

Executive Summary

Grande Prairie Transit Master Plan – *“The New Grande Prairie Transit”*



Table of Contents

1	Background and Study Purpose	1
2	Key Elements of the Transit Master Plan	1
3	Phase 1 – Needs and Opportunities	2
4	Transit Vision, Goals and Objectives	3
5	Phase 2 – Transit Service Plan.....	3
5.1	Short Term (5-Year) Plan.....	3
5.2	Long Term (10-Year) Plan	5
5.3	Emerging Mobility Technologies.....	7
5.4	Ridership Projections	7
5.5	Specialized Transit.....	8
5.6	Supporting Plans.....	8
5.6.1	Infrastructure	8
5.6.2	Organization and Staffing	9
5.6.3	Intelligent Transportation Systems (ITS).....	9
5.6.4	Marketing and Communications	9
5.6.5	Fare Structure and Finance	10
6	Recommendations.....	12
	Exhibit ES-1: Recommended Route Network – Loop Routes with Trunk.....	4
	Exhibit ES-2: Annual Revenue Vehicle Hours Based on September Implementation – Years 1 to 5.....	5
	Exhibit ES-3: Year 10 Conceptual Route Network	6
	Exhibit ES-4: 10-Year Annual Revenue Hours and Population Forecast.....	7
	Exhibit ES-5: Ridership Projections – Years 1 to 10.....	7
	Exhibit ES-6: Proposed Fare Structure.....	10
	Exhibit ES-7: 10-Year Estimated Transit Operating and Capital Budget.....	11

1 Background and Study Purpose

The last review of Grande Prairie’s public transit services was undertaken in 2009. As a result of significant growth since then and planned continued growth, the City initiated a study to prepare a new Transit Master Plan. The core objectives of the Transit Master Plan are to improve the city’s transit service and increase transit use.

The Transit Master Plan study was conducted in two phases:

- Phase 1 – Needs and Opportunities: this included a comprehensive review of the existing transit service leading to an overall “needs assessment” of the services being operated.
- Phase 2 – Transit Service Plans: this included the development of short term (5-year) and long term (10-year) transit service plans together with operating and capital budget estimates, and estimates of infrastructure and human resource needs.

The study included:

- Research and analysis of the performance of the transit services;
- A review of transit demand, population demographics and future population and growth trends as well as changes in development patterns;
- A review of reports and documents related to the operation and management of the transit system;
- A peer review of five transit systems of similar size;
- A review and update of the policy framework for the transit services;
- A review and assessment of the system’s infrastructure; and
- Surveys and public consultation events with stakeholders.

2 Key Elements of the Transit Master Plan

The following are the key elements of the Transit Master Plan:

- New Vision, Mission Statement, Goals, Objectives and updated Service Standards.
- Re-structuring of the transit route network as presented in Exhibit ES-1 and Exhibit ES-3.
- Increase transit service levels progressively over the 10 year period of the Transit Master Plan from approximately 42,127 annual revenue vehicle hours in 2015 to 92,221 revenue vehicle hours in Year 10.
- The 10-Year Estimated Operating and Capital budgets are presented in Exhibit ES-7. Total operating costs for transit would change from \$4,518,361 in 2015 to \$7,494,928 in Year 5, and \$10,729,499 in Year 10.
- Ridership is projected to increase from 762,487 in 2015 to 1,018,868 in Year 5 and 1,409,094 in Year 10. Fare revenues would increase from \$726,947 in 2015 to \$1,344,906 in Year 5 and to \$2,367,278 in Year 10 reflecting the effect of the

projected increase in ridership in response to the service improvements and population growth and fare increases.

- The City's net annual operating investment in its transit system would change from \$3,714,030 in 2015 to \$6,072,639 in Year 5 and \$8,284,837 in Year 10. The system R/C ratio would improve from 18% to 23%.
- Adopt a fare strategy to progressively increase transit fares on a regular basis at the rate of \$0.25 every two years with an initial increase of \$0.25 in the adult cash and corresponding increases in the other fare categories in Years 1 and 2. The 20-ride ticket books, Pass Paks and separate Student School Pass would be discontinued and the Seniors Pass rate progressively increased to the level of the Student Pass rate over 4 years. The separate Child cash and tickets rates would be combined with the Seniors rates. Exhibit ES-6 summarizes the recommended fare structure.
- Acquire seven (7) transit buses between Years 1 and 10 to increase the size of the fleet for service expansion to new areas as well as to increase service frequencies on all routes.
- Renew the corporate image of the transit system by adopting a new logo and colour scheme to be applied to buses and stops consistent with the City's branding.
- Adopt new bus stop signage to provide enhanced visibility and customer information.
- Implementation of ITS programs and technology.
- Increase marketing and promotion of the system through development of a detailed Marketing and Communications Plan, a budget increase and dedicated staff resources.
- Increase the number of sheltered stops to 30% with the purchase of 98 shelters over 10 years to enhance the attractiveness of using transit.

3 Phase 1 – Needs and Opportunities

A critical assessment of the city's transit service was completed with the objective of identifying opportunities for improvement. The over-riding conclusion was that there is a need to re-structure the transit route network to better serve the existing and future travel patterns within the city, along with improvements in transit service levels (span of service, frequency of service).

Other Phase 1 conclusions identified opportunities for improvement in the areas of infrastructure (bus fleet, operations and maintenance facility, terminals, stops, shelters), vehicle maintenance, ITS (Intelligent Transportation Systems), marketing and customer service, department organization and staffing, and planning and development.

A peer review of transit services in five similar-size municipalities was completed. It concluded that transit service levels (days, hours of service, service frequencies) in Grande Prairie were low, as was transit ridership. The 2015 ridership of 762,487 for a population of 63,166 residents represents a per capita rate of 12.1, well below the peer group median of approximately 31.2.

Grande Prairie's service level of 0.66 revenue vehicle hours per capita is well below the peer median of 1.17.

4 Transit Vision, Goals and Objectives

As background to the preparation of the transit service plans, a new Vision, Mission Statement, Goals and Objectives were developed along with a set of service standards. Service standards provide the basis for planning, managing and delivering the transit service, for making decisions, and for prioritizing the allocation of resources.

Key Goals and Objectives established a modal split target (the percentage of all transportation trips taken by public transit) of 2% to 3%. This represents a doubling of the current rate of transit use and is intended to lead to an annual ridership level in the order of 1.5 million by the end of the Transit Master Plan.

A revenue/cost (R/C) target of 30% was also established, representing an increase from the current level of 18%. Other goals and objectives were established for system performance.

Achieving this rate of ridership increase will require an increased financial investment by the City supported by strong transit-supportive policies so that the transit service will be attractive to potential users and more competitive with the private automobile. Transit use will need to be communicated and promoted aggressively and consistently to build both transit awareness in the community as well as to promote the value of transit to residents.

5 Phase 2 – Transit Service Plan

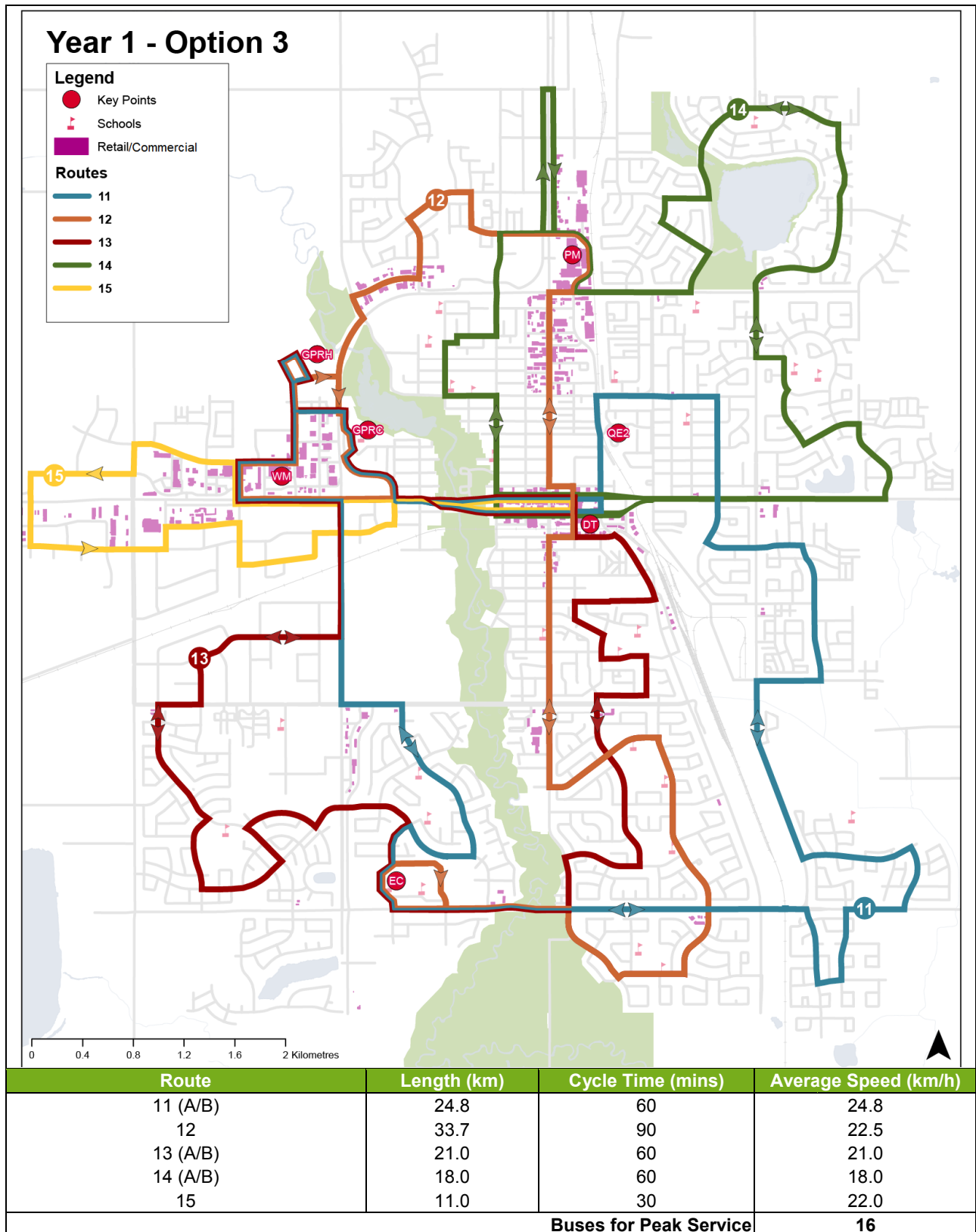
The transit service plan consists of short term (5-Year) and long term (10-Year) plans. The **short term plan** is grounded on a re-structuring of the transit route network to better serve the travel patterns in the city followed by upgrades to service levels. The **long term plan** forecasts further service level improvements and gradual extension of transit service to new growth areas as well as the potential use of innovative demand-response/ride-sharing services to enhance the core fixed route services.

The transit service plan has set a goal of progressively reaching the ridership target within 10 years by providing 1.0 revenue vehicle hours per capita by Year 5, and 1.2 revenue vehicle hours per capita by Year 10.

5.1 Short Term (5-Year) Plan

The 5-Year plan recommends re-structuring the transit route network to improve service levels and coverage based on a range of network design principles. Three network alternatives were developed and evaluated against a range of criteria including coverage, directness of travel, travel time, minimizing transfers and connectivity between residential areas and major trip generators. The recommended route network is shown in Exhibit ES-1 and was presented at a public information centre with positive response.

Exhibit ES-1: Recommended Route Network – Loop Routes with Trunk



For the recommended network plan, revenue vehicle hours will increase from the 2016 level of 42,100, to 45,672 in Year 1, and to 66,045 by Year 5 through progressive annual increases in service frequencies for all routes during off-peak weekday, evening and weekend hours. The number of buses required for weekday peak service will increase to 16 in Year 1 through to Year 4 and to 19 in Year 5. Exhibit ES-2 summarizes the revenue vehicle hours planned for each year and the annualized revenue vehicle hours for each of the service improvements.

Exhibit ES-2: Annual Revenue Vehicle Hours Based on September Implementation – Years 1 to 5

Year	Annual RVH	Budget RVH (per Calendar Year)*	Increase in Budget RVH
Base Year	42,127	42,127	
Year 1	52,761	45,672	3,545
Year 2	57,171	54,231	8,559
Year 3	61,563	58,635	4,404
Year 4	64,551	62,559	3,924
Year 5	69,033	66,045	3,486

*September implementation

5.2 Long Term (10-Year) Plan

The long term plan, for Years 6 to 10, builds upon the improvements in the short term plan to respond to continued population growth and new development. With the degree of uncertainty about where, when and how Grande Prairie will grow beyond Year 5, the long term plan is visionary in nature and the recommended route and service changes are more conceptual.

Exhibit ES-3 presents the potential route network by Year 10. The long term service plan would provide approximately 92,221 revenue vehicle hours (1.2 revenue vehicle hours per capita) by Year 10. This includes service level improvements to the base route network and assumes the implementation of one additional route in Year 7 and another in Year 9. The number of buses required for weekday peak hour service would increase from 19 in Year 5 to 23 in Year 10.

Exhibit ES-4 presents the annual revenue vehicle hours for the complete 10-year plan.

A number of traffic control measures to support the successful implementation of the transit route network and service improvements are recommended with high priority for traffic lights at the intersections of 104th Avenue and 110th Street, 102nd Street and 121st Avenue and 84th Avenue and 115th Street/113th Street.

Exhibit ES-3: Year 10 Conceptual Route Network

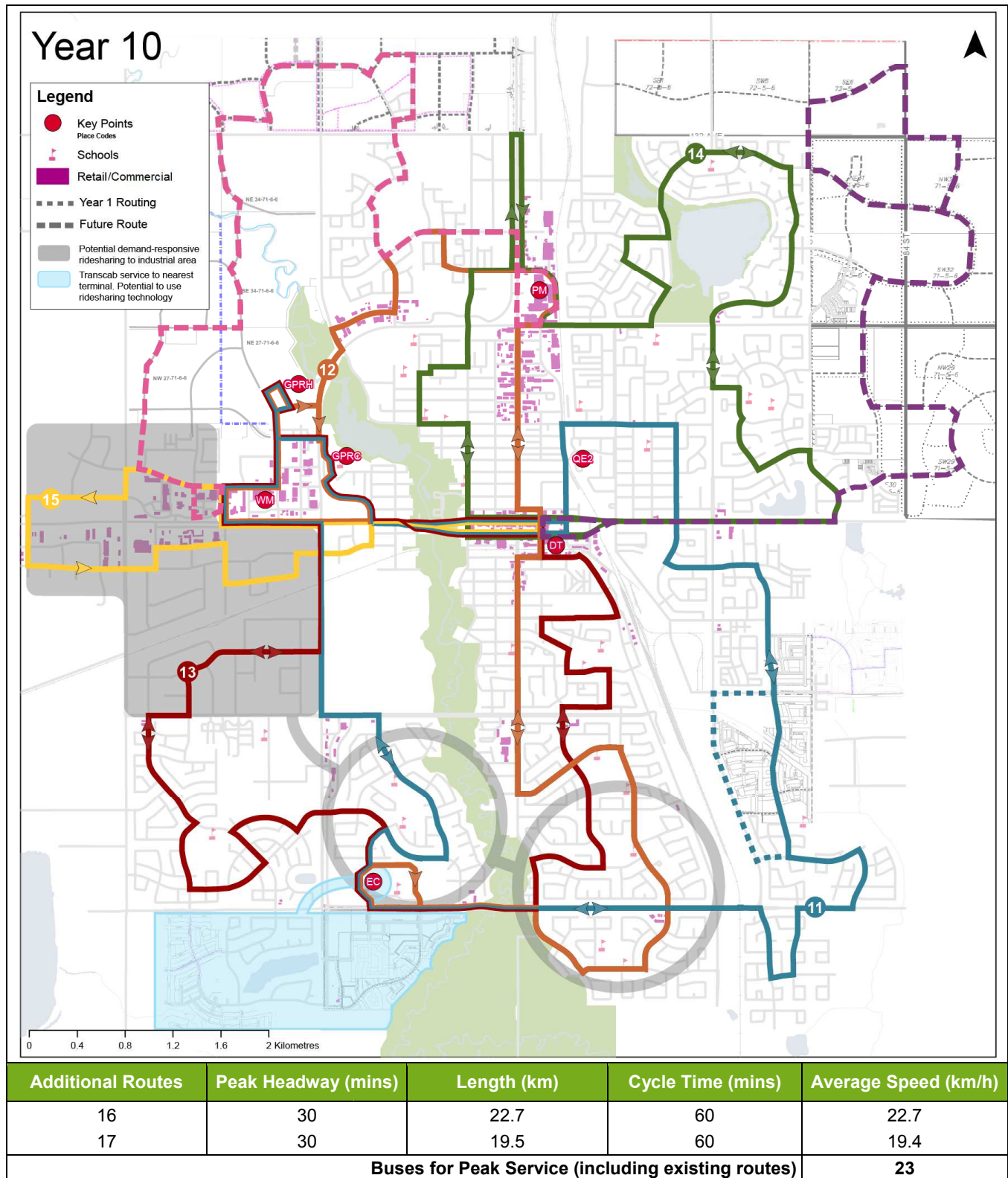


Exhibit ES-4: 10-Year Annual Revenue Hours and Population Forecast

Year	Annual RVH	Budget RVH ¹ (per Calendar Year)	Increase in Budget RVH	Increase in Annual RVH
Base Year	42,127	42,127		
Year 1	52,761	45,672	3,545	10,634
Year 2	57,171	54,231	8,559	4,410
Year 3	61,563	58,635	4,404	4,392
Year 4	64,551	62,559	3,924	2,988
Year 5	69,033	66,045	3,486	4,482
Year 6	72,021	70,029	3,984	2,988
Year 7	79,100	74,380	4,352	7,080
Year 8	83,707	80,636	6,255	4,607
Year 9	90,786	86,066	5,431	7,080
Year 10	95,088	92,220	6,154	4,302

Notes:

¹September implementation each year

5.3 Emerging Mobility Technologies

Several emerging technologies could significantly influence the way transportation services are delivered in cities. These include connected and autonomous vehicles (CAV) and services like ride-hailing applications (e.g. Uber). These two technologies have the potential to either radically enhance, or undermine, transit services depending on whether they are publically or privately implemented. Proactively shaping technology's future role by municipalities is imperative to ensure it will benefit the public interest in areas such as congestion, safety and accessibility.

To position itself to respond to emerging mobility trends as well as to be able to effectively manage, monitor and control such services, the City should review legislative action being taken in other jurisdictions or across the county. As part of any such review, current by-laws and administrative responsibilities related to the City's existing taxi operations should be reviewed with the objective to creating one by-law covering both taxi and Transportation Network Company (TNC) services.

5.4 Ridership Projections

Based on the service level and route network improvements, population growth and other factors over the term of 5 and 10 Year service plans, a ridership growth rate of approximately 6.7% per year is projected. This rate is comprised of a general 5% growth per year in ridership in response to the service improvements and 1.7% per year due to population growth.

Ridership would increase from the 2015 level of 762,487 to 1,018,868 in Year 5 and to 1,409,094 in Year 10, an overall change of 85%. Exhibit ES-5 summarizes the ridership projections by year.

Exhibit ES-5: Ridership Projections – Years 1 to 10

Year										Change
1	2	3	4	5	6	7	8	9	10	
762,487	838,735	894,930	954,890	1,018,868	1,087,132	1,159,970	1,237,687	1,320,612	1,409,094	85%

5.5 Specialized Transit

The city's specialized transit service for people with disabilities, DTS, is operated by the Disabled Transportation Society, a non-profit organization. It provides a high level of personalized service but is more costly to operate on a per passenger basis. In line with experience elsewhere and the aging population, demand for this service can be expected to increase in future along with the cost to provide it. As such, the City should be more directly involved in determining DTS service levels, eligibility to use the service, funding levels and priorities alongside Grande Prairie Transit to ensure that DTS has the capacity to meet the needs of people with disabilities into the future. The City should also prepare an overall “accessibility plan” covering the two transit services to ensure that they share common service criteria, such as service area, days and hours of service, fares, and transferability between the services for users who are able to.

5.6 Supporting Plans

In support of the transit service plans, infrastructure, organization and staffing, ITS, marketing and communications, fare structure and financial resource plans and strategies were prepared.

5.6.1 Infrastructure

The infrastructure plan summarizes the transit fleet and facilities (operations and maintenance garage, terminals, stops and shelters) requirements to implement the short and long term service plans.

- **Seven additional buses** will be needed for the service improvements over 10 years; three in the short term and four in the long term. The estimated cost is \$665,000 each.
- The **Service Centre** is not well-suited for current transit operations. Growth in the size and scope of transit operations will compound existing facility constraints. The City should pursue the establishment of a **dedicated transit facility** incorporating all of the transit-related functions: administration, operations, vehicle maintenance, vehicle servicing and vehicle storage. A preliminary cost estimate, subject to detailed design, is \$15.8 million.
- There will be four primary **transit hubs, or terminals**, where transit routes will come together and users can transfer between routes to complete their trips. These locations are: Downtown, the Westgate/Gateway Area, the Prairie Mall, and Eastlink Centre.
 - For the downtown location, two preferred sites were identified: 99th Street between 99th and 100th Avenues immediately north of the existing location; and, 101st Street between 99th and 100th Avenues. The estimated cost for a downtown transit hub is between \$1.2 and \$1.4 million, subject to detailed design. For either site, the street would be for transit vehicles only.
 - A new Western Transit Hub should be created in the **Westgate/Gateway** areas. Potential locations are on either side of 112th Street between 104th Street and Westgate Drive in the vicinity of the Home Depot driveway entrance; or immediately west of the intersection of 112th Street and Westgate Drive on the north side. The estimated cost for this hub is approximately \$900,000 subject to detailed design.
- The recommended route network and service improvements will require the installation of approximately 198 new **bus stops** and changes to 164 existing bus

stops. Approximately five shelters will need to be relocated. The estimated cost for bus stop and shelter changes over the term of the transit service plans is \$80,950.

- The number of **bus shelters** is currently 13, representing a shelter/bus stop ratio of 6%. In order to create a more attractive environment for transit users and to encourage increased transit use, a higher shelter/bus stop ratio of 30% or more should be pursued. This would require the addition of 98 shelters based on the projected increase in total bus stops. The cost to purchase 98 shelters would be approximately \$1,025,000, including inflation, over 10 years.

5.6.2 Organization and Staffing

To implement the recommended service plans, as well as position the transit department to better plan and manage the transit service, the following additional staff resources and organization changes will be required:

- **37** (Full-Time-Equivalent) **bus operators**, subject to detailed scheduling and final runcutting; 18 for the short term plan, and 19 for the long term plan.
- **One mechanic** and **one cleaner** by Year 5 to handle the increase in vehicle utilization and fleet size.
- **Three Transit Coordinators**; two by Year 5 and one in Year 6 to provide dispatch and communications coordination and on-road monitoring and supervision of the transit service
- Establish a **Dispatch Centre** in Year 2 as a central control point for communications and coordinating on-road operations to be staffed by the Transit Coordinators

5.6.3 Intelligent Transportation Systems (ITS)

An ITS technology program has been planned to deploy an intended suite of technology projects to improve the service and public perception of Grande Prairie Transit. In the short term (< 3 years) ITS initiatives include mobile ticketing, farebox and smartcard, security cameras, scheduling and rostering software, solar energy storage, automatic passenger counters, and wayside variable message signs. In the medium term (5 years), real-time transit information and on-board infotainment systems are planned. It is projected that the short and medium term projects can be completed within a timeframe of five years and with a budget of approximately \$2.2M plus estimated operating and maintenance costs of \$428,000. \$973,500 of the capital cost is currently funded through the GreenTRIP/PTIF funding.

5.6.4 Marketing and Communications

Effectively and consistently marketing and promoting the transit system and communicating with all stakeholders (transit users and the general public) is critical to achieving ridership growth and acceptance of public transit in the community. The introduction of the new route network presents an excellent opportunity to aggressively promote transit in the community. Accordingly, the image of Grande Prairie Transit should be updated to emphasize renewal of transit in the city.

Marketing and communications involves a wide-range of activities and use of various forms of media (electronic and print). An initial annual financial investment of \$50,000 with a sustaining annual budget of \$40,000 thereafter should be established.

A marketing and communications plan should be prepared by the Transit Department.

5.6.5 Fare Structure and Finance

Transit fares have not been adjusted for over 10 years. An increase in fares and changes to fare categories including elimination of the 20-ticket book, Pass Paks, the School Pass and combining the Child cash and ticket fares with the Seniors fares are recommended. The objectives are to both simplify the fare structure and increase the transit system's R/C ratio towards the policy goal of 30%. The fares are recommended to be increased every two years in the amount of \$0.25 for the Adult Cash fare and corresponding increases to the other fare categories and fare media commencing with an increase in Years 1 and 2.

Exhibit ES-6 presents the recommended fare structure for the term of the Transit Master Plan.

Exhibit ES-6: Proposed Fare Structure

Fare Category	Base Year	Year 1	Year 2	Year 4	Year 6	Year 8	Year 10
Cash Fares							
Adult Cash	\$2.00	\$2.25	\$2.50	\$2.75	\$3.00	\$3.25	\$3.50
Student Cash	\$1.50	\$1.60	\$1.75	\$2.00	\$2.25	\$2.50	\$2.75
Senior/Child Cash	\$1.50	\$1.60	\$1.75	\$2.00	\$2.25	\$2.50	\$2.75
Ticket Packs							
10 Adult Tickets	\$17.00	\$19.10	\$21.30	\$23.40	\$25.50	\$27.60	\$29.80
10 Student Tickets	\$13.60	\$13.60	\$15.90	\$18.10	\$20.40	\$22.70	\$24.90
10 Senior/Child Tickets	\$8.50	\$9.90	\$12.90	\$18.10	\$20.40	\$22.70	\$24.90
Monthly Passes							
Adult Monthly Pass	\$54.00	\$60.80	\$67.50	\$74.30	\$81.00	\$87.80	\$94.50
Student Monthly Pass	\$43.00	\$43.00	\$55.30	\$57.30	\$64.50	\$71.70	\$78.80
Senior Monthly Pass	\$27.00	\$31.50	\$43.40	\$57.30	\$64.50	\$71.70	\$78.80
Target Average Fares							
Average Fare	\$0.96	\$1.08	\$1.20	\$1.32	\$1.44	\$1.56	\$1.68

The 10-year estimated operating and capital budgets are presented in Exhibit ES-7. The operating and capital costs include a 1.2% annual inflation factor. Transit operating costs would increase, consistent with changes in the levels of service and revenue vehicle hours each year from a base of \$4,518,361 in 2015 to \$7,494,928 in Year 5 and \$10,729,499 in Year 10.

Fare revenue is projected to increase from the 2015 level of \$726,947 to \$1,344,906 by Year 5 and to \$2,367,278 by Year 10 based on the ridership projections and proposed fare structure.

The City's net investment in its transit service would increase from \$3,714,030 for 2015 to \$6,072,639 in Year 5 and \$8,284,837 in Year 10.

The capital budget expenditures over the 10-year period of the Transit Master Plan would total approximately \$26,175,600, not including grants such as the federal government's Public Transit Infrastructure Fund (PTIF). The specific capital expenditure items are:

- \$4.9 million for the purchase of seven battery-electric buses for service expansion;
- \$1.4 million for a new downtown transit hub and \$0.9 million for a new Western Transit Hub in the Westgate/Gateway areas;
- \$1.03 million for the addition of 98 new shelters;
- \$15.75 million for the construction of a new Transit Operations Centre; and
- \$2.02 million investment in ITS particularly the electronic fare collection system.

Exhibit ES-7: 10-Year Estimated Transit Operating and Capital Budget

Category	Years											
	Base	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	
Population	63,166					68,721					74,764	
Buses - Peak Service	14	16	16	16	16	19	19	21	21	23	23	
Bus Fleet - Total	22	24	24	24	24	25	25	27	27	29	29	
Bus Operators (FTE)	31	33	40	43	46	49	52	55	59	63	68	
Revenue Hours												
Base/Initial Service	42,127	42,127	45,672	54,231	58,635	62,559	66,045	70,029	74,381	80,636	86,067	
Service Improvement - FR		3,545	8,559	4,404	3,924	3,486	3,984	4,352	6,255	5,431	6,154	
Total	42,127	45,672	54,231	58,635	62,559	66,045	70,029	74,381	80,636	86,067	92,221	
Revenue Passengers	762,487	762,487	838,735	894,930	954,890	1,018,868	1,087,132	1,159,970	1,237,687	1,320,612	1,409,094	
Revenues												
Fares	726,947	823,486	1,006,482	1,073,916	1,260,455	1,344,906	1,565,470	1,670,357	1,930,792	2,060,155	2,367,278	
Charters, misc	77,384	77,384	77,384	77,384	77,384	77,384	77,384	77,384	77,384	77,384	77,384	
Other												
Total	\$804,331	\$900,870	\$1,083,866	\$1,151,300	\$1,337,839	\$1,422,290	\$1,642,854	\$1,747,741	\$2,008,176	\$2,137,539	\$2,444,662	
Operating Costs												
Inflation factor	1.00	1.00	1.01	1.02	1.04	1.05	1.06	1.07	1.09	1.10	1.11	
Base/Initial Service	\$3,933,689	\$3,933,689	\$4,316,030	\$5,186,358	\$5,674,823	\$6,127,252	\$6,546,307	\$7,024,491	\$7,550,565	\$8,283,749	\$8,947,777	
Service Improvement	\$0	\$331,032	\$808,830	\$421,175	\$379,773	\$341,431	\$394,890	\$436,542	\$634,958	\$557,928	\$639,788	
Admin & Non-Variable	\$584,672	\$584,672	\$591,688	\$598,788	\$605,974	\$613,245	\$620,604	\$628,052	\$635,588	\$643,215	\$650,934	
Other Costs												
Marketing		\$50,000	\$40,000	\$42,000	\$44,000	\$46,000	\$48,000	\$50,000	\$52,000	\$54,000	\$56,000	\$482,000
Bus Stop/Shelter Changes		\$39,650	\$4,000	\$4,000								\$47,650
New Bus Stop Signs			\$12,300					\$10,500		\$10,500		\$33,300
Operations Coordinator (3)		\$45,000	\$90,000	\$148,000	\$188,000	\$250,000	\$294,000	\$300,000	\$306,000	\$312,000	\$318,000	
ITS		\$0	\$84,000	\$110,000	\$117,000	\$117,000	\$117,000	\$117,000	\$117,000	\$117,000	\$117,000	
Total Operating Cost	\$4,518,361	\$4,984,043	\$5,946,848	\$6,510,321	\$7,009,570	\$7,494,928	\$8,020,801	\$8,566,585	\$9,296,111	\$9,978,392	\$10,729,499	
Net Municipal Cost	\$3,714,030	\$4,083,173	\$4,862,982	\$5,359,021	\$5,671,731	\$6,072,639	\$6,377,947	\$6,818,844	\$7,287,936	\$7,840,853	\$8,284,837	
Revenue/Cost Ratio	18%	18%	18%	18%	19%	19%	20%	20%	22%	21%	23%	
Rides per Revenue Hour	18.1	16.7	15.5	15.3	15.3	15.4	15.5	15.6	15.3	15.3	15.3	
Rides per Capita	12.1					14.8					18.8	
Capital Costs												Total
Buses - Expansion (7)		\$665,000	\$1,346,000					\$1,426,700		\$1,460,900		\$4,898,600
Downtown Terminal			\$1,400,000									\$1,400,000
Western Transit Hub			\$900,000									\$900,000
Additional Shelters (98)		\$98,000	\$99,000	\$100,000	\$101,000	\$102,000	\$103,000	\$104,000	\$105,000	\$106,000	\$107,000	\$1,025,000
Transit Operations Facility						\$1,000,000	\$7,350,000	\$7,400,000				\$15,750,000
ITS		\$1,489,000	\$458,000	\$155,000	\$100,000	\$0						\$2,202,000
Total Capital Cost	\$0	\$2,252,000	\$4,203,000	\$255,000	\$201,000	\$1,102,000	\$7,453,000	\$8,930,700	\$105,000	\$1,566,900	\$107,000	\$26,175,600

6 Recommendations

1. The Transit Master Plan report, *The New Grande Prairie Transit*, with 5 and 10-year service plans for the city's transit service be adopted and referred to staff for implementation;
2. The *New Grande Prairie Transit* report form the basis for the improvement of the city's transit service over 10 years and for the planning, management, operation and promotion of transit services within the city;
3. The vision, mission statement, service standards and policies, goals and objectives, performance measurement criteria, Key Performance Indicators and reporting processes set out in the *The New Grande Prairie Transit* report be adopted;
4. Staff be authorized to proceed to implement the recommended route network changes and service improvements following a decision regarding an implementation year for the Transit Master Plan and to add the required new staff positions as recommended in the report;
5. Council approve the fare strategy and fare price increases as part of the Transit Master Plan commencing with an initial \$0.25 increase to the adult cash fare and corresponding rate increases to other fare categories in Years 1 and 2 in accordance with Exhibit ES-6;
6. Relocation of the downtown transit hub to 99th Street between 99th and 100th Avenue be approved as the priority location and that staff proceed with preparing a design, cost estimate and construction timing for the hub;
7. Transit and other City staff work with the property owners of the Westgate/Gateway areas to design and construct a Western Transit Hub on 112th Avenue;
8. Transit proceed to acquire 98 shelters for installation over the next 10 years to enhance the attractiveness of using public transit;
9. City staff undertake a needs assessment study for a dedicated operations and maintenance facility for the Transit system;
10. Undertake a review of the City's taxi by-law to provide for the potential of future Transportation Network Company (TNC) services;
11. Prepare an Accessibility Plan for the conventional and specialized transit services; and
12. Conduct an update of the transit master plan in five years.