>	<b>Benson at 20th Side Road</b>
9:00 AM	9:05 AM	9:11 AM	9:16 AM	9:26 AM
9:30 AM	9:35 AM	9:41 AM	9:46 AM	9:56 AM
10:00 AM	10:05 AM	10:11 AM	10:16 AM	10:26 AM
10:30 AM	10:35 AM	10:41 AM	10:46 AM	10:56 AM
11:00 AM	11:05 AM	11:11 AM	11:16 AM	11:26 AM
11:30 AM	11:35 AM	11:41 AM	11:46 AM	11:56 AM
12:00 PM	12:05 PM	12:11 PM	12:16 PM	12:26 PM
12:30 PM	12:35 PM	12:41 PM	12:46 PM	12:56 PM
1:00 PM	1:05 PM	1:11 PM	1:16 PM	1:26 PM
1:30 PM	1:35 PM	1:41 PM	1:46 PM	1:56 PM
2:00 PM	2:05 PM	2:11 PM	2:16 PM	2:26 PM
2:30 PM	2:35 PM	2:41 PM	2:46 PM	2:56 PM
3:00 PM	3:05 PM	3:11 PM	3:16 PM	3:26 PM
3:30 PM	3:35 PM	3:41 PM	3:46 PM	3:56 PM
4:00 PM	4:05 PM	4:11 PM	4:16 PM	4:26 PM
4:30 PM	4:35 PM	4:41 PM	4:46 PM	4:56 PM
5:00 PM	5:05 PM	5:11 PM	5:16 PM	5:26 PM
5:30 PM	5:35 PM	5:41 PM	5:46 PM	5:56 PM
6:00 PM	6:05 PM	6:11 PM	6:16 PM	6:26 PM
6:30 PM	6:35 PM	6:41 PM	6:46 PM	6:56 PM

Table 3. Stage 1 Barrie - Alcona Weekday Schedule

Weekdays						
Barrie South GO	Yonge at Victoria (Stroud)	Innisfil Beach at Canadian Tire	Innisfil ideaLab and Library	Westmount at Jans	Innisfil Beach at Yonge	Barrie South GO
		7:00 AM	7:04 AM	7:08 AM	7:16 AM	7:25 AM
7:30 AM	7:38 AM	7:45 AM	7:49 AM	7:53 AM	8:01 AM	8:10 AM
8:15 AM	8:23 AM	8:30 AM	8:34 AM	8:38 AM	8:46 AM	8:55 AM
9:00 AM	9:08 AM	9:15 AM	9:19 AM	9:23 AM	9:31 AM	9:40 AM
9:45 AM	9:53 AM	10:00 AM	10:04 AM	10:08 AM	10:16 AM	10:25 AM
10:30 AM	10:38 AM	10:45 AM	10:49 AM	10:53 AM	11:01 AM	11:10 AM
11:15 AM	11:23 AM	11:30 AM	11:34 AM	11:38 AM	11:46 AM	11:55 AM
12:00 PM	12:08 PM	12:15 PM	12:19 PM	12:23 PM	12:31 PM	12:40 PM
12:45 PM	12:53 PM	1:01 PM	1:06 PM	1:10 PM	1:19 PM	1:29 PM
1:34 PM	1:42 PM	1:50 PM	1:55 PM	1:59 PM	2:08 PM	2:18 PM
2:24 PM	2:32 PM	2:40 PM	2:45 PM	2:49 PM	2:58 PM	3:08 PM
3:13 PM	3:21 PM	3:29 PM	3:34 PM	3:38 PM	3:47 PM	3:57 PM
4:02 PM	4:10 PM	4:18 PM	4:23 PM	4:27 PM	4:36 PM	4:46 PM
4:51 PM	4:59 PM	5:07 PM	5:12 PM	5:16 PM	5:25 PM	5:35 PM
5:40 PM	5:48 PM	5:56 PM	6:01 PM	6:05 PM	6:14 PM	6:24 PM
6:29 PM	6:37 PM	6:44 PM	6:48 PM	6:52 PM	7:00 PM	7:09 PM

Table 4. Stage 1 Barrie - Alcona Saturday Schedule

Saturday						
Barrie South GO	Yonge at Victoria (Stroud)	Innisfil Beach at Canadian Tire	Innisfil ideaLab and Library	Westmount at Jans	Innisfil Beach at Yonge	Barrie South GO
		9:00 AM	9:04 AM	9:08 AM	9:16 AM	9:25 AM
9:30 AM	9:38 AM	9:45 AM	9:49 AM	9:53 AM	10:01 AM	10:10 AM
10:15 AM	10:23 AM	10:30 AM	10:34 AM	10:38 AM	10:46 AM	10:55 AM
11:00 AM	11:08 AM	11:15 AM	11:19 AM	11:23 AM	11:31 AM	11:40 AM
11:45 AM	11:53 AM	12:00 PM	12:04 PM	12:08 PM	12:16 PM	12:25 PM
12:30 PM	12:38 PM	12:45 PM	12:49 PM	12:53 PM	1:01 PM	1:10 PM
1:15 PM	1:23 PM	1:31 PM	1:36 PM	1:40 PM	1:49 PM	1:59 PM
2:04 PM	2:12 PM	2:20 PM	2:25 PM	2:29 PM	2:38 PM	2:48 PM
2:53 PM	3:01 PM	3:09 PM	3:14 PM	3:18 PM	3:27 PM	3:37 PM
3:42 PM	3:50 PM	3:58 PM	4:03 PM	4:07 PM	4:16 PM	4:26 PM
4:31 PM	4:39 PM	4:47 PM	4:52 PM	4:56 PM	5:05 PM	5:15 PM
5:20 PM	5:28 PM	5:36 PM	5:41 PM	5:45 PM	5:54 PM	6:04 PM
6:09 PM	6:17 PM	6:25 PM	6:30 PM	6:34 PM	6:43 PM	6:53 PM

Table 5. Stage 1 Barrie - Alcona Sunday Schedule

Sunday						
Barrie South GO	Yonge at Victoria (Stroud)	Innisfil Beach at Canadian Tire	Innisfil ideaLab and Library	Westmount at Jans	Innisfil Beach at Yonge	Barrie South GO
		9:00 AM	9:04 AM	9:08 AM	9:16 AM	9:25 AM
9:30 AM	9:38 AM	9:45 AM	9:49 AM	9:53 AM	10:01 AM	10:10 AM
10:15 AM	10:23 AM	10:30 AM	10:34 AM	10:38 AM	10:46 AM	10:55 AM
11:00 AM	11:08 AM	11:15 AM	11:19 AM	11:23 AM	11:31 AM	11:40 AM
11:45 AM	11:53 AM	12:00 PM	12:04 PM	12:08 PM	12:16 PM	12:25 PM
12:30 PM	12:38 PM	12:45 PM	12:49 PM	12:53 PM	1:01 PM	1:10 PM
1:15 PM	1:23 PM	1:30 PM	1:34 PM	1:38 PM	1:46 PM	1:55 PM
2:00 PM	2:08 PM	2:15 PM	2:19 PM	2:23 PM	2:31 PM	2:40 PM
2:45 PM	2:53 PM	3:00 PM	3:04 PM	3:08 PM	3:16 PM	3:25 PM
3:30 PM	3:38 PM	3:45 PM	3:49 PM	3:53 PM	4:01 PM	4:10 PM
4:15 PM	4:23 PM	4:30 PM	4:34 PM	4:38 PM	4:46 PM	4:55 PM
5:00 PM	5:08 PM	5:15 PM	5:19 PM	5:23 PM	5:31 PM	5:40 PM
5:45 PM	5:53 PM	6:00 PM	6:04 PM	6:08 PM	6:16 PM	6:25 PM
6:30 PM	6:38 PM	6:45 PM	6:49 PM	6:53 PM		

APPENDIX H

**INFLATION-ADJUSTED COSTS AND  
REVENUES**

Table 1. Inflation-Adjusted Staged Annual Operating Cost and Revenue Estimates<sup>^</sup>

Metric	2024	Stage 1	Stage 2	Stage 3
<b>Gross Operating Costs</b>		\$2.29M	\$3.11M	\$5.33M
<i>Fixed Routes</i>		\$646k	\$1.46M	\$2.22M
<i>Mobility as a Service (MaaS) Solution</i>		\$62k	\$66k	\$73k
<i>Barrie-Innisfil Taxi, GoGo Technologies</i>		\$10k	\$11k	-
<i>Fair Transit Program</i>		\$20k	\$22k	\$24k
<i>Internal Operations</i>		\$31k	\$44k	\$85k
<i>Dedicated On-demand*</i>		-	-	\$1.21M
<i>Rideshare</i>		\$1.45M	\$1.44M	\$1.66M
<i>Additional Administrative Staff</i>		\$57k	\$61k	\$67k
<b>Fare Revenue<sup>+</sup></b>		\$115k	\$232k	\$660k
<b>Provincial Gas Tax</b>		\$417k	\$464k	\$561k
<b>Total Estimate Municipal Cost</b>	\$1.80M	\$1.74M	\$2.41M	\$4.11M

\*Dedicated On-demand cost includes and covers the provision of specialized transit service.

<sup>+</sup>Fare revenue includes dedicated service only for which the municipality collects. Rideshare passenger fare is not included.

<sup>^</sup>Financial figures are inflation adjusted based on Bank of Canada inflation projections.

Table 2. Inflation Adjusted Total Staged Capital Cost Estimates

Metric	2024	Stage 1	Stage 2	Stage 3
<b>Transit Infrastructure Capital Cost</b>	-	\$83k	\$11k	\$244k

APPENDIX I

**TMP TECHNICAL MEMORANDUM**

# MEMORANDUM

---



To: Town of Innisfil

From: Left Turn Right Turn

Date: May 15, 2025

Subject: 10-Year Transit Master Plan – Technical Memorandum

## 1 Purpose

This technical memorandum highlights opportunities for efficiency within Innisfil Transit. It is primarily informed by discovery sessions with staff and stakeholders, service analysis, feedback received from the Technical Working Group, and input received from residents through the first round of public engagement.

The observations and recommendations herein will inform the 10-year Transit Master Plan but will also serve as a basis for Town of Innisfil staff to understand where inefficiencies or suboptimal areas may exist and present potential pathways forward.

## 2 Identified Opportunities

The technical memorandum provides service and business observations across five established categories (determined by the Town of Innisfil). These categories include:

- Service delivery of existing transit solutions
- Trip booking
- Customer service
- Asset management (e.g., fleet, infrastructure, etc.)
- Administration (e.g., service oversight, reporting, etc.)

Each category provides an explanation, followed by the service and business observations of Innisfil Transit. Each category lists potential opportunities derived in response to the identified observations.

## 2.1.1 Service Delivery

Service delivery addresses the provision of existing transit solutions and services of Innisfil Transit. This includes aspects relating to service details (e.g., service span, days of operation), cost relative to service provided, accessible transit, hub fare system, and other aspects on how service is delivered generally.

### Service delivery observations:

1. Service span and days are maximized due to non-dedicated service model. Shifting to a different model may impact the extent of service delivery span/days at the same price point.
2. The Uber subsidy is high (relative to peers) from both a municipal and rider perspective. (see Table 1) Benefits are unevenly distributed spatially (due to the hub fare system) and demographically (see trip booking).

**Table 1. Peer Comparison**

Peer Comparison <sup>1</sup>						
	Trips per Capita	Municipal Cost per Capita	Municipal Cost per Trip	Passenger Fare to Cost Ratio	Gross Transit Cost per Capita	Gross Transit Cost per Trip
Innisfil	3.8	\$48	\$13	32%	\$71	\$19
Peer Average <sup>2</sup>	6.4	\$22	\$4	21%	\$31	\$5

3. Uber does not operate accessible vehicles. Innisfil Transit’s accessible trips are provided by Barrie-Innisfil Taxi and must be booked in advance.
4. The hub fare system supports inefficient trip patterns and service delivery. Nor does it tie transit service design to land use planning. Riders can maximize their per-ride value by taking multiple trips (to and then from a hub, each at \$4.10-\$6.20) rather than paying the higher fare associated with going directly from their origin to destination.
5. Innisfil Transit travels outside of municipal boundaries to Barrie South GO Station, which has the highest ridership of any Innisfil Transit hub. It was possible to book Innisfil Transit trips via Uber to another GO Station located outside of municipal boundaries, Bradford GO, though no subsidies of any kind were provided. The option to book Innisfil Transit trips to Bradford GO was removed from the Uber platform as of May 2025; it is unclear why there was ever an ability to book trips which involved that location.
6. The current service limits single booking capacity to two (2) passengers, intending to leave seats for additional passengers that may be picked up enroute. This deprioritizes parties of three or greater,

<sup>1</sup> Data is drawn primarily from the 2023 CUTA Factbook. When information is not available from the factbook it has been drawn from municipal budget documents and other public facing material.

<sup>2</sup> Peer communities include Bradford-West Gwillimbury, Halton Hills, Muskoka County, Comox Valley, Cowichan Valley, Grande Prairie, Belleville, Sault Ste. Marie, Charlottetown, Deseronto, Simcoe County, Wellington County and Norfolk County

including families, on the basis of ridesharing. Solutions to this issue are currently being explored, including the Multiple Youth-Based Voucher Pilot program which launched in May 2025.

**Table 2. Service Delivery Opportunities**

Potential Opportunities to Explore
1. Revise the fare structure to better promote affordability, equity, and efficiency.
2. Improve access to service by introducing new services/service delivery models. Introducing new delivery models will aid in mitigating escalating cost challenges and better balance cost-efficiency with service quality.
3. Introducing new services can expand the availability of accessible options, which is currently limited with the Uber model.
4. Better coordinate regional mobility by providing more connections with Barrie Transit, ensure stop alignment with Simcoe LINX, and allow more Uber trips outside of Innisfil.
5. Improve long-term transit sustainability by introducing fixed route and dedicated on-demand services to better enable cost-efficient long-term ridership growth.
6. Better tie transit service design to land use planning to optimize community goals by introducing fixed route service according to land use plans.
7. Introducing an hourly fixed cost service, with limited variability and incentive to provide more efficient service hours, could aid in addressing cost escalation challenges.

## 2.1.2 Trip Booking

Trip booking is a critical part of the customer experience and is directly tied to service delivery. Trip booking affects crucial transit elements such as access and equity.

### **Trip booking observations:**

1. The default monthly trip cap (30 trips) imposes limitations to the viability of public transit as a reliable, low-cost commuter option. It also presents mode share potential limitations as it becomes a less-cost effective alternative for residents that go beyond 30 trips per month.
2. Monthly trip caps can be increased upon request and review. The evaluation criteria and trip/month increase policies are unclear to residents.
3. User error has occurred when riders sometimes mistakenly select another trip option in the Uber app (i.e., UberX Share as opposed to “Innisfil Transit”), precluding the user from the subsidy.
4. Uber’s trip booking software presents equity issues for specific groups:
  - a. Uber does not accept cash. Furthermore, an account is required to use the system. Accounts cannot be created without a credit or debit card (even to redeem an Uber gift card). This precludes the unbanked population.

- b. Teens aged 13-17 must require parental consent to use the service. However, this does not guarantee that the driver will agree to transport the teen. Children aged 12 and under cannot use the service unsupervised.
- 5. The Town of Innisfil contracts GoGoGrandparent to provide call-in service for residents who do not own, or know how to operate, a mobile device or app-based service. This service is not frequently used with approximately 75 bookings per month. While this does alleviate the requirement for customers to have an Uber account, they still must be able to pay by credit card over the phone.
- 6. The Barrie-Innisfil Taxi service is contracted to provide wheelchair service. However, whereas the Uber service can be booked immediately, the taxi service requires at least 24 hours notice and the rider must specify it is for an Innisfil Transit trip when booking to receive the subsidy.

**Table 3. Trip Booking Opportunities**

<b>Potential Opportunities to Explore</b>
1. Introducing fixed route and stop-to-stop dedicated on-demand service would enable youth access without restrictions, eliminate technology barriers, eliminate credit card requirements, and provide integrated service for those requiring accessible transit (removing the need for contracting Barrie-Innisfil Taxi).
2. Improve access to service and transit mode share by eliminating trip and passenger caps.

### 2.1.3 Customer Service

Customer service includes the contact channels that residents and users have to provide input and relay their experiences with the service, as well as how users and potential users access information, resolve incidents, and understand the nuances of the service.

**Customer service observations:**

1. Innisfil Transit information is provided on the Town’s website, which contains “Transit,” “Fares and Routes,” and “Using Innisfil Transit” pages. However, some members of the public remain unclear on how to use the service provided.
2. There are limited options for riders and users to resolve problems as they arise. In most cases, particularly outside of municipal operating hours, riders and users must submit a ticket and await a response with no immediate recourse.
3. The Town of Innisfil has a Customer Ambassador that receives resident and user feedback on the transit service. However, feedback can also be provided directly to Uber via the app/driver reviews. This may lead to confusion about providing input, as well as inconsistent / specific input provided to the town.

**Table 4. Customer Service Opportunities**

Potential Opportunities to Explore
1. Improve the customer experience by clearly providing direction on how to resolve inquiries/problems outside of operating hours.
2. Conduct Innisfil Transit education campaigns and information sessions to introduce and instruct residents on how to use Innisfil Transit.
3. Increase visibility of Innisfil Transit by installing clear, step-by-step posters at strategic locations, such as Barrie South GO Station (inside and outside), showing riders service details and how to use the service.

## 2.1.4 Asset Management

Asset management refers to the development, operation, maintenance, and upgrade of equipment, infrastructure, and other tangible goods as they relate to public transit. Within the transit industry, physical assets often require costly, upfront capital purchases that require on-going operation and maintenance. This includes vehicles, stop locations, garage storage and repair space/facilities, among other aspects.

### **Asset management observations:**

1. As it relates to transit, the Town of Innisfil does not currently own transit-related assets or physical infrastructure. Uber operates Innisfil Transit and as such, all drivers and vehicles are employed by Uber in their standard fashion. Designated hubs do not have dedicated transit infrastructure unless it is a location that is used by a separate transit agency/service (e.g., Barrie South GO station).
2. While the Town of Innisfil does not own transit-related assets or infrastructure, their operations department is responsible for the on-going maintenance services of Metrolinx stops within the Innisfil municipal boundary.
3. The Town of Innisfil does possess garage space and maintenance bays (that they currently use to maintain firetrucks, etc.) that could be used to provide service to transit buses should buses be procured by the Town in the future.
4. There are multiple federal and provincial capital funding bodies, grant programs and opportunities that cover varying degrees of transit-related capital expenses (e.g., vehicles, strategic plans, infrastructure, technologies). Municipalities taking on more capital expenditures can access these funding streams, which can mitigate on-going operational expenses (i.e., not requiring contracted service providers to also provide their own vehicles).

**Table 5. Asset Management Opportunities**

Potential Opportunities to Explore
1. Pursuing capital funding to cover the capital costs of vehicle procurement could lower the operational expenses of contracted fixed-route or dedicated on-demand transit, reducing annual municipal expenses for the Town of Innisfil.
2. With the Town currently maintaining non-transit vehicles, as well as maintaining transit stops for Metrolinx, they have the capabilities to maintain the fleet should the Town purchase transit vehicles.

## 2.1.5 Administration

Administration speaks to internal roles and responsibilities that assist in the overall operation, oversight, planning, and implementation of Innisfil Transit. This includes financial expenditure, backend technology, contract management, accountability, transparency, and contractor auditing, among others.

### Administration observations:

1. The operation of Innisfil Transit is primarily contracted to Uber, an entity that manages bookings, hubs, ride pooling, and subsidies through their legacy backend system. However, Town of Innisfil staff do not have complete transparency into this software. Improved transparency would require routine audits of the Uber system to ensure accountability, accuracy, and performance but it is not evident these audits are undertaken or whose responsibility such audits might be within the Town.
2. Uber’s backend system manages the hub fare system. However, since deployment in Innisfil, Uber has updated their backend systems. Unfortunately, the new systems cannot account for the hub fare system, requiring them to use the now dated ‘legacy’ systems. A repercussion of this is that, in practice, the legacy system often results in higher passenger fares compared to the new system, leading to increased costs for the Town.
3. The Town of Innisfil does not have a role responsible for the oversight and administration of transit. Currently, the transit file is under the purview of the planning department, while members from the engineering and operations departments routinely support.
4. The Town does not allocate a high enough budget for Innisfil Transit. The 2024 approved budget was \$545,979 while the 2024 net municipal cost of Innisfil Transit was \$1.8 million (after application of gas tax funding). Despite the \$1.8 million net municipal cost (and projections that ridership will increase, thus increasing the cost), the 2025 budget only allocated \$1.1 million to Innisfil Transit (61% of the total 2024 cost).

**Table 6. Administration Opportunities**

Potential Opportunities to Explore
1. Establishing a dedicated transit position could provide enhanced accountability to the Innisfil Transit service via contractor, performance, customer experience, and budgeting oversight.
2. Working with Uber to move from the legacy tech stack to the new backend system could address persisting issues relating to trip booking and ridesharing policies.
3. Reviewing/renewing the contract between Uber and the Town of Innisfil could allow staff to include additional metrics and parameters that could increase transparency and service reliability.
4. Proactive budgeting practices could allow for greater accuracy of annual budget allocation.
5. Alternative service delivery models allow more oversight into service design parameters (e.g., balancing service quality with cost).

### 3 Summary

This technical memorandum submits potential opportunities for efficiencies across asset management, administration, service delivery, trip booking, and customer service. These opportunities are derived from discovery meeting, service analysis, and public engagement observations. The efficiency opportunities listed throughout this document will be considered during the development of the 10-year Business Plan and 10-year Transit Master Plan.

APPENDIX J

**IMPLEMENTATION TRIGGERS**

The following appendix provides an overview of the implementation triggers for new services and policies proposed under the Transit Master Plan.

**Table 1. New Services and Policies with their Implementation Triggers**

Services	Implementation Triggers (if applicable)
<b>General Implementation Triggers and Factors</b>	<ul style="list-style-type: none"> <li>• Point at which total cost (municipal and passenger) of rideshare equals or exceeds the expected cost of fixed route service for trips within the fixed route service area and operating hours, measured over a 6-month period.</li> <li>• Partner contributions can support the implementation of a service by offsetting the difference between projected fixed route costs and current total rideshare costs within the planned service area and operating period.</li> <li>• Realized population growth.</li> <li>• Development of RVH South Campus and Town Campus.</li> <li>• Substantial completion of Orbit's Northeast Quadrant and operational GO Station.</li> </ul>
<b>Stage 1</b>	
<b>Stage 1A</b>	
<b>Modify Existing Rideshare Fare Structure</b>	<ul style="list-style-type: none"> <li>• Implement a distance-based fare structure immediately (Q1–Q2 2026) to improve cost effectiveness, enhance equity, and establish a baseline for future planning.</li> </ul>
<b>Increase Monthly Trip Caps</b>	<ul style="list-style-type: none"> <li>• Increase trip caps from 30 to 50 for all users in alignment with fare revisions.</li> </ul>
<b>Align Maximum Passengers per Trip to Vehicle Capacity</b>	<ul style="list-style-type: none"> <li>• Allow up to four passengers per rideshare trip, implemented concurrently with fare changes.</li> </ul>
<b>Expand Inter-Municipal Rideshare Travel</b>	<ul style="list-style-type: none"> <li>• Introduce a \$2.50 subsidy for inter-municipal rideshare trips in alignment with other fare changes.</li> </ul>
<b>Remove Rideshare Subsidy Within Fixed Route Areas</b>	<ul style="list-style-type: none"> <li>• Remove the rideshare subsidy for trips taken within fixed route service areas and operating hours upon introduction of a new fixed route (including Simcoe County LINX Route 7, projected for 2027–2028).</li> </ul>

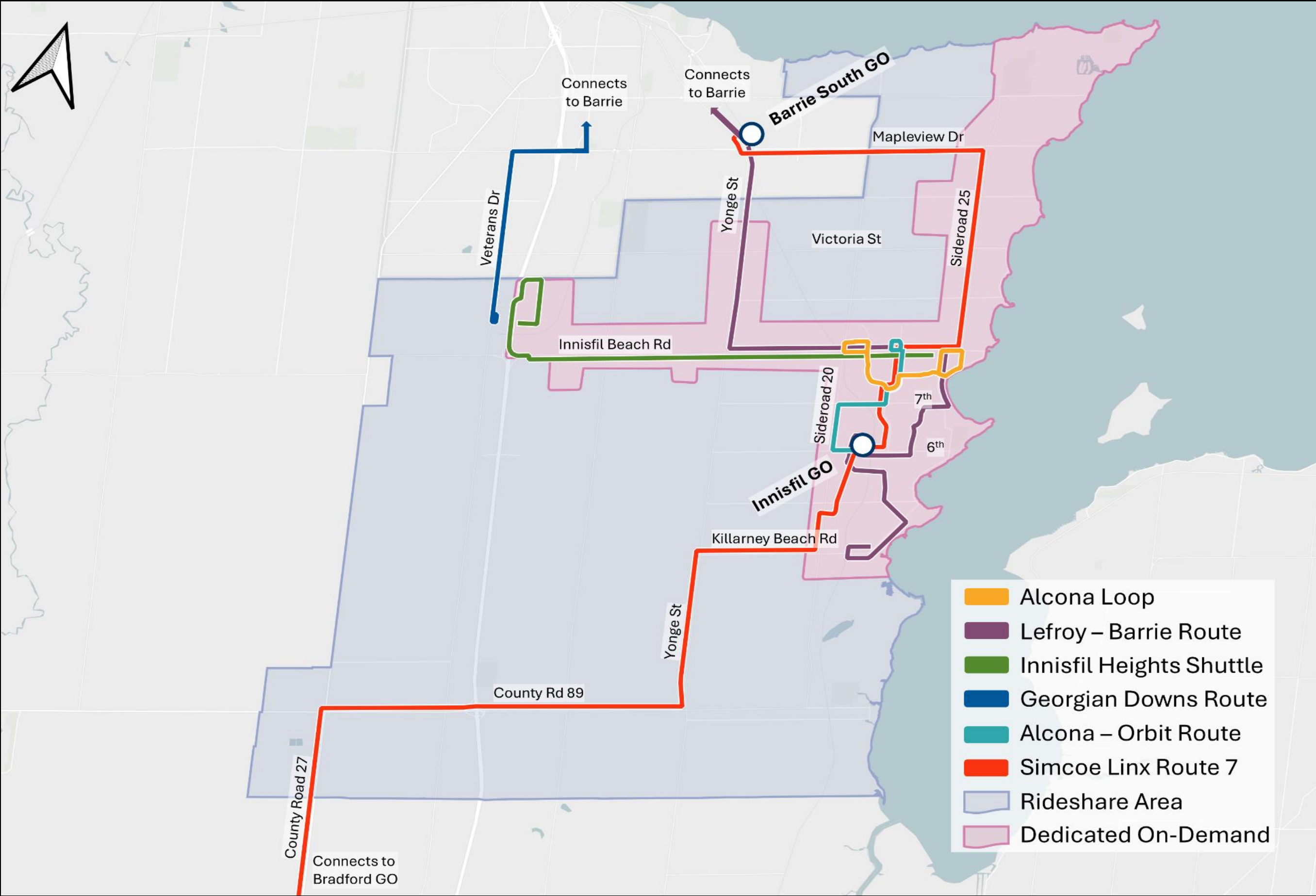
Stage 1B	
<b>Eliminate Monthly Trip Cap</b>	<ul style="list-style-type: none"> <li>Remove the monthly trip cap following monitoring of fare policy changes to improve equity and enhance budget predictability.</li> </ul>
<b>Introduce Alcona Loop Route</b>	<ul style="list-style-type: none"> <li>6-month rideshare ridership trigger within the route service area (weekday 7 a.m.–7 p.m. and 9 a.m.–7 p.m. after fare changes): 18,000 trips.</li> <li>Align with operationalization of the Innisfil GO Station and completion of Orbit Phase 1.</li> </ul>
<b>Introduce Barrie South GO-Alcona Route</b>	<ul style="list-style-type: none"> <li>6-month rideshare ridership trigger within the route service area (same periods as above): 29,000 trips.</li> <li>Should launch jointly with the Alcona Loop Route.</li> <li>Align with development of RVH South Campus and the Town Campus.</li> </ul>
Stage 2	
<b>Innisfil Heights Express</b>	<ul style="list-style-type: none"> <li>6-month rideshare ridership trigger within the route service area (weekday 5:45–9 a.m. and 4:00–4:45 p.m.): 3,600 trips</li> <li>Each additional \$1,000 in annual partner contributions reduces the trigger by 37 riders.</li> </ul>
<b>Georgian Downs Route</b>	<ul style="list-style-type: none"> <li>Implement only with financial collaboration from the City of Barrie.</li> <li>6-month ridership trigger within the Innisfil service area for the Georgian Downs Route and all of Barrie (weekday 7 a.m.–7 p.m. and 9 a.m.–7 p.m.): 3,600 trips.</li> <li>Each \$1,000 change in Barrie’s financial contribution shifts the trigger by 37 riders.</li> </ul>
<b>Enhanced Barrie South GO-Stroud Route</b>	<ul style="list-style-type: none"> <li>Implement only with financial collaboration from Barrie.</li> <li>Funding support should also be pursued for the existing Barrie South GO–Alcona Route while also enabling Barrie stops.</li> <li>6-month ridership trigger between Alcona and Barrie South GO: 3,300 trips.</li> </ul>
<b>Two-way Alcona Loop and Extension</b>	<ul style="list-style-type: none"> <li>Introduce two-way service when the combined 6-month ridership within the Loop service area across the two Stage 1 routes reaches 45,000 trips.</li> <li>Extend the loop following substantial completion of Orbit Phase 1 (defined as &gt;150 residents located more than 400 m from an existing transit stop).</li> </ul>
Stage 3	
<b>Co-mingled Dedicated On Demand/Specialized Services</b>	<ul style="list-style-type: none"> <li>No implementation trigger; based on policy decision.</li> </ul>

<b>Stage 3 Fixed Routes</b>	<ul style="list-style-type: none"> <li>• Launch all Stage 3 routes simultaneously to establish a cohesive network.</li> <li>• Triggered by substantial completion of the Orbit Northwest Precinct (defined as &gt;150 residents located more than 400 m from an existing transit stop).</li> </ul>
<b>Non-staged</b>	
The following triggers are not expected within the 10-year planning horizon but provide strategic flexibility for future conditions.	
<b>Friday Harbour Route</b>	<ul style="list-style-type: none"> <li>• Implement if trip volumes within the proposed alignment and connected fixed route areas result in total costs equal to or exceeding the estimated cost of operating a fixed route.</li> <li>• Partnership funding could reduce ridership thresholds.</li> </ul>
<b>Extending Operating Route Hours</b>	<ul style="list-style-type: none"> <li>• Extend hours when municipal + passenger costs for rideshare trips during non-fixed route hours equal or exceed the estimated cost of fixed route service during that period.</li> <li>• Weekday hour extension (6-month trigger): 900 riders per hour.</li> <li>• Weekend/holiday hour extension (6-month trigger): 400 riders per hour.</li> </ul>
<b>Alcona-Orbit Extension to Northwest Alcona</b>	<ul style="list-style-type: none"> <li>• Triggered by significant development in Northwest Alcona, defined as &gt;150 residents located more than 400 m from an existing transit stop.</li> </ul>
<b>Alcona Loop Extension to Northwest Alcona</b>	<ul style="list-style-type: none"> <li>• Triggered by significant development in Northwest Alcona as per the Official Plan (same &gt;150 residents threshold).</li> </ul>
<b>Alcona Loop Extensions</b>	<ul style="list-style-type: none"> <li>• 9th Line: Area boardings exceed 5 per hour.</li> <li>• Sandy Cove: Area boardings exceed 15 per hour.</li> </ul>
<b>Modified Barrie South GO-Stroud Route</b>	<ul style="list-style-type: none"> <li>• Triggered by substantial development completion in Stroud (defined as &gt;150 residents beyond 400 m of an existing transit stop).</li> </ul>

APPENDIX K

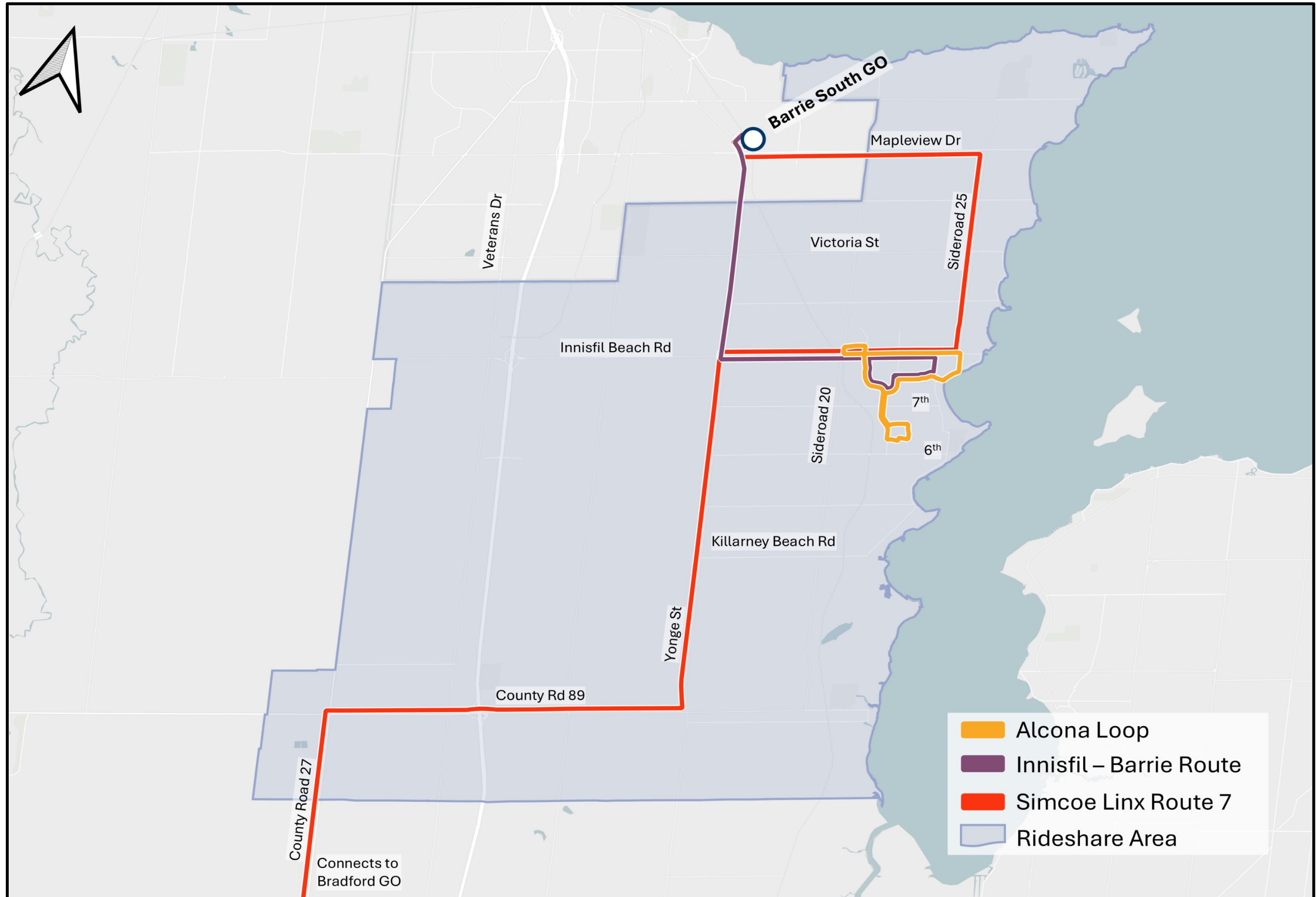
**NETWORK MAPS**

# 2035 Innisfil Transit Network<sup>1</sup>

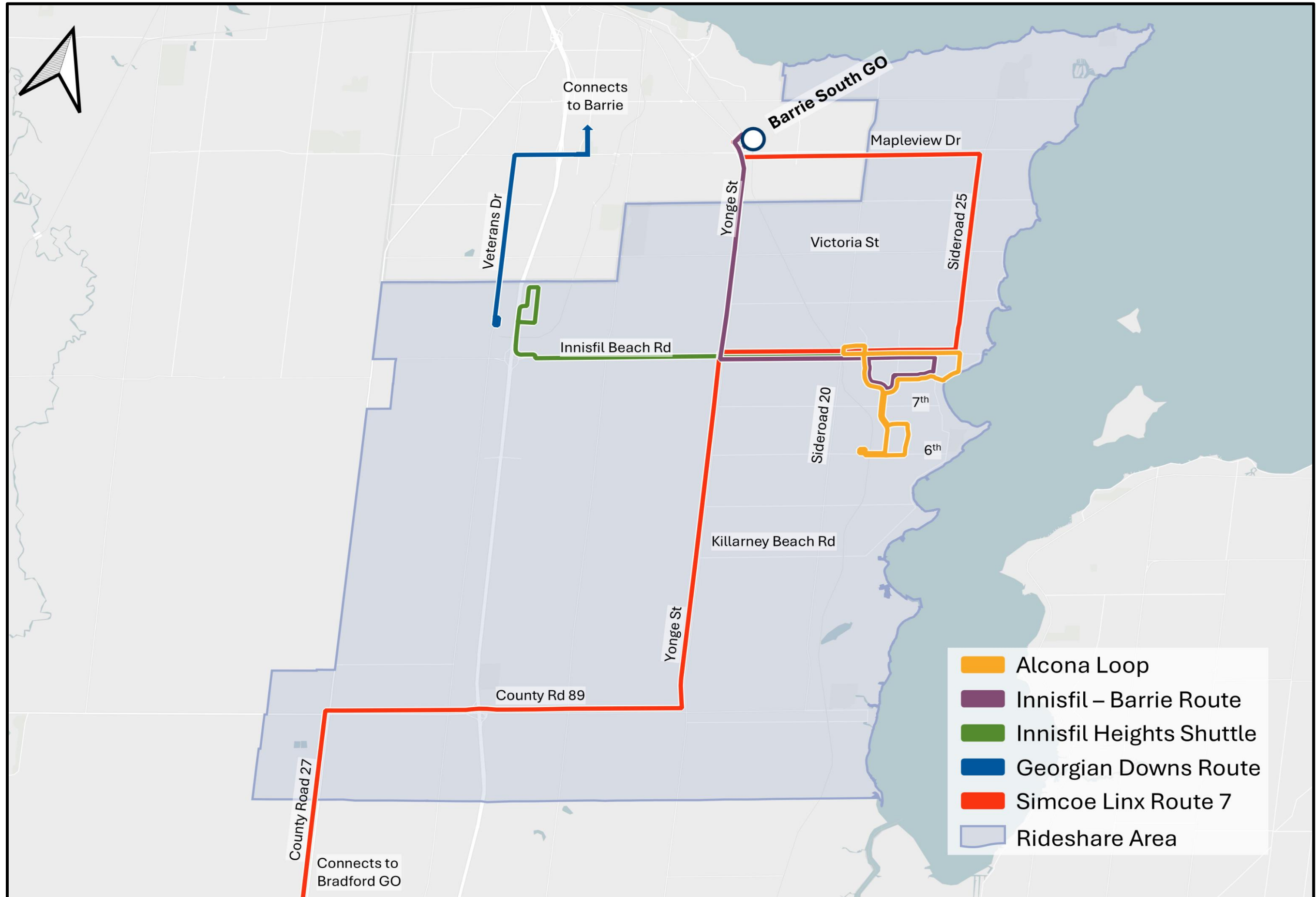


- Alcona Loop
- Lefroy – Barrie Route
- Innisfil Heights Shuttle
- Georgian Downs Route
- Alcona – Orbit Route
- Simcoe Linx Route 7
- Rideshare Area
- Dedicated On-Demand

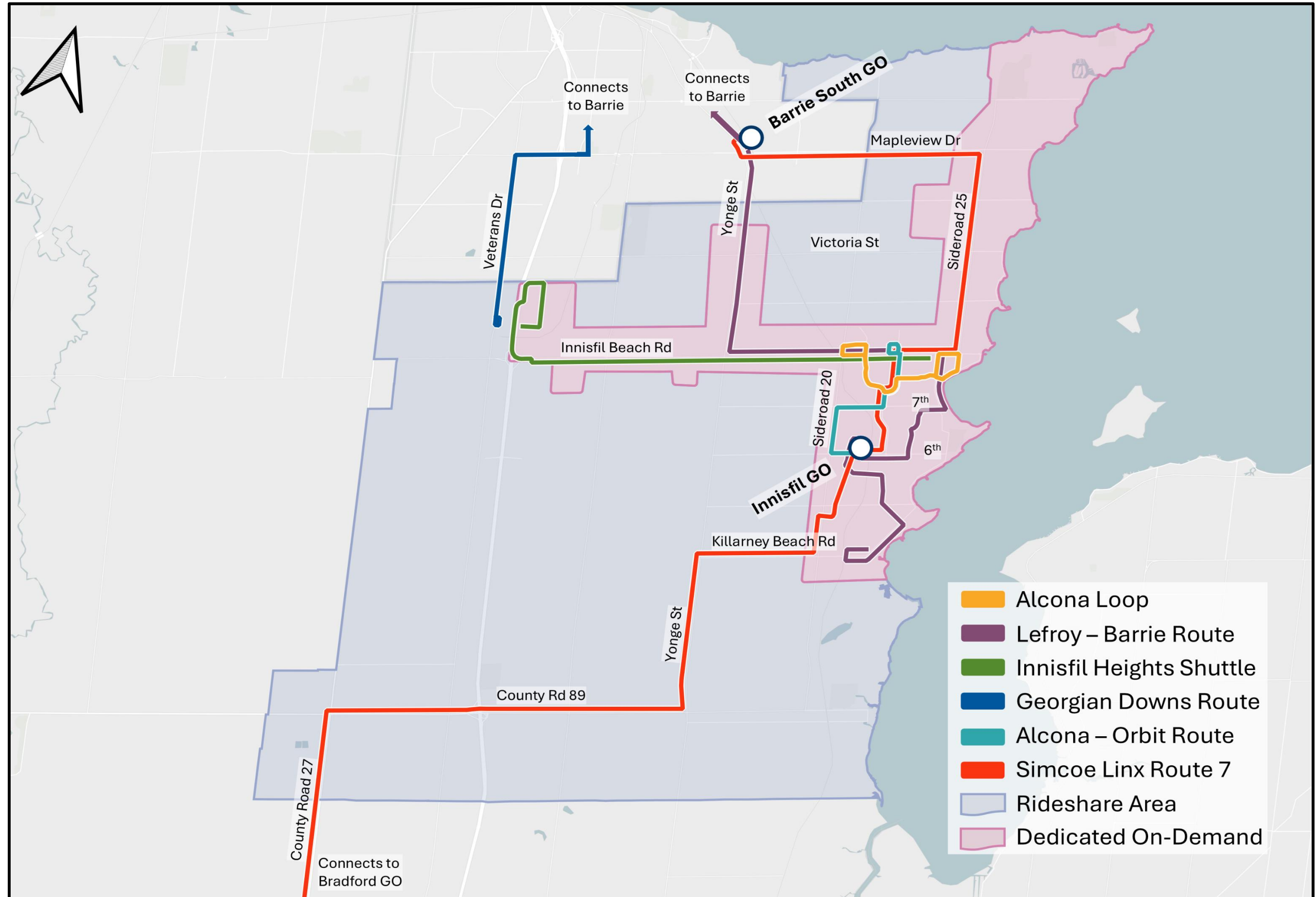
# Stage 1 Innisfil Transit Network<sup>2</sup>



# Stage 2 Innisfil Transit Network<sup>3</sup>



# Stage 3 Innisfil Transit Network<sup>4</sup>



# Notes

1. Shows the full buildout of the 2035 Innisfil Transit Network, as shown in Figure 25 of the Transit Master Plan.
2. Shows the initial Innisfil Transit Network buildout by the end of Stage 1, as shown in Figure 28 of the Transit Master Plan.
3. Shows the subsequent buildout of the Innisfil Transit Network by the end of Stage 2, as shown in Figure 29 of the Transit Master Plan.
4. Shows the comprehensive buildout of the Innisfil Transit Network by the end of Stage 3, as shown in Figure 30 of the Transit Master Plan.

The Stage 3 Network and 2035 Innisfil Transit Network maps are the same as the full buildout is the realization and implementation of all three stages. Innisfil Transit may continue to iterate and develop the network beyond the 10-year horizon of this Transit Master Plan.