CITY COUNCIL REPORT

TITLE:
TRANSIT MASTER PLAN

PRESENTER:
Courtney Arndt

DEPARTMENT:
Transportation Services

ATTACHMENTS:

DATE:
3/18/2026

CLEARANCE / APPROVALS:

Todd Burton	General Manager
Dave Wardrop	City Manager

RECOMMENDATION(S):
That the Brandon Transit Master Plan be adopted by City Council, and that Administration's recommendation to implement Service Strategy 3 in the fall of 2026 be approved.

BACKGROUND:
The evaluation of the transit system forms a key component of the 2023 City of Brandon Strategic Plan.

The Brandon Transit Master Plan (TMP) serves as a comprehensive and implementable priority plan to guide enhancements to Brandon's conventional and specialized transit services over the next five years and into the future.

The full Transit Master Plan is attached for reference.

ANALYSIS:
Based of feedback and support from Brandon City Council, two feasible transit network options were presented to the community during the second round of public engagement in Winter 2025. Following engagement, these options were brought back to Council for consideration. At that time, Council requested the development of a third option to address concerns raised by the public. In December 2025, Council provided directions to proceed with Option 3.

Option 3 combines key elements of both Option 1 and Option 2. It maintains service coverage on Stickney Avenue and adds additional service to Braecrest Drive while preserving the efficiency improvements proposed in the initial options. Key characteristics include:

Transition of the Downtown Exchange:
The Downtown Exchange will remain the primary hub in the near term; however 2 additional exchanges are proposed in the south and north ends of the City to facilitate connection points.

Phased Implementation Approach:
Option 3 closely resembles the current system, implementing it as phased approach will allow for a smoother transition for customers.

A phased implementation approach will begin with additional service hours and north hill changes in populated areas that are currently un-serviced. From there, Transit will slowly implement the remaining routes in efforts to help customers adjust to the revised network.

Implementation

Service Strategy 1 – Increase evening frequency to 30 minutes till 9 pm

In response to increased ridership in the system, past 6 pm, it is recommended that 30-minute service frequency be extended until 9:00 p.m. This enhancement will provide additional hours of improved connectivity for evening travelers.

Service Strategy 2 – Increase span of service on Sunday till 10 pm

Current Sunday service frequency will be maintained; however, the span of service will be extended from 7:00 p.m. to 10:00 p.m. This adjustment brings Sunday service closer to the ultimate span proposed in the TMP as well as meets customer demands.

Service Strategy 3 – Consolidate Routes 4 and 5 to introduce Route 3 and 7

Route 3 will serve the Corral Centre, the commercial along the Highway, the north campus of AC as well as 1st Street. This route will stay on the Hill, it will be a one-way loop, with directionality favouring the ability to turn right as much as possible for operational ease.

Route 7 will start from the downtown Exchange, turn left on Pacific Avenue to the turn right on 18th St, serve Stickney Avenue and then continue 18th Street to Braecrest Drive. This route connects back to the downtown Exchange via 1st Street to complete its loop.

LEGISLATIVE REQUIREMENTS:

The Master Plans are adopted by City Council by way of resolution.

STRATEGIC ALIGNMENT:

The Brandon Transit Master Plan builds on the policy directions set out in the City of Brandon Strategic Plan (2023) and the Climate Change Action Plan (2023) to establish a short and long term roadmap for improving

transit connectivity and convenience, ultimately enhancing mobility for all Brandon residents.

Evaluating the transit system to increase ridership is identified as Strategy #17 within the City of Brandon Strategic Plan, reinforcing the importance of a modern, responsive, and efficient transit network.

Most importantly, the Plan aims to strengthen public confidence in transit as a reliable, all-season travel option in Brandon. Achieving this requires placing the needs and priorities of the Brandon community at the forefront of all planning and implementation efforts.

FINANCIAL IMPACT:

Phase 1 implementation of Option 3 will follow a staged approach.

In Fall 2026, Service Strategy 3 will be implemented. The costs associated with this strategy can be accommodated within the existing revenue-hour allocations for Routes 4 and 5 and, as such, will not require additional operating resources.

Service Strategies 1 and 2 will be considered as part of the 2027 Transit Operating Budget deliberations, with implementation proposed to begin in July 2027. The projected cost for these strategies is $319,000 in 2027, with an estimated $658,000 required to support full implementation in 2028.

RISK ASSESSMENT:

The TMP outlines the implementation of Option 3 through five (5) Service Strategies delivered over three (3) phased implementation periods. Phase 1 proposes the implementation of Service Strategies 1 through 3, which are the focus of the current discussion.

In advance of implementing each Service Strategy, Administration will bring forward detailed reports to City Council outlining available options, anticipated budget impacts, and associated considerations.

COMMUNICATION STRATEGY:

Once the Plan is adopted there will be a press release outlining the Plan. The Plan will be added to the publicly accessible website for Brandon Transit.

CONCLUSION:

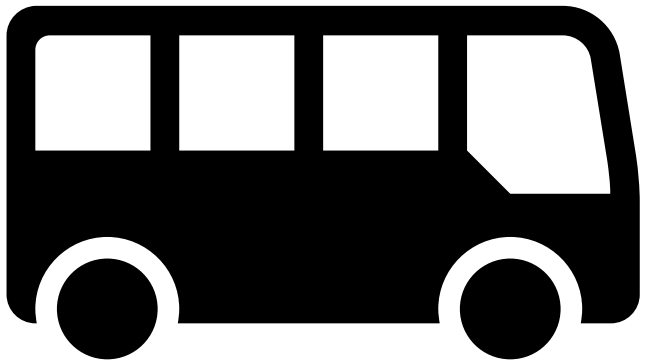
By adopting the Brandon Transit Master Plan, City Council will enable meaningful improvements that enhance system reliability, efficiency, and public confidence in transit. When implemented sequentially, the recommended actions have the potential to significantly elevate the profile of Brandon Transit by providing service that is more direct, convenient, and competitive with personal vehicle travel.

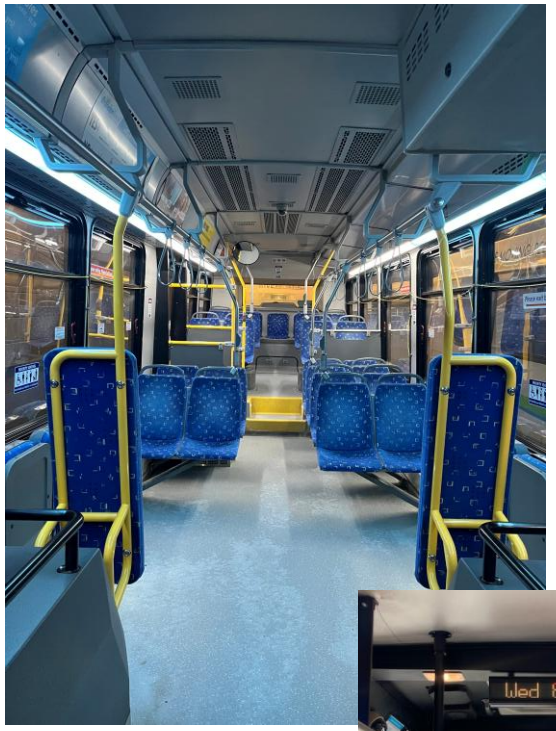
Brandon Transit Route Planning and Long-Term Strategy

Final Phase - Council Approval

April 20, 2026

BrandonTransit
PEOPLE MOVING PEOPLE






Wed 8:56 AM
53


BrandonTransit
PEOPLE MOVING PEOPLE


67
WATCH YOUR STEP


BrandonTransit
56
PEOPLE MOVING PEOPLE 729-2300
OUT OF SERVICE
56

Option 3


Exchange
Trans-Canada
3
7
1
5
Pacific Ave
Victoria Ave
2
6
Park Ave
175 St
Richmond Ave
4

Implementation – Option 3

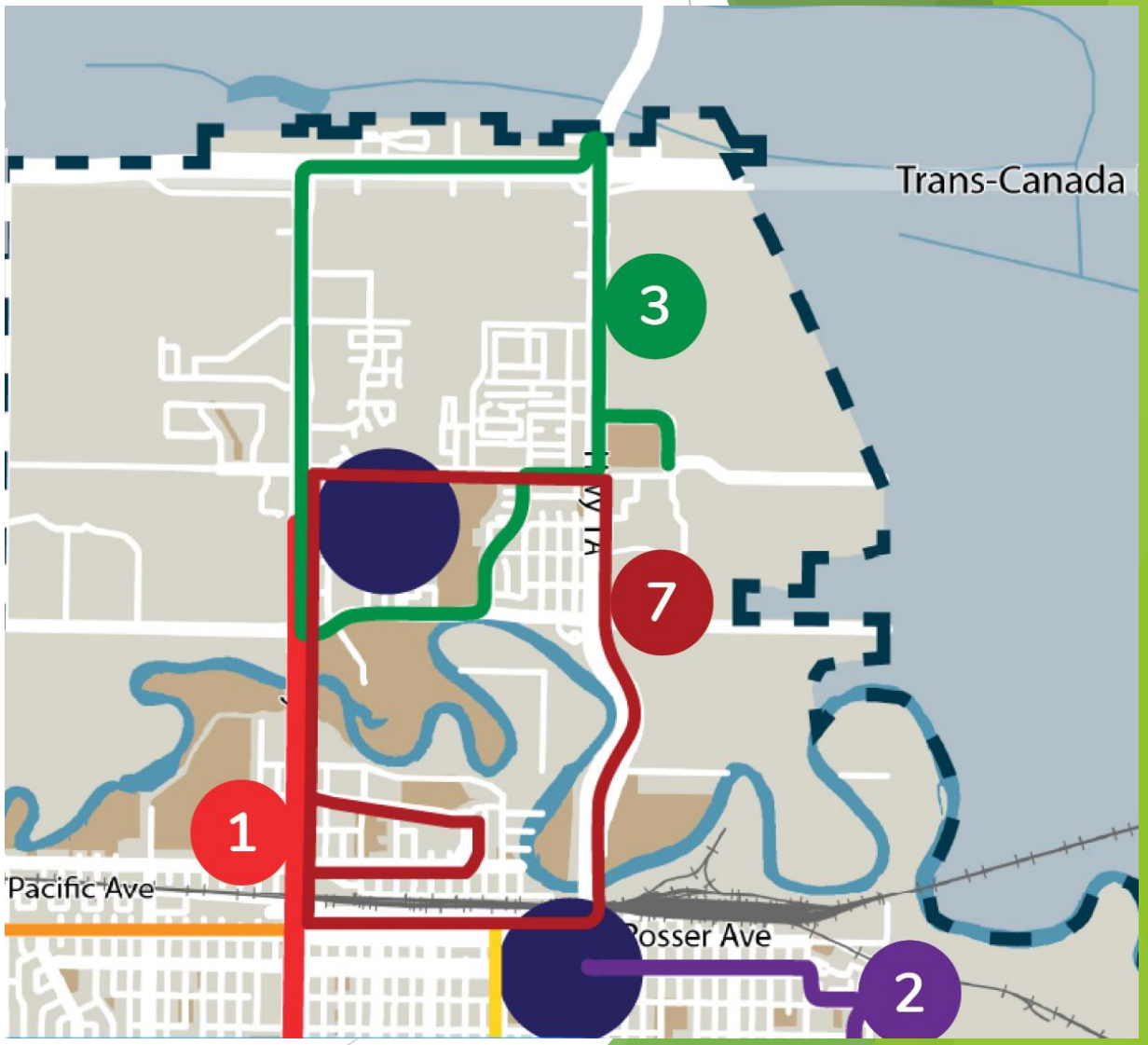
- Phased approach
  - #1 – Increase evening frequency to 30 minutes until 9:00 pm
  - #2 – Increase span of service on Sunday until 10:00 pm
  - #3 – Introduce routes 3 and 7 by restructuring routes 4 and 5
  - #4 – Restructure the system to introduce Routes 1 and 2
  - #5 – Restructure the system to introduce Routes 4, 5 and 6

Implementation #1 and #2

- Increase evening frequency
  - All 8 routes, current system.
  - 30 minute service from 10:00 am – until 9:00 pm
- Increase service on Sunday
  - All 8 routes, current system.
  - Hourly service until 10:00 pm

Implementation #3

- Introduce Routes 3 & 7
  - Take current route 4 & 5 and change to 3 & 7.
  - Service on Braecrest Dr and Stickney Ave
  - Cost – No additional cost
  - Implementation **FALL 2026**
- TO DO:
  - Create an exchange at the Corral Centre
  - New signage – resigning current stops and adding in new stops along Braecrest
  - Updating the public



Implementation - #4

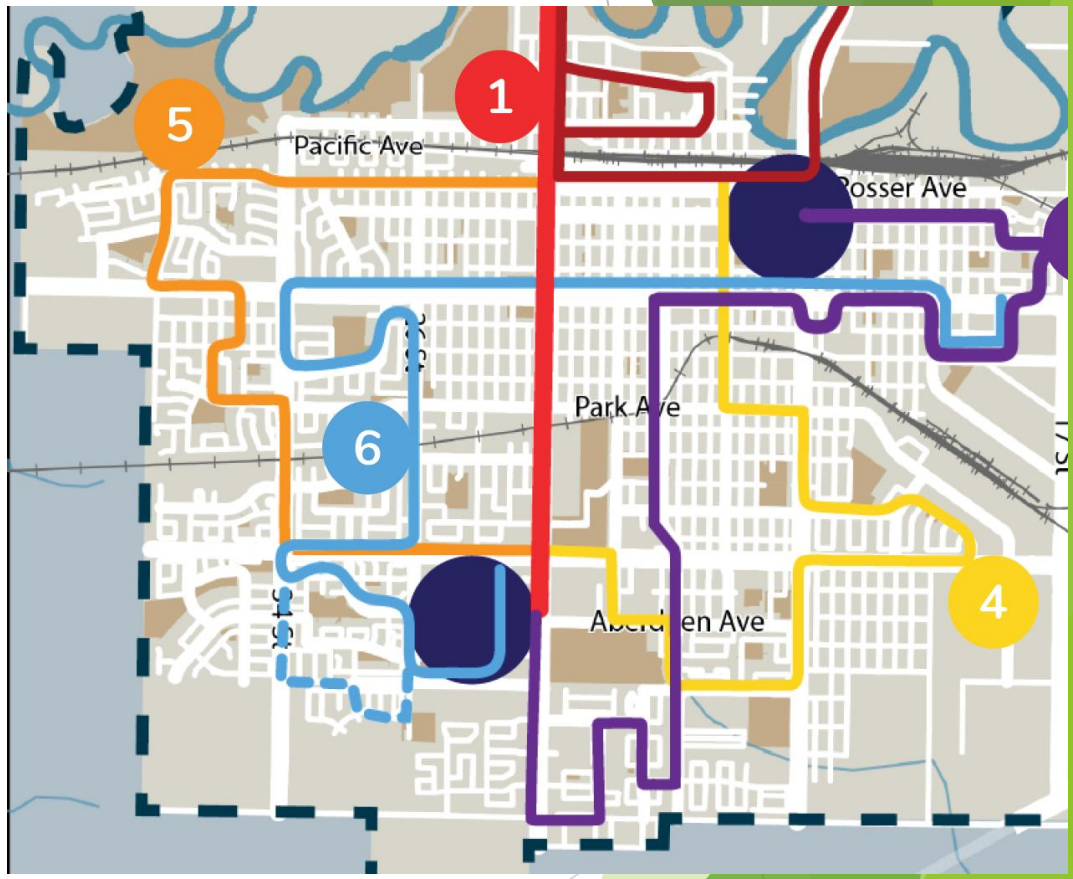
- #4 – Restructure the system to introduce Routes 1 and 2
  - Route 1 – Rapid/Express route on 18th St.
  - Route 2 – Connects south Brandon to AC main campus

- TO DO:
  - New signage – resigning current stops

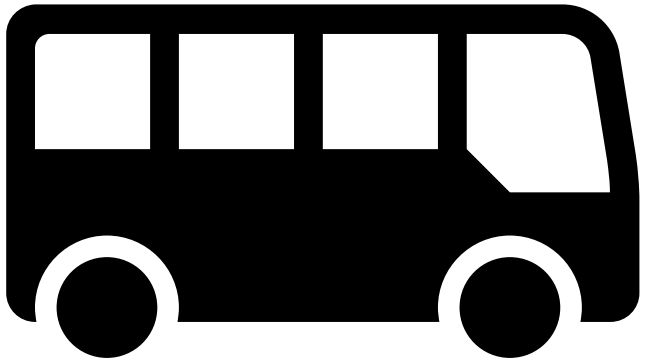
Implementation - #5

- #5 – Restructure the system to introduce Routes 4, 5 and 6
  - Route 4 – similar to the current Route 23
  - Route 5 – Service along Victoria Ave with connection to AC and Shoppes Mall.

- TO DO:
  - Re-open the existing Richmond Terminal for a new exchange
  - New signage – resigning current stops, some new locations will be added



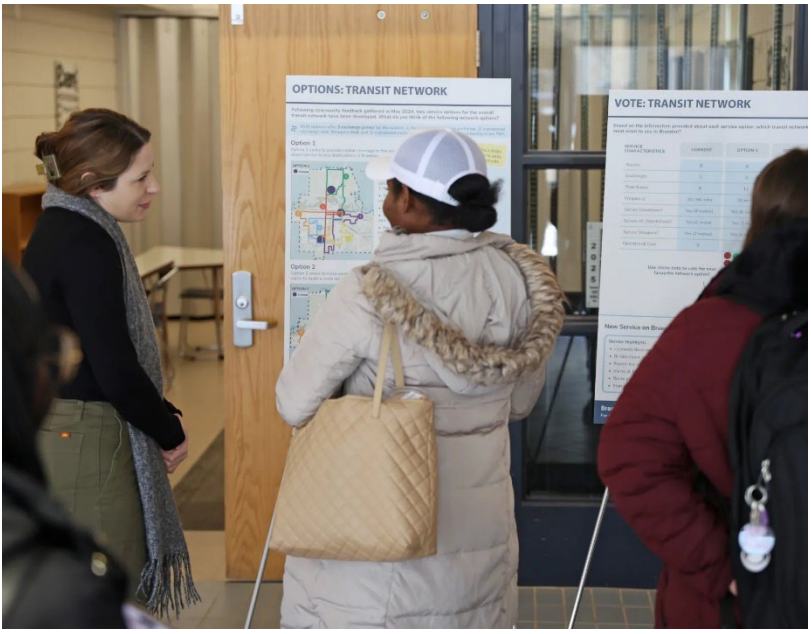
First Stop




OPTION 3
Exchange
Trans-Canada
3
7
1
5
Pacific Ave
Rosser Ave
2
Victoria Ave
Park Ave
6
17 St
Richmond Ave
4
Aberdeen Ave

Thank you!

CITY OF BRANDON
TRANSIT MASTER PLAN



Prepared for: City of Brandon & Brandon Transit
Prepared by: WATT Consulting Group
Date: February 2026
Our File No: 3594.B01

ACKNOWLEDGEMENTS

The City of Brandon respectfully and gratefully acknowledges that it is located on Treaty 2 land, the unceded territory of the Dakota, ancestral lands of the Dakota, Anishinabek, Dene, Cree, Anisininew and the traditional homelands of the Red River Métis. Today Brandon is home to many First Nations, Inuit and Red River Métis peoples.

In collaboration with our project partners the City of Brandon and Brandon Transit, as well as the project consulting team of Watt Consulting Group, we would also like to thank all the Brandon Transit staff and passengers, area First Nations and local government elected officials, staff, residents, stakeholders, and community decision makers who provided their feedback and ideas into this process.

We are grateful for the contributions of the project Working Group members.

TABLE OF CONTENTS

EXECUTIVE SUMMARY 1

1.0 INTRODUCTION 3

1.1 Project Background 3

1.2 Project Process, Timeline, and Objectives 3

2.0 COMMUNITY CONTEXT 5

2.1 Population and Emerging Transit Markets 5

2.1.1 Emerging Transit Market: 25-44 Year Olds 7

2.1.2 Emerging Transit Market: 65+ Year Olds 7

2.1.3 Emerging Transit Market: 15-24 Year Olds 7

2.2 Household Income, Cost of Living, and Land Use 8

2.3 Planning & Policy Context 9

3.0 EXISTING TRANSIT SYSTEM OVERVIEW 10

3.1 System Basics 10

3.2 Ridership Trends 12

3.3 System Analysis and Performance Themes 19

3.3.1 Route Performance Summary 22

3.4 Peer Review Analysis 23

3.4.1 Conventional Services 24

3.4.2 Specialized Services 27

3.5 Opportunities and Challenges 32

3.5.1 Opportunities 32

3.5.2 Challenges 34

4.0 NETWORK OPTION DEVELOPMENT 36

4.1 Option 1 36

4.2 Option 2 38

4.3 Option 3 40

4.4 Option Comparison 43

4.5 Option Recommendation 44

5.0 COMMUNITY ENGAGEMENT 45

5.1 Round 1 Engagement – May 2024 47

5.2 Round 2 Engagement – December-February 2025 48
6.0 SUMMARY OF KEY NETWORK OPPORTUNITIES 49
6.1 Network Design Principles 49
6.2 Service Types 50
7.0 NETWORK STRATEGY 52
7.1 Service Layers 52
7.2 Short-term Service Strategies (1-5 Years) 53
7.3 Long-term Service Strategies (5+ Years) 58
7.4 Service Strategy Estimated Impacts 58
8.0 CAPITAL AND INFRASTRUCTURE DETAILS 59
8.1 Exchanges 59
8.1.1 Exchange at Shopper's Mall 59
8.1.2 Exchange at the Corral Centre 60
8.1.3 Downtown Exchange 61
8.2 Bus Stops 61
8.3 Transit Priority 61
8.3.1 18th Street 61
8.3.2 Pacific Avenue and the Downtown Exchange 62
8.4 Bus Stops: Amenities and Signage 62
8.4.1 The Downtown Exchange 62
9.0 OTHER SUPPORTING MEASURES 64
9.1 Performance Monitoring 64
9.2 Technology 64
9.3 Fares 65
9.4 Staffing Levels 65
9.5 Customer Information 66
9.6 Training, Equipment & Tools 66
10.0 SUMMARY OF PRIORITIES 67
11.0 MOVING FORWARD: NEXT STEPS 68

FIGURES

Figure 1 - Project Timeline 4
Figure 2 - City of Brandon Population Density 6
Figure 3 - City of Brandon Population by Age Group, 2001-2021 6
Figure 4 - City of Brandon Land Uses 8
Figure 5 - Key Destinations in Brandon 9
Figure 6 - Timeline of the Transit System 10
Figure 7 - Current Transit Network 10
Figure 8 - Annual Ridership, 2017-2024 12
Figure 9 - Seasonal Ridership Patterns, 2019-2024 13
Figure 10 - Route Boardings by Time of Day, 2022 14
Figure 11 - Route Boardings by Time of Day, 2023 14
Figure 12 - Route Boardings by Time of Day, 2024 15
Figure 13 - Boarding Percentage Split Between Assiniboine College and Brandon University 16
Figure 14 - UPASS Usage Between Assiniboine College and Brandon University 16
Figure 15 - Total UPASSes Issued Versus Used 17
Figure 16 - Percentage of Trips Running Late, 2022 & 2023 17
Figure 17 - Annual Boardings by Route, 2022 & 2023 19
Figure 18 - Total Ridership by Weekday, 2022 20
Figure 19 - Bus Stops with the Highest Daily Boardings, 2022 21
Figure 20 - Stop-Level Activity, 2022 21
Figure 21 - Peer Analysis - Revenue Vehicle Hours 24
Figure 22 - Peer Analysis - Total Number of Service Hours 24
Figure 23 - Peer Analysis - Revenue Vehicle Hours Per Capita 25
Figure 24 - Peer Analysis - Ridership (Revenue Passengers) 25
Figure 25 - Peer Analysis - Passengers Per Capita 26
Figure 26 - Peer Analysis - Passengers Per Revenue Hour 26
Figure 27 - Specialized Peer Analysis - Total Passengers (Boardings) 28
Figure 28 - Specialized Peer Analysis - Total Fleet 28
Figure 29 - Specialized Peer Analysis - Passengers Per Capita 29
Figure 30 - Specialized Peer Analysis - Revenue Kilometres 29
Figure 31 - Specialized Peer Analysis - Revenue Vehicle Kilometre / Passenger 30
Figure 32 - Specialized Peer Analysis - Cost per Passenger 30

Figure 33 - City of Brandon Growth Areas (credit: Emerging Area Growth Strategy) 33
Figure 34 - IAP2 Spectrum of Public Participation 45
Figure 35 - Promotional Posters for Engagement Round 1 (Left) and Round 2 (Right) 46
Figure 36 - Visual Summary of Key Takeaways (Round 1 Engagement) 47
Figure 37 - Visual Summary of Route Option Preferences by Engagement Method 48
Figure 38 - Public Transportation "Toolbox" 51
Figure 39 - Exchange at Shopper's Mall 59
Figure 40 - Exchange at the Corral Centre 60
Figure 41 - Examples of Shade / Shelter Structures 63
Figure 42 - Downtown Exchange 63

TABLES

Table 1 - Route Productivity 22
Table 2 - Peer Review Analysis: Conventional Services Scorecard 27
Table 3 - Peer Review Analysis: Specialized Services Scorecard 31
Table 4 - Option Comparison 43
Table 5 - Summary of Route Types 52
Table 6 - Phase 1: Service Improvements 54
Table 7 - Phase 2: Service Improvements 55
Table 8 - Phase 3: Service Improvements 57

APPENDICES

Appendix A – Existing Routes
Appendix B – Planning & Policy Context
Appendix C – Peer Review Analysis
Appendix D – Community Engagement
Appendix E – New Bus Stops Required
Appendix F – Costing
Appendix G – Origin-Destination Travel Times

EXECUTIVE SUMMARY

Brandon Transit's Transit Master Plan (TMP) is a comprehensive and implementable priority plan for improving Brandon's conventional and specialized transit services over the next five years and beyond.

Informed by detailed analysis of the current system, projected community changes, and transit best practices, the plan seeks how to restructure current services to improve their efficiency and effectiveness. It also outlines how to focus future investment in service and infrastructure to increase ridership and better align mobility with future development and population changes. The project was also guided by a staff-level Working Group.

Through analysis and public engagement undertaken for this project, the following key system themes emerged:

The system has outgrown its current "hub and spoke" model configuration. On-Time Performance of the routes is degrading, and long wait times are disenfranchising customers; however, **ridership continues to increase due to community needs and demand.** The system is comprised of eight one-way loops making travel long and indirect for most customers. **The loop system, however, does make the system financially efficient.** At public engagement, 633 community members identified **low frequency, lack of directness and long wait times as being their top priorities for change** in the system. This Transit Master Plan seeks to address these issues and provides a road map for the City to implement the recommended changes originating from this work.

Based on Brandon Council's feedback and support, two feasible options were shared with the community during the second round of engagement, held in Winter 2025. When these options were brought forward to Council, post-engagement, they requested a third option that addressed concerns brought up at engagement.

Option 1 seeks to **provide similar coverage as the existing system, but with more direct service to key destinations in Brandon**. The underlying principle of this option is that the system transitions from a single exchange system to a multi-exchange system, specifically a three-exchange system, enabling more direct service based on transfers.

Option 2 is very similar to Option 1, **but introduces service on Braecrest Drive, while streamlining the Route 1 to only serve 18th Street and not go into Downtown as this makes the service a lot more direct**. This is ideal routing for an Express service. All the routes in this option are bi-directional and this option also starts to develop the east-west connection across the City on Victoria Avenue that is anchored by Assiniboine College.

Option 3 is a combination of both Option 1 and Option 2 and provides the coverage in areas like Stickney Avenue and Braecrest Drive, without compromising the efficiency proposed in Options 1 and 2, as described below:

1. The Downtown Exchange remains the focal point of the network, and then gradually as people get used to transferring at the other recommended exchanges

and the downtown exchange reduces in significance, it will strategically transition away from being a focal point.

2. While Option 3 is more similar to the existing system than Option 2, starting the transition with this option and phasing in the changes to Routes 1, 2, 4, 5 and 6 helps pace the change for the customer.

Restructuring a network is a big undertaking and is accompanied by costs, both direct and indirect. For Brandon, the strategies outlined in this TMP need additional vehicles and service hours, resulting in increased capital and operational costs. Capital costs include supplying additional bus stops, exchange improvements, additional staffing requirements, more equipment, and more training.

Among the indirect costs would include more communication, signage, wayfinding improvements and redesign of the transit website to highlight the new revised network and its specific features.

It is to be noted that an operations facility where the buses are stored and maintained is a major factor in future growth planning. The current facility is almost at capacity and will likely not be able to support fleet growth impacting potential service expansion. Holistic planning for the future necessitates decision-making today, especially around fleet and facilities.

Next steps in the process include shifting recommendations of this TMP into action.

This TMP provides details on how transit in Brandon can be improved to build reliability, efficiency and public confidence in transit and help achieve municipal GHG reduction and climate change goals. If implemented in a sequential manner, these recommendations have the potential to put Brandon Transit on the map by making service more direct, convenient and competitive with vehicular traffic.

1.0 INTRODUCTION

1.1 Project Background

Brandon Transit connects its residents with vital economic, social, educational, and recreational opportunities every day. However, the impacts of the COVID-19 pandemic - along with increased traffic, changing demographics, and travel patterns - have highlighted the necessity for a thoughtful re-evaluation and redesign of the local transit system to better serve the diverse and growing needs of Brandon.

This Transit Master Plan (TMP) is a comprehensive plan that seeks to enhance the current transit service to improve efficiency and effectiveness in the short- and long-term. It also outlines how to focus future investment in service and infrastructure to increase ridership, better align mobility with future development and population changes.

The City of Brandon and Brandon Transit wish to build reliability, efficiency, and public confidence in transit. Multi-modal transportation has been identified as an essential component in achieving municipal strategic plans and initiatives including GHG reduction and climate change goals. This plan is designed to increase mode share, frequency, span of service, and service levels throughout the transit system, as well as address key gaps in service area coverage where feasible. The Brandon TMP builds on policy directives from plans including the City of Brandon Strategic Plan (2023) and Climate Change Action Plan (2023) to provide a 5-year action plan to effectively improve transit connectivity and convenience, resulting in better mobility for Brandon residents.

Most importantly, the TMP seeks to increase public confidence in transit as a reliable, all-season travel mode in Brandon. This can only be done by putting the Brandon community's needs at the heart of this Plan.

1.2 Project Process, Timeline, and Objectives

The Transit Master Plan (TMP) is the culmination of a multi-phase study that began in Spring 2024 (**Figure 1**).

The first phase of the project involved a background review of Brandon and its transit system (including mapping and conversations with the public and local organizations). The second phase, occurring in Summer and Fall 2024, focused on developing preliminary transit system options and improvements.

The third phase of the project began in Winter 2024 and involved further community engagement on potential transit changes.

The project entered its final phase in Summer 2025, one year since the project was initiated – in this phase, the TMP was drafted and finalized.

Creation of the TMP was guided by a staff-level Working Group including from the City of Brandon and Brandon Transit. The project also involved local organizations and groups, front-line transit staff, transit users, and the broader public.

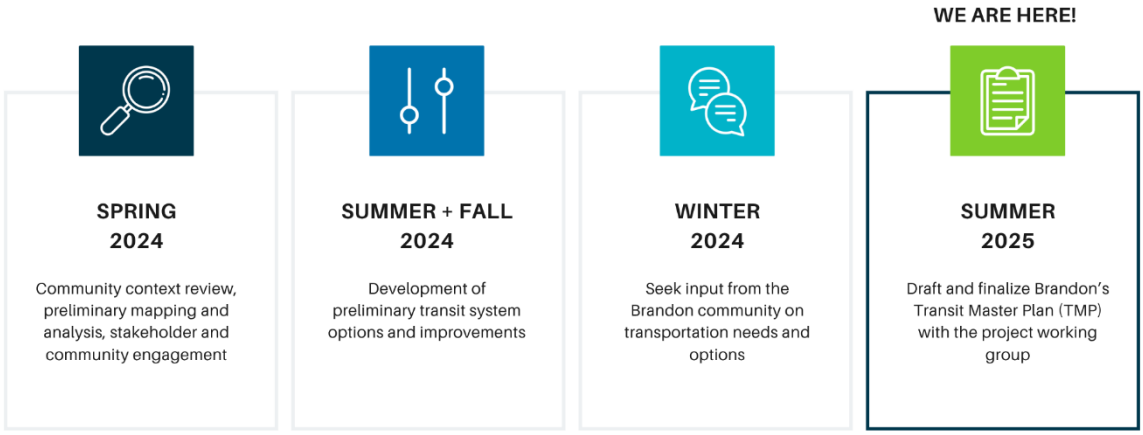


Figure 1 - Project Timeline

An effective transit plan responds to the needs of its users. As such, the TMP plan-making process included rich and iterative community engagement between May 2024 and February 2025. The purpose of engagement was to understand the challenges and opportunities related to using transit in Brandon, and to gather community feedback on proposed route options for potential future implementation. More information on engagement methods and results can be found in Section 5 and Appendix D.

Transit Master Plan Objectives

The three main tasks of the TMP were to:

1. **Review what has been accomplished so far in the transit system**, particularly since completion of the 2007 Transit Operating Strategy
2. **Undertake a clear-eyed, data-driven assessment of system performance,** factoring in the impact of the COVID-19 pandemic on ridership
3. **Deliver a detailed and attainable year-by-year action plan** to achieve the most effective mobility performance for the City of Brandon and its residents

2.0 COMMUNITY CONTEXT

Brandon is located on Treaty 2 land (home to the Anishinaabe, Cree, and Dene Peoples), the unceded territory of the Dakota, and the homelands of the Red River Métis Nation. Prior to European colonization, the area around Brandon was a frequent bison hunting ground and settlement area used by the Sioux, Bungay, Yellow Quills, and Bird Tails peoples. In 1881, Brandon was chosen as a Canadian Pacific Railway (CPR) division point and townsite, leading to its rapid settlement and incorporation as a city in 1882.

2.1 Population and Emerging Transit Markets

Today, the City of Brandon is a growing community with a current population of approximately 54,000 (2021) people, making it Manitoba's second-largest city after the provincial capital, Winnipeg. Between 1996 and 2021, Brandon's population grew by 33%, or almost 13,000 residents. The population is expected to further increase by approximately 10,000 people by 2041 (representing a growth rate of about 18.6%, for a population of ~62,000). Additionally, Brandon is a relatively young city, with an average resident age of 36.8 years old. It is also an increasingly diverse city, with 14% of the population identifying as Indigenous and 23% being immigrants to Canada. See **Figure 2** for a breakdown of Brandon's population density and **Figure 3** for population growth by age category from 2001 to 2021.

Brandon's population is expected to continue aging, with the highest population growth rate occurring among the 45-64 age group (from 8,455 people in 2001, to 11,445 people in 2021). Notable growth has also occurred in the 0-14 age group, 25-44 age group, and 65+ age group. The 15-24 age group has seen the slowest growth amongst all age categories, suggesting that young adults may be migrating out of the city (for economic or educational opportunities).

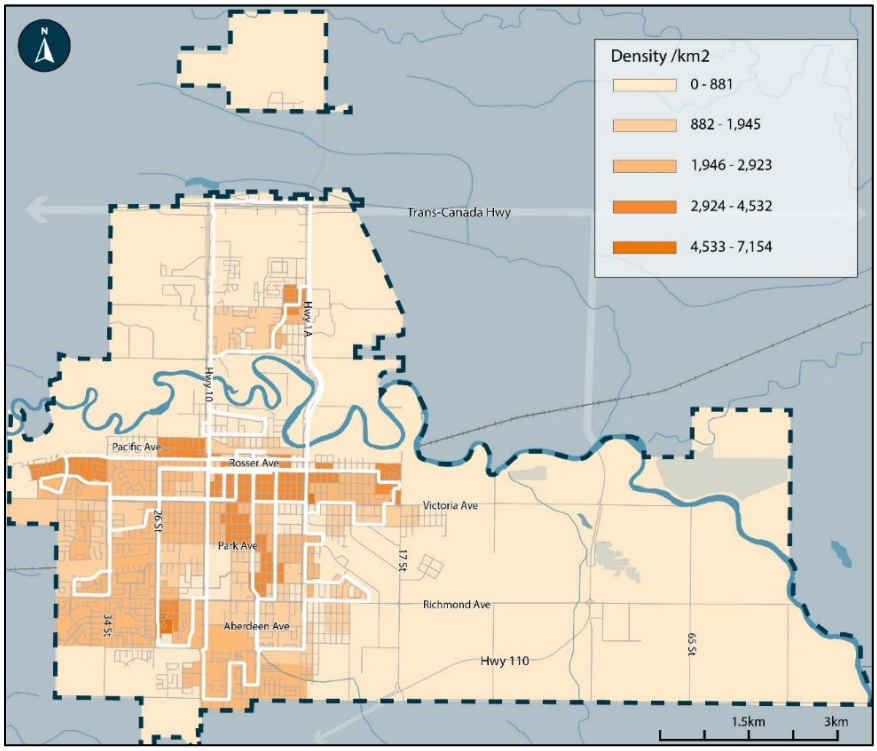


Figure 2 - City of Brandon Population Density

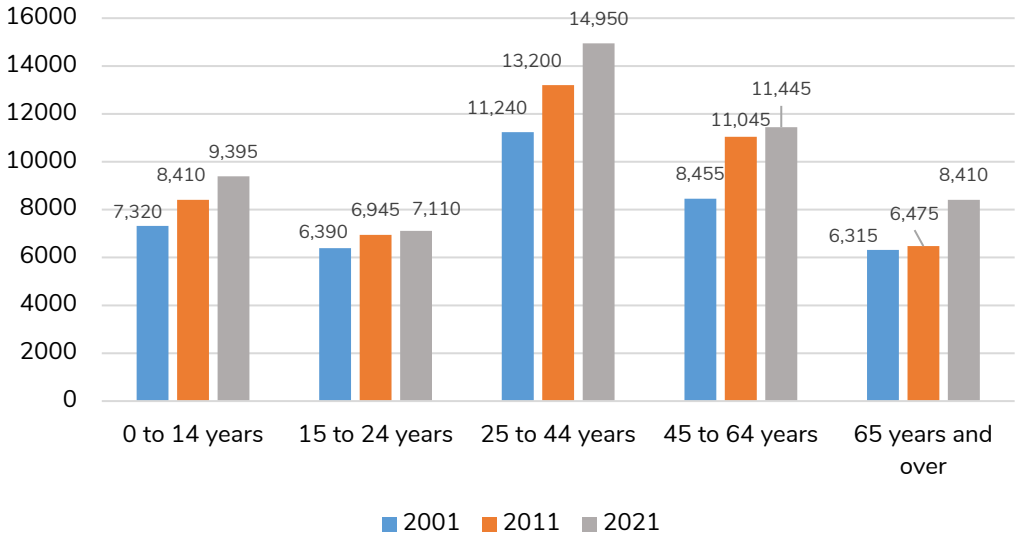


Figure 3 - City of Brandon Population by Age Group, 2001-2021

2.1.1 Emerging Transit Market: 25-44 Year Olds

The largest age group in the City of Brandon is between 25-44 years old (14,950 people in 2021). This age group tends to include commuters as well as non-working adults who could use transit to access local goods and services. Of note, within this group would be parents with children, people in a low-income category, and/or people with a disability **Building quality transit with consistent schedules, direct connections and high frequency at peak commuting times is critical to attracting this demographic to the local transit system.** Messaging around saving on household transportation costs, gaining more personal time (e.g., reading instead of driving), and living a sustainable and active lifestyle can be helpful in encouraging more 25–44-year-olds to use transit.

2.1.2 Emerging Transit Market: 65+ Year Olds

Brandon's senior population (8,410 people in 2021) is indicative of both an ageing population and the attractiveness of Brandon for retirees. This population demographic tends to rely more heavily on personal vehicles, but with time may be unable to continue driving. As such, this age group may begin to rely more on public transit than they did in their younger years. Growth in this age category is also a predictor of future need for accessible and/or specialized transit. **Consistent schedules, reliable frequency in the mid-day as well as later in the evenings would be attractive characteristics to this cohort.**

2.1.3 Emerging Transit Market: 15-24 Year Olds

While the **15–24-year-old** age group (7,110 people in 2021) saw the least growth, this age category has a large impact on local transit ridership due to the high proportion of students. In Brandon, there are 24 schools in the local School Division No. 40 (20 early-/middle-year schools and 4 high schools) and 3 post-secondary institutions (Brandon University, Assiniboine College, and the Manitoba Emergency Services College). Across all applicable ages, the Brandon School Division has an average enrolment of 9,000 students, while local post-secondary institutions have an average enrolment of 7,500 students. Both local and international students tend to rely heavily on transit due to a lack of driver's license and/or car ownership. **Local transit that can provide dependable, fast, and frequent service will attract students from middle, secondary, and post-secondary schools who want more independence and the flexibility to travel between home, school, extracurricular activities, and work with ease. A GradPASS program for high school students could further incentivise using transit.**

2.2 Household Income, Cost of Living, and Land Use

The average annual household income of Brandon is $97,000, with 62% of households earning over $60,000 in 2021. Brandon remains one of the most affordable communities in the country with a median rent of $950/month and dwelling units valued at a median of $290,000 in 2021. However, living costs have been continually rising since 2006 and approximately 900 people require homelessness-related services in the community. It is anticipated that an additional 300+ renters and 60+ homeowners will be increasing the need for housing by 2041.

Brandon is an educated community, with over 83% of the population holding at least a high school diploma. Brandon's economy is largely based in the healthcare, retail, manufacturing, and construction industries, with the most common occupations being in sales and service, trades and transport, education, and law and government. The west side of Brandon offers residential and commercial opportunities, while the east side of the city provides economic opportunity through industrial lands. See Figure 4 for a map of land uses in Brandon and Figure 5 for a map of key destinations.

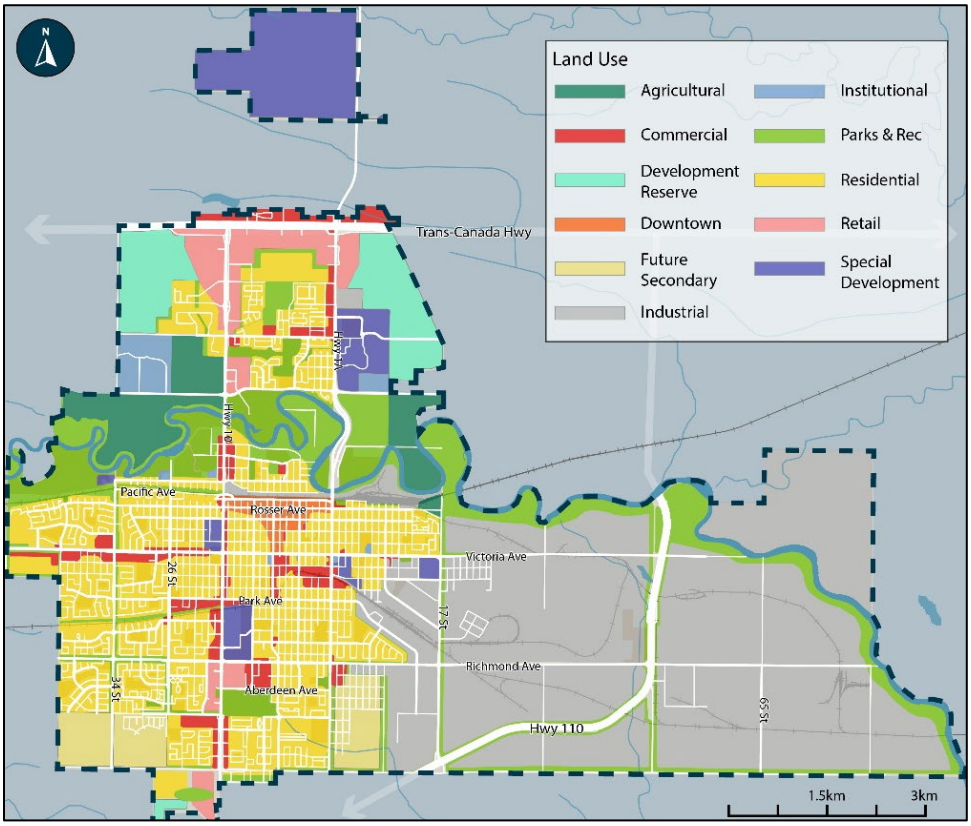


Figure 4 - City of Brandon Land Uses

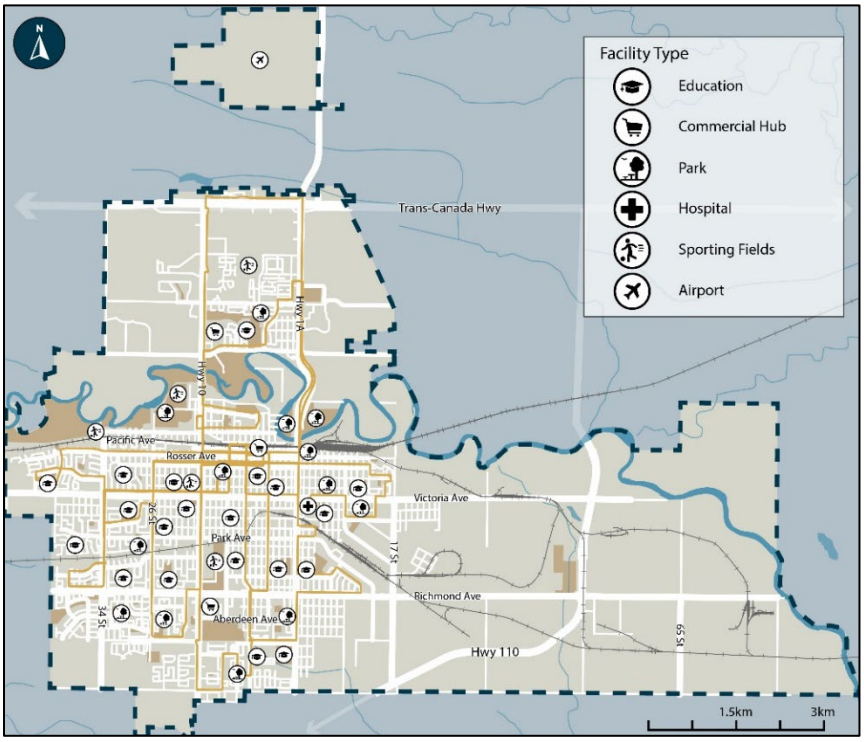


Figure 5 - Key Destinations in Brandon

2.3 Planning & Policy Context

The team also reviewed and summarized all policy plans and past studies that were relevant to the City of Brandon's transportation context. These plans and policies were used to understand the policy goals of the City and guide recommendations to meet these goals as well as to identify any gaps that existed. While the team reviewed several plans, summarized in Appendix B, the three that stood out as being key to this TMP process were:

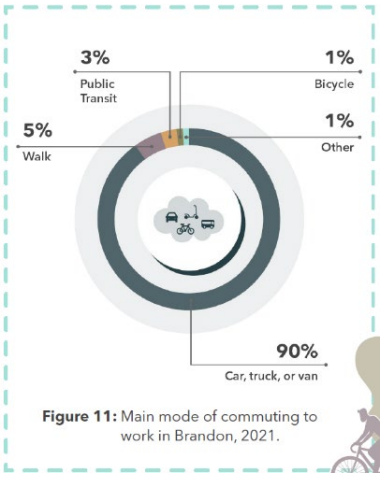


Figure 11: Main mode of commuting to work in Brandon, 2021.

City's Climate Action Plan 2023, which sets clear goals for mode shift.

City's Strategic Plan 2023, which identified step-by-step how to achieve this mode shift, with the TMP being one of the steps.

City's Housing Needs Assessment 2023, which set the stage for the future, identifying the mix of population that needed to be addressed as part of this TMP work.

3.0 EXISTING TRANSIT SYSTEM OVERVIEW

3.1 System Basics

Brandon Transit has been operating since 1913, when it began as a streetcar system. Since then, it has transitioned into a bus system that services a region of 79 square kilometres, with a population of 54,000 (2021), and provides both conventional scheduled and specialized accessible transit services.

1913	1932	1957	2007	2017	2020	2023
Brandon Transit started operations in 1913 as a streetcar system	Brandon Transit System transitioned to a bus system	The City of Brandon took on the operations of the bus system	Brandon Transit introduced a new on a hub and spoke model network	After another route network review, routes were once again changed	In 2020, COVID hit and ridership fell 35%	Review of network started to address resident travel needs and modernize the system

We are here

Figure 6 - Timeline of the Transit System

The system comprises of eight fixed routes that operate on a hub and spoke model with a transit terminal located downtown. The busiest routes are the 17, 15, 8, and 4, and the least utilized routes are the 5, 14, 22, and 23. Hours of operation are 6:00 am to midnight from Monday to Saturday, and 9:00 am to 7:00 pm on Sundays. A map of the current transit network is shown in Figure 7.

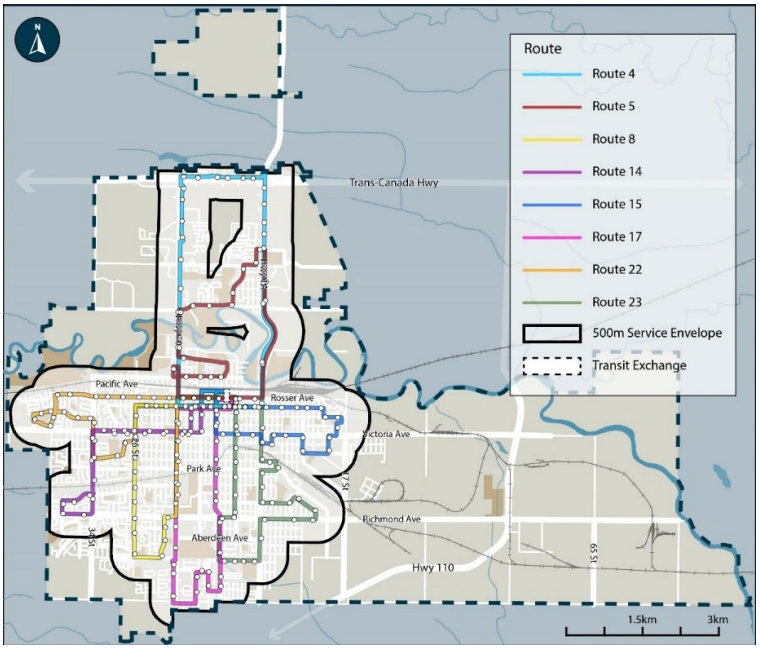
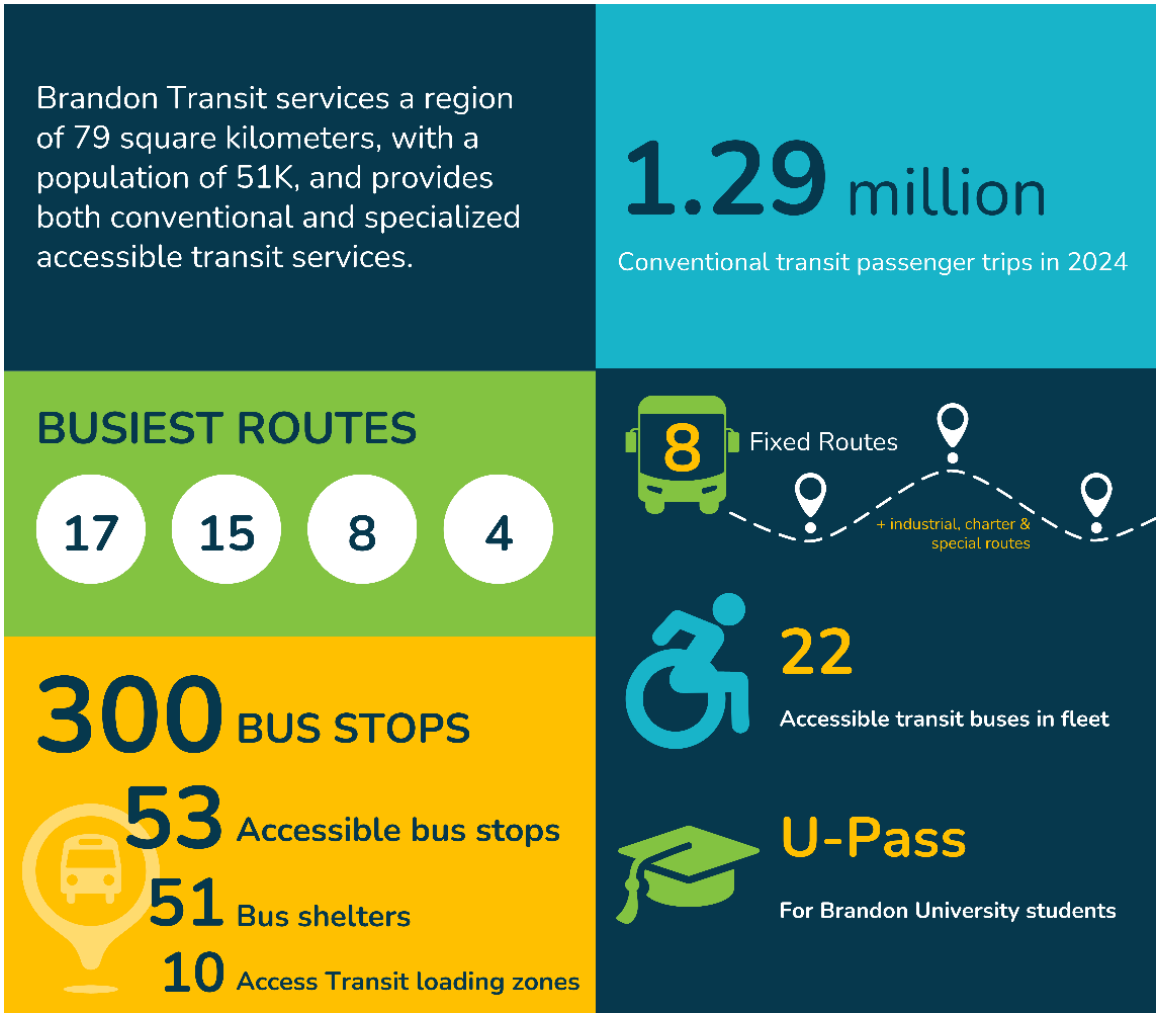


Figure 7 - Current Transit Network



Other key features of the system include:

- The **Information Centre** is located downtown at the terminal, where passengers can load and reload cards, call for information and address any SMART Media card issues.
- **Four (4) sales outlets** located throughout the City (Sobeys South, Sobeys West, City Hall, and Safeway).
- Just over **three hundred (300) bus stops** located around the city, with new accessible signs.
- Approximately **ten (10) Access Transit loading zones**.
- **Fifty-three (53)** accessible **bus stops** throughout the City, which include a concrete landing pad and wheelchair pad for accessibility.
- **Fifty-one (51) bus shelters** located around the City, all of which include security lighting and ad display for advertisement revenue. Advertising revenue is also obtained from advertising on buses and bus benches.
- A minimum of **150 benches** throughout the City.

- **Electronic fare boxes** track ridership. The automated fare collection system was installed in 2012 and upgraded in 2019. This is an older system and in the future it might be worth looking at alternative, efficient and cost-effective systems for fare collection.
- There is a **UPASS program** in place with Brandon University and Assiniboine College. This is a reduced rate given to students for the academic school year. Based on our research, the rate for this pass is the lowest among its peers.
- There are 22 accessible transit buses in Brandon Transit's fleet, including:
    - **Seventeen (17) conventional transit buses** are used to provide service on eight (8) fixed routes along with a number of industrial routes, charters and other special routes as required.
    - **Five (5) specialized transit buses** provide door-to-door service for those unable to utilize conventional transit. This specialized service (Access Transit) is by request, and clients must meet eligibility requirements and register in advance to utilize it.
- The system is administered and operated by a team of operators and support staff that are employed by the City of Brandon and led by the Director of Transportation at the City of Brandon.

3.2 Ridership Trends

The Brandon Transit system has had robust ridership over the years, with approximately 1,048,000 boardings in 2023 and 1,294,397 boardings in 2024, surpassing pre-COVID ridership levels (see Figure 8 below).

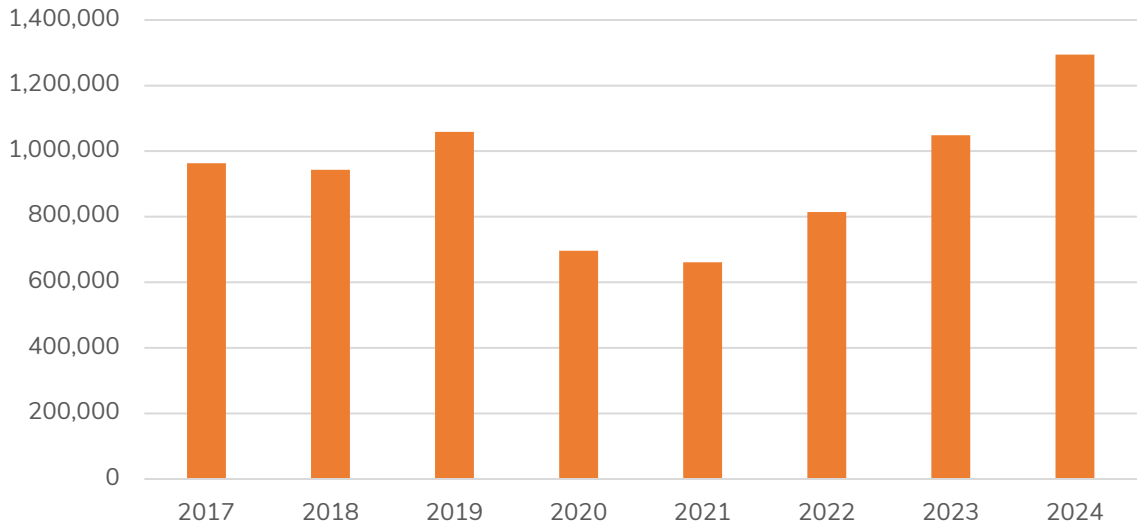


Figure 8 - Annual Ridership, 2017-2024

Figure 9 presents five years of historical seasonal ridership patterns from 2019 to 2024. Key observations include:

- 35% drop in ridership in 2020 due to COVID-19 pandemic
- Higher ridership in June 2023 than pre-pandemic level
- Consistent 2024 Ridership in 2024 that exceeds pre-pandemic ridership

In a year, ridership tends to be highest in the fall, given the post-secondary student population that relies on the service so heavily, as illustrated in the graph below.

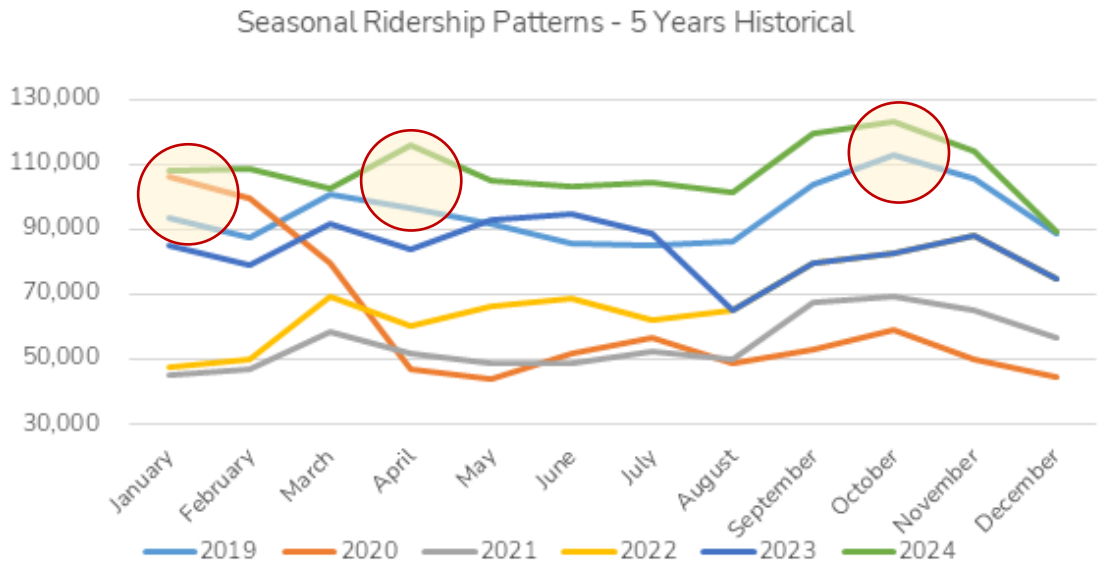


Figure 9 - Seasonal Ridership Patterns, 2019-2024

Daily pattern of usage follows a typical transit system's with high peak ridership and growing mid-day ridership, shown for 2022 to 2024 in Figures 10 to 12 below.

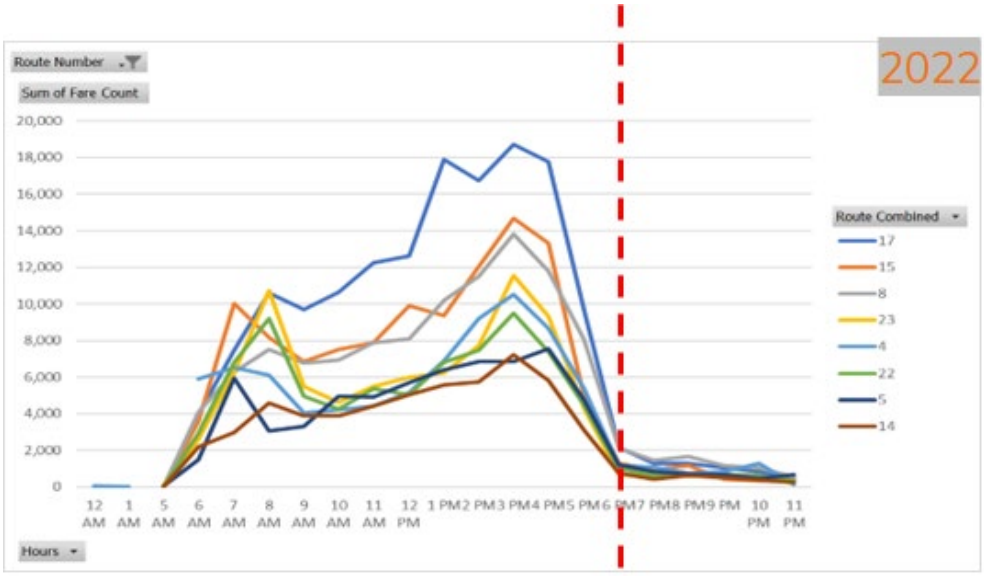


Figure 10 - Route Boardings by Time of Day, 2022

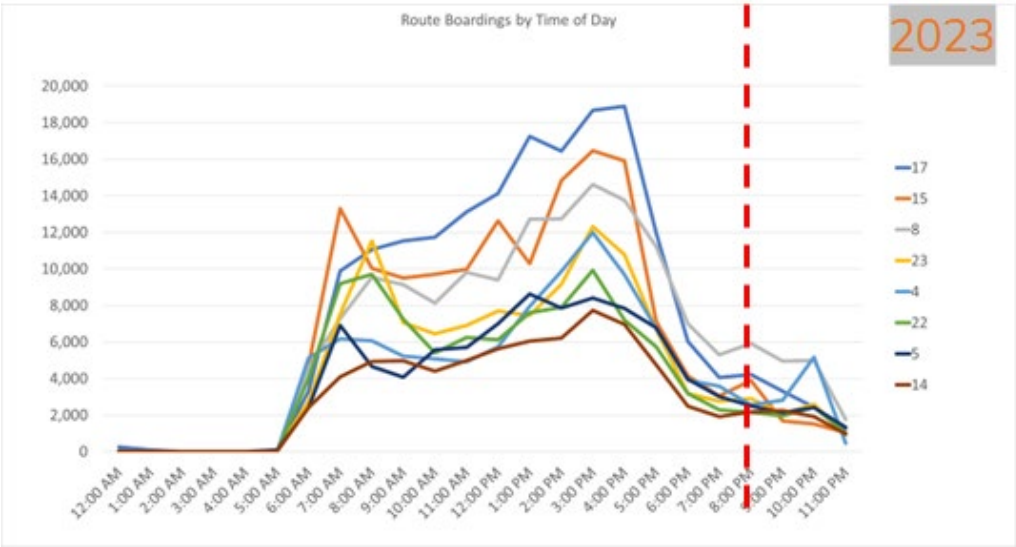


Figure 11 - Route Boardings by Time of Day, 2023

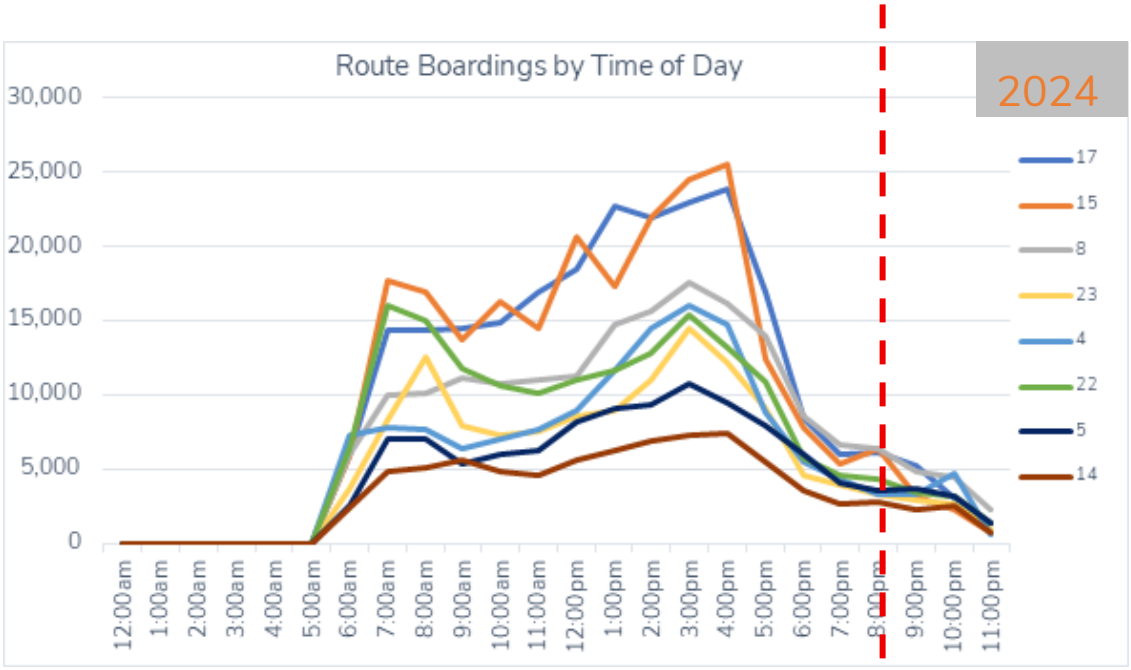


Figure 12 - Route Boardings by Time of Day, 2024

In 2023 & 2024, higher ridership was observed post 6 pm, indicating potential for increase in ridership if additional service was provided past 6 pm.

Post secondary students are among the highest users of transit in Brandon and any enquiry into system ridership would be incomplete without a review of post-secondary ridership and U-Pass usage. Among the two post-secondary institutions in the city, Assiniboine College (AC) has the higher share of the ridership at almost 60% of the total annual post-secondary ridership and not surprisingly UPASS usage is higher among these students as well. Figures 13 and 14 below speak to these observations.

Data timeline:

For this report ridership analysis was conducted using ridership data from 2022. Reconciled ridership data for 2023 was received in early 2024, where possible we provide some comparison with 2023 data, however, no in-depth analysis was completed using the 2024 dataset.

Overall, Brandon University has the advantage of being served by multiple routes (Routes 17, 22, 8 etc.) while AC is served only by the route 15. Despite this, ridership is higher amongst AC students, **indicating higher demand and potential for service increases to the AC East Campus.** See Figure 13 below.

Currently the Assiniboine College north campus on 1st Street is not served directly by transit (Routes 4 & 5 stop on 1st Street outside campus) despite requests for service to this campus. Given the plans for expanding not just educational programs but also to introduce housing and increased density here, this location would be a viable future destination for transit services.

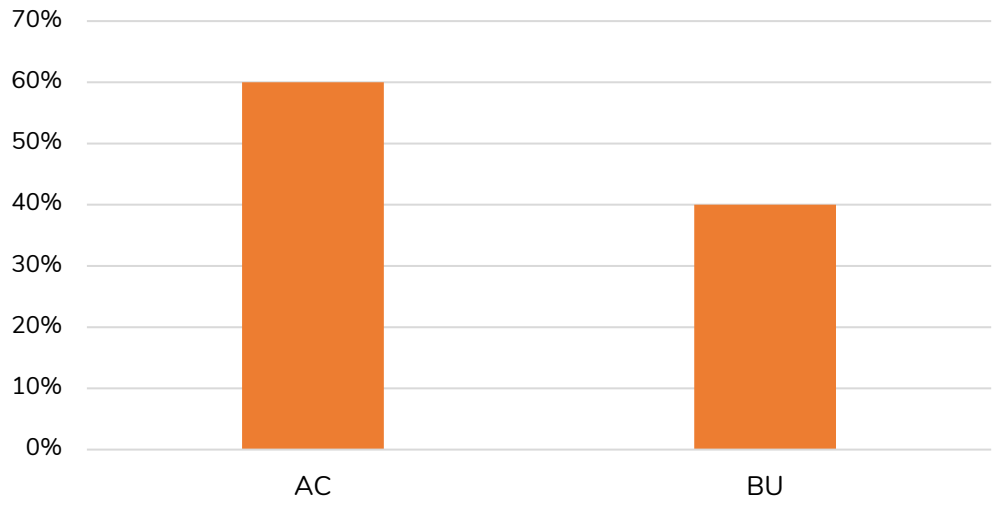


Figure 13 - Boarding Percentage Split Between Assiniboine College and Brandon University

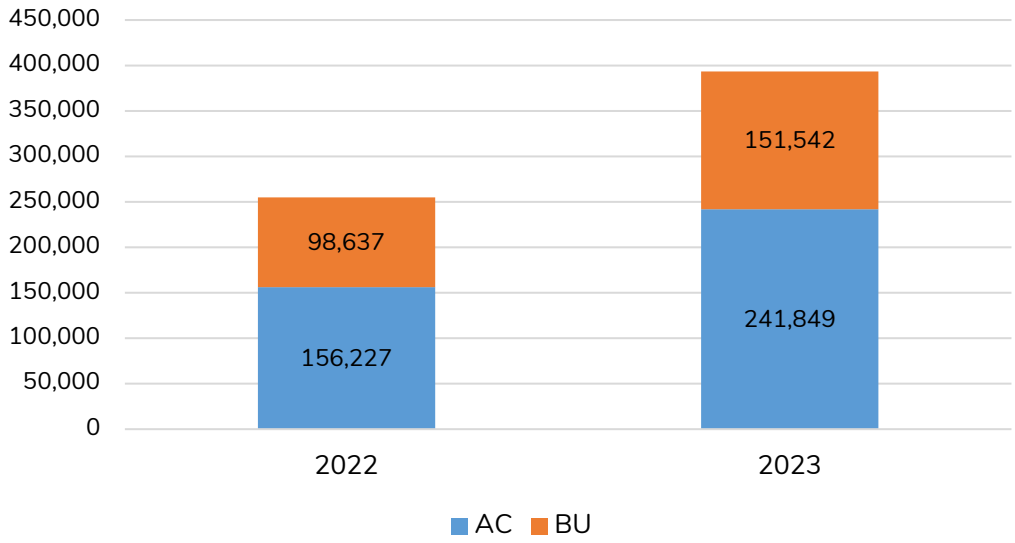


Figure 14 - UPASS Usage Between Assiniboine College and Brandon University

It is to be noted that international student population numbers fluctuate based on prevalent immigration policies. For the duration of this study, international student numbers were trending up, however, at the time of writing this report, changing immigration were starting to put some downward pressure on these numbers. Closer to implementation, a review of student ridership and associated frequency increases should be analysed before changes are made.

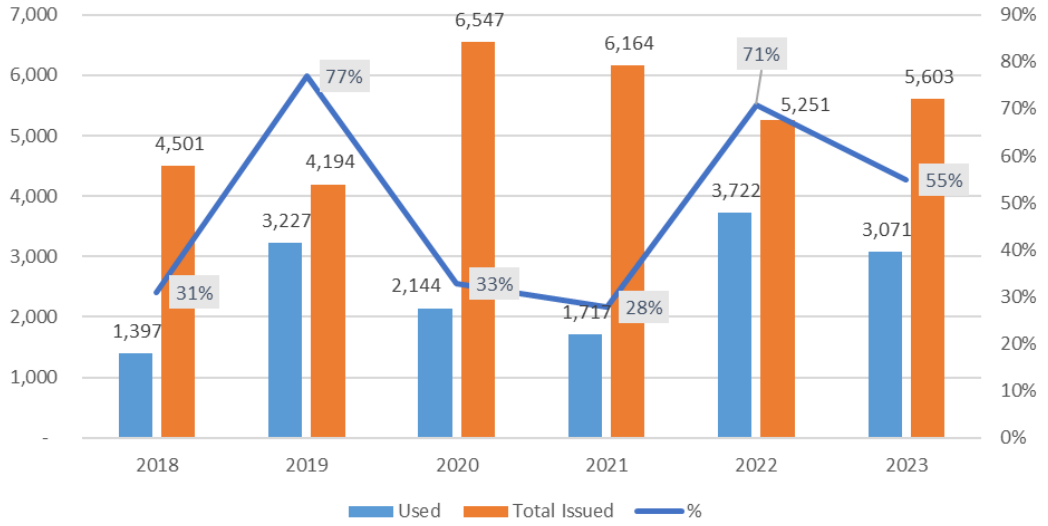


Figure 15 - Total UPASSes Issued Versus Used

In addition to ridership, the team also reviewed the On-Time Performance (OTP) of the system. One of the glaring observations of this initial analysis of the system and its ridership and performance is that the hub and spoke system is not functioning as it should be.

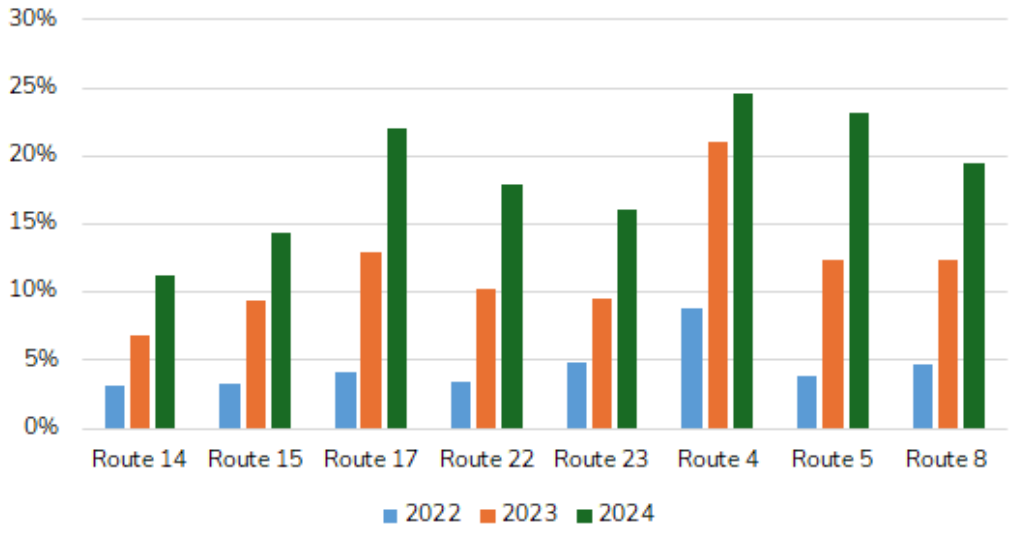


Figure 16 - Percentage of Trips Running Late, 2022, 2023 & 2024

In addition to ridership, the team also reviewed the On-Time Performance (OTP) of the system. One of the glaring observations of this initial system analysis - for ridership and performance - is that the hub and spoke system is not adequately serving the needs of Brandon's transit users. **Buses are running late!** Due to the hub and spoke system - if one bus runs late, there is a cascading effect throughout the system. This results in either delays to all other buses as they wait for the previous bus to arrive or people miss connections increasing a general sense of dissatisfaction with the service.

As is evident from **Figure 16** above, year over year, there has been an increase in the number of trips running late, with over 10% of trips running late on routes 17, 5 and 8. Delays on route 4, while significant, were due to the construction activity on the 18th Street bridge in 2023.

In 2024, even higher delays were observed, on routes 17, 4, 5 and 8. A combination of increased ridership on these routes and congestion is causing these delays. When ridership increases, there are more boardings and alightings, resulting in the bus to be stationary longer at every bus stop, thereby delaying it. This additional time at bus stops combined with red lights at intersections, left turning movements and general traffic congestion increases the travel time to more than the time allotted in the schedule.

From a customer perspective, this means the bus arrives at the downtown terminal later than scheduled, because of which they have missed the bus they are transferring onto for their onward journey or if they are not transferring, this delay could mean that they are late getting to their place of employment or for their appointment.

From an operator perspective, this means that the bus starts its next trip late, and the trip after gets delayed as well and this cycle goes on into the evening. This increases their stress as they are responsible for maintaining the buses on time but are unable to do so due to the externalities described in the previous paragraphs. It is to be noted that by 7 pm, when traffic and boardings reduce, the buses start getting back on time.

Overall, adding some time to the schedules could resolve this issue, however, this would then also result in trips that are not every 30 minutes or 60 minutes (clockface headways), which is also difficult for customers. Adjusting trip lengths and routes to fit within the 30-minute interval would be a more feasible solution, both from an operations and customer perspective. Section 4 discusses two feasible options that address this issue.

3.3 System Analysis and Performance Themes

Figure 17 shows transit system ridership by route in 2022 to 2024. Route 17: South Central (north/south route) has the highest ridership in the system, followed by Route 15: East Hospital/ACC (east/west route) and then Route 8: Maryland West. Today, the busiest routes are the 17, 15, 8, and 22, and the least utilized routes are the 14, 5 and 23. In 2024, all routes saw a fair amount of growth, however, the Route 15 and 22 are prominent for significant ridership increase over 2023 numbers.

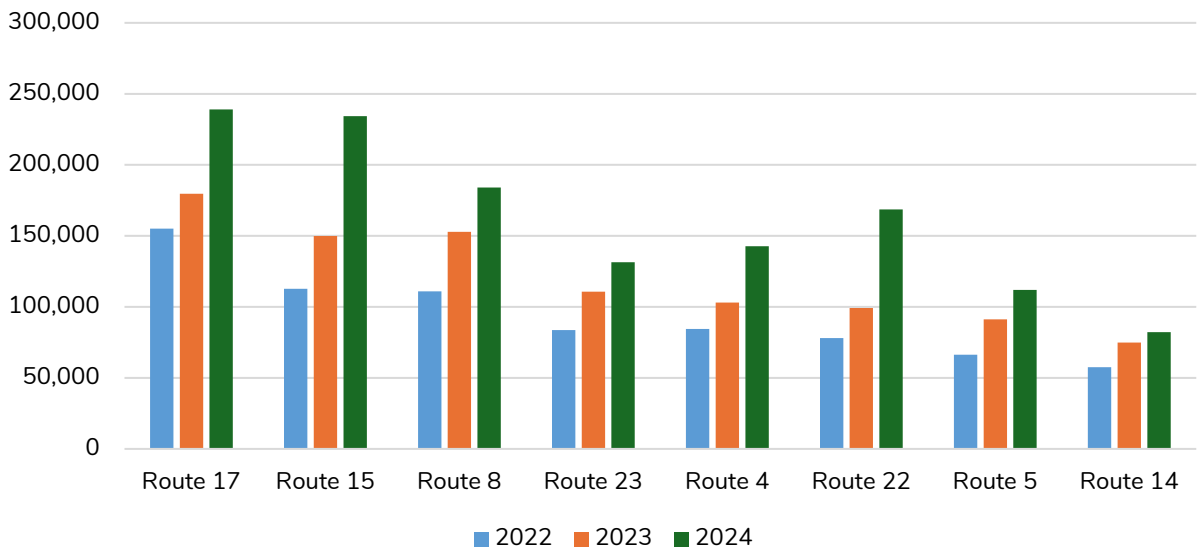


Figure 17 - Annual Boardings by Route, 2022, 2023 & 2024

Total ridership by weekday in 2022, is shown in Figure 18 below. Tuesday, Wednesday, and Thursday have the most ridership, which aligns with these days being the most common for commuting to work or school. Sunday has the lowest ridership, which reflects the lower trip frequency on that day. This trend remains unchanged in 2024.

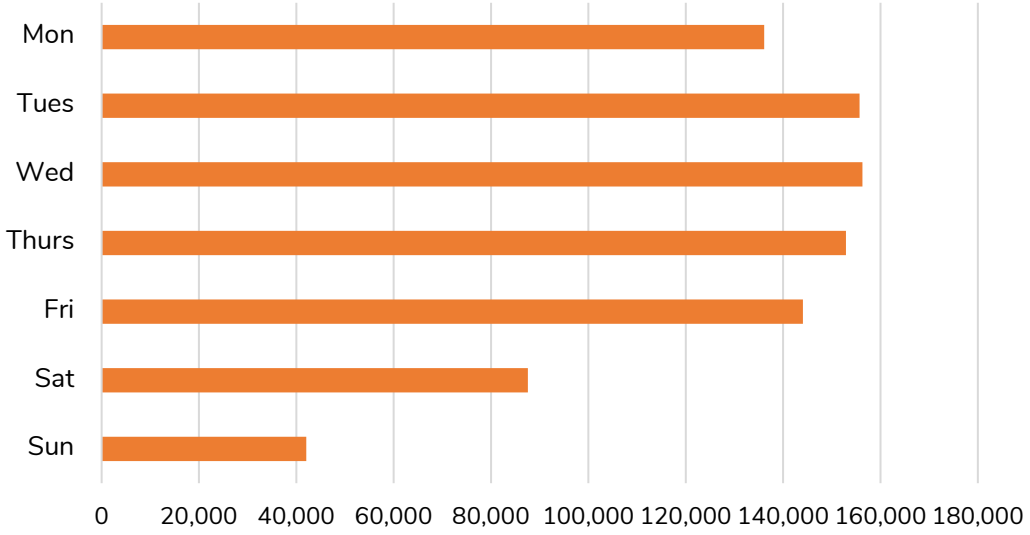


Figure 18 - Total Ridership by Weekday, 2022

The stops with the highest boardings (See Figure 19 below) in the system are:

- Shoppers Mall
- AC
- Home Depot
- Richmond Terminal
- Walmart

Figure 19 (below) identifies the ten bus stops with the highest boardings in the overall system in 2022, not including the downtown terminal. Given that all routes converge at the downtown terminal, it naturally has the highest boardings of all stops in the system, accounting for almost 30% of daily boarding activity at 266,654 boardings.

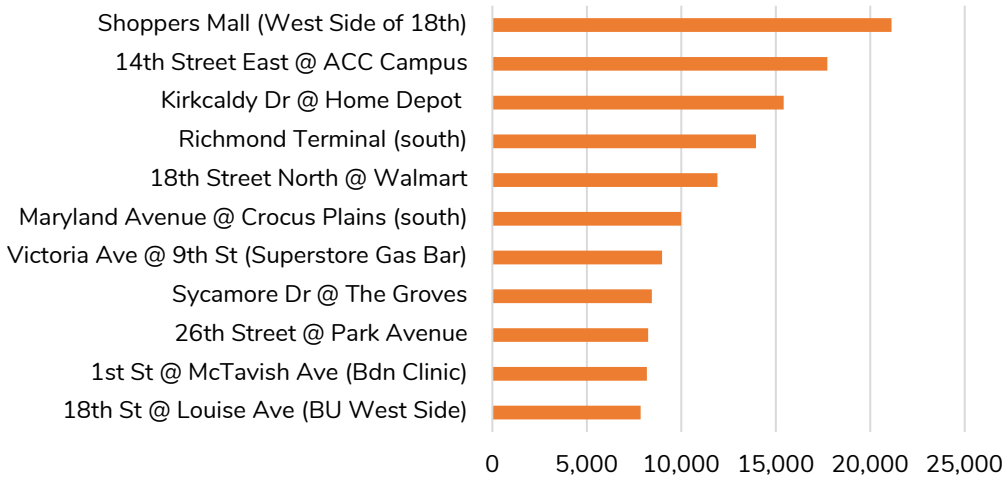


Figure 19 - Bus Stops with the Highest Daily Boardings, 2022

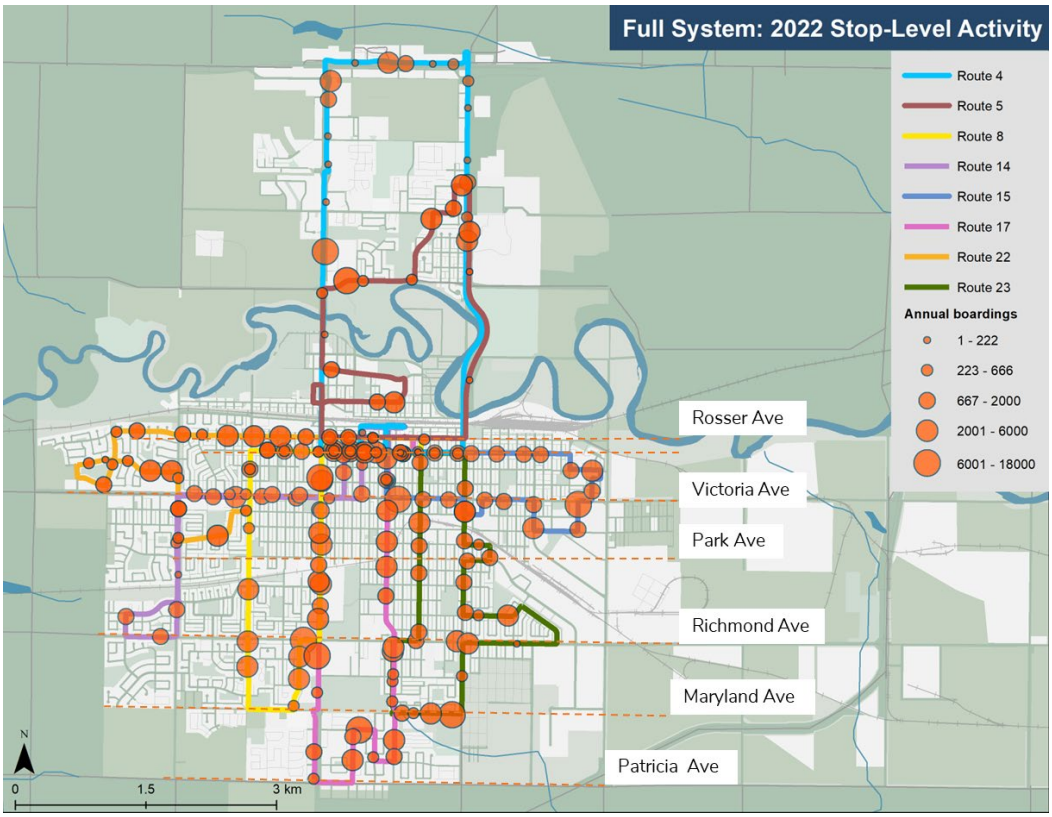


Figure 20 - Stop-Level Activity, 2022

3.3.1 Route Performance Summary

One of the key indicators of route performance is the metric "boardings per hour". It is an indication of how much a route is used in a single hour when it is picking up passengers or is in "revenue service". Since usage varies by time of day, it is typical to review this metric by time period. In the case of Brandon, this analysis was completed for each route for the **morning peak** (when people are going to school and work), **midday** (when people are running errands) and **evening peak** (when people are coming back home from school and work). Boardings per hour, lower than 10 tend to indicate low usage and more suited for "On-Demand" type service.

Based on Table 1 below, for Brandon, system-wide, the evening peak is the busiest after which, ridership tends to decrease towards the late evening. Sunday productivity is also low, which is to be expected given the lower frequency on that day. Overall, the Route 17 is the most utilized route with consistent ridership throughout the day, while the Route 14 is the least efficient. Route 4 and 5 could be reimagined for improved efficiency and some routes could have tightened schedules. In addition to high boardings on, during the evening peak, Route 17 also runs late during this time; additional run time or higher frequency could help address this.

Table 1 - Route Productivity

Route #	Route Name	AM Peak	Midday	PM Peak	Evening	Total
4	TransCanada	16	17	24	3	239
5	Assiniboine	10	17	19	2	194
8	Maryland West	18	25	32	4	317
14	Victoria West	10	14	16	1	166
15	East Hospital/ACC	20	26	32	2	324
17	South Central	23	40	45	3	447
22	Riverheights West	17	16	20	2	224
23	1st St South	18	17	24	2	244
Ind	Industrial Hub Route	8	5	12	5	126

It is to be noted that the 2023 ridership data (figure 10) has indicated an increase in evening ridership and 2024 ridership data further validates this.

3.4 Peer Review Analysis

A peer review was conducted to assess the performance of Brandon Transit in comparison to four similar transit systems in communities with comparable population size, demographics, and geography. The objective of this review was to establish a benchmark for the availability, productivity, effectiveness, and efficiency of Brandon's transit service in relation to its peers.

The peer communities selected for this review were North Bay ON, Belleville ON, Fredericton NB, and Sault Ste. Marie ON. These were selected based on similarities in area, population as well transit system statistics in terms of number buses and the number of routes in these systems.

While in-depth review results are described in **Appendix C**, the key findings from the peer comparison for both conventional and specialized transit are highlighted below.

3.4.1 Conventional Services

Figures 21 – 26 illustrate the results of key findings from the peer comparison of conventional transit services.

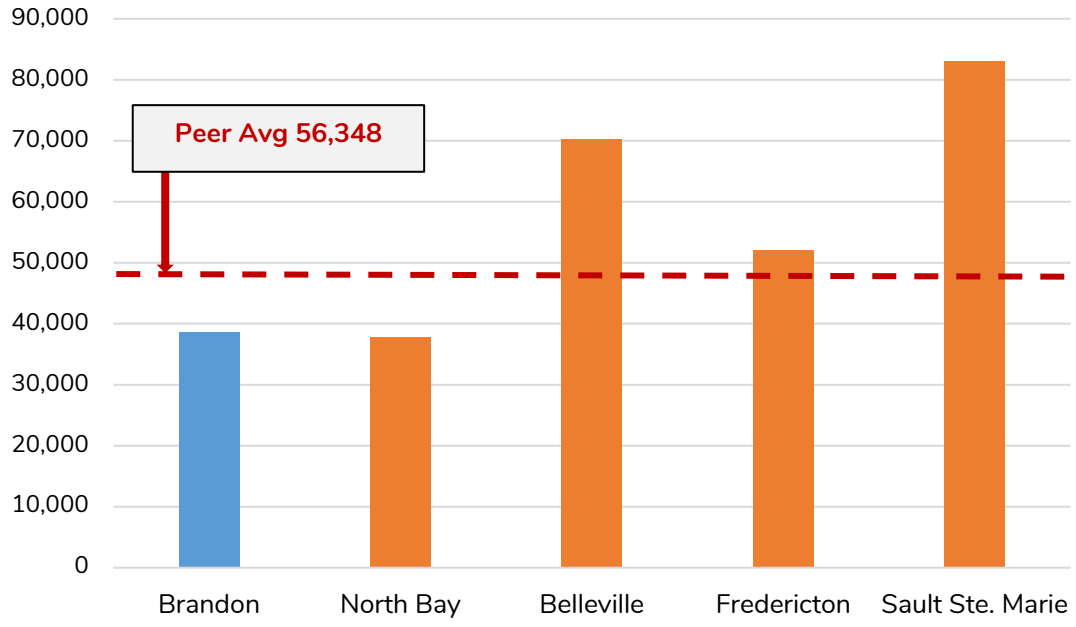


Figure 21 - Peer Analysis - Revenue Vehicle Hours

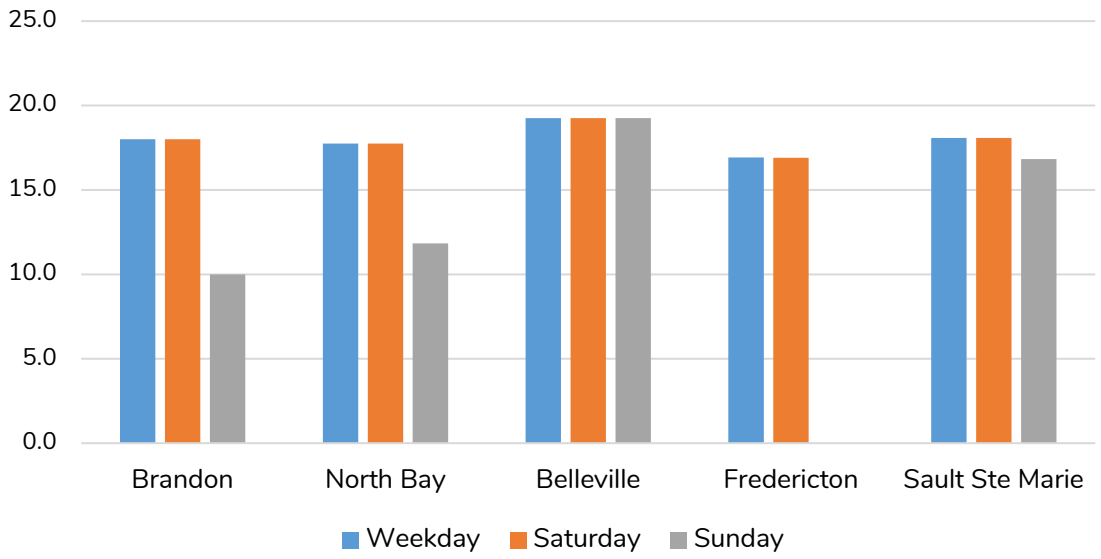


Figure 22 - Peer Analysis - Total Number of Service Hours

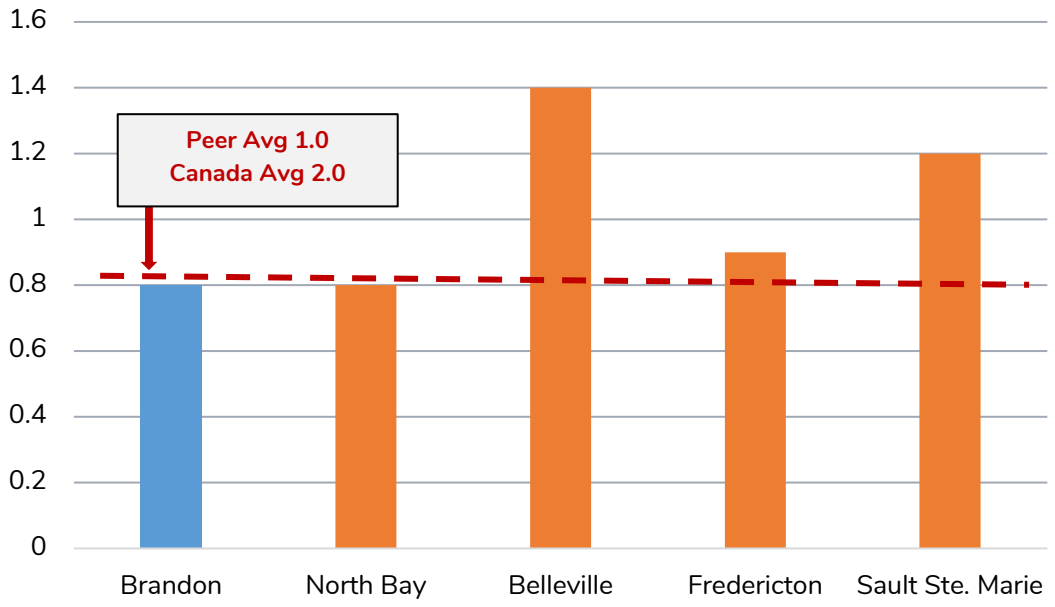


Figure 23 - Peer Analysis - Revenue Vehicle Hours Per Capita

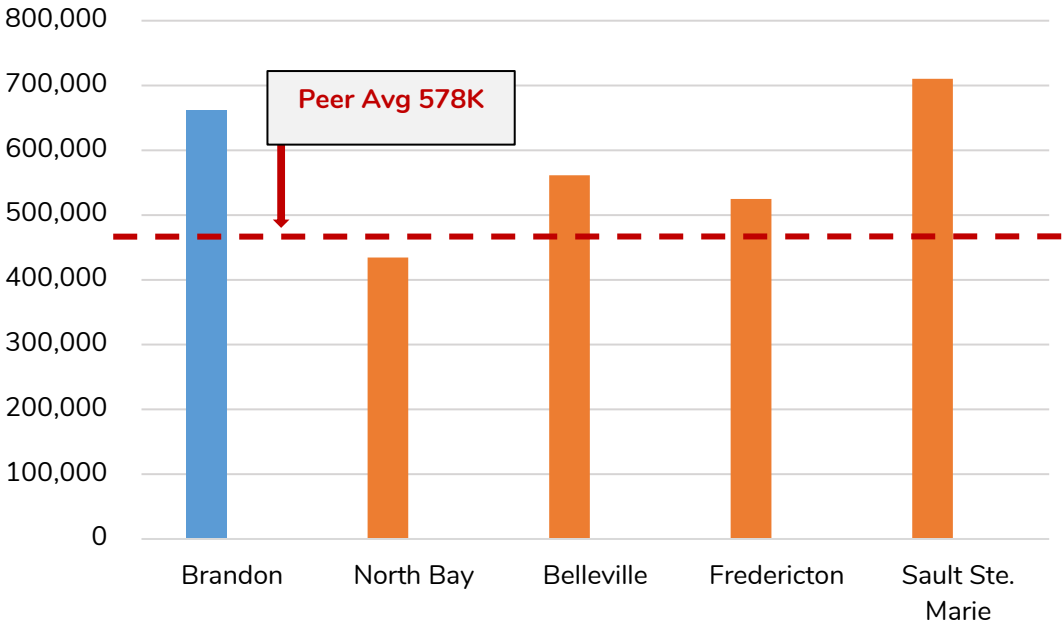


Figure 24 - Peer Analysis - Ridership (Revenue Passengers)

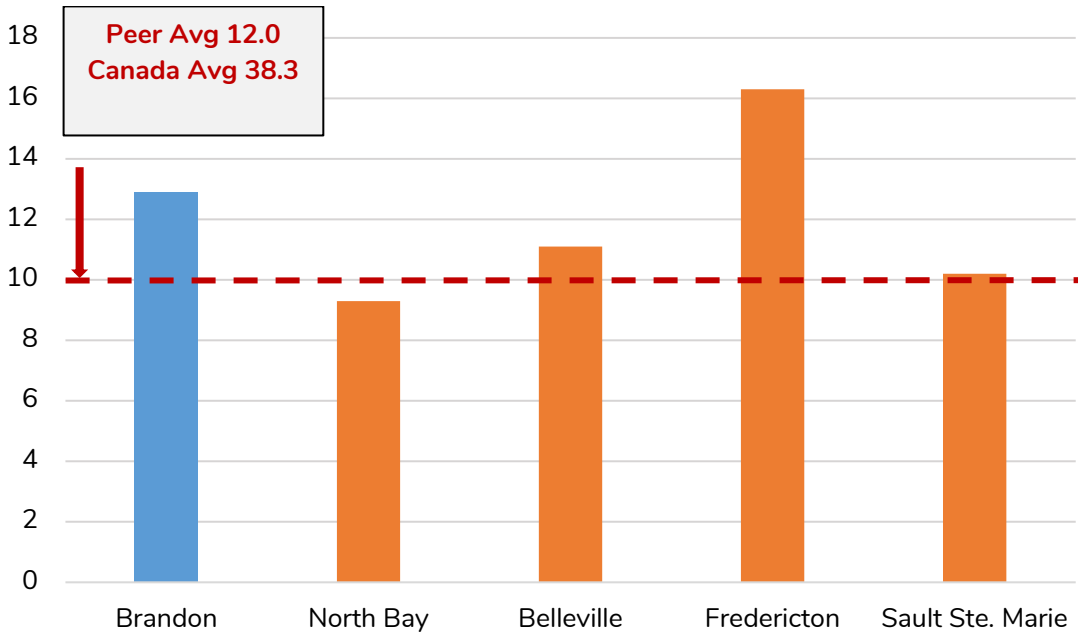


Figure 25 - Peer Analysis - Passengers Per Capita

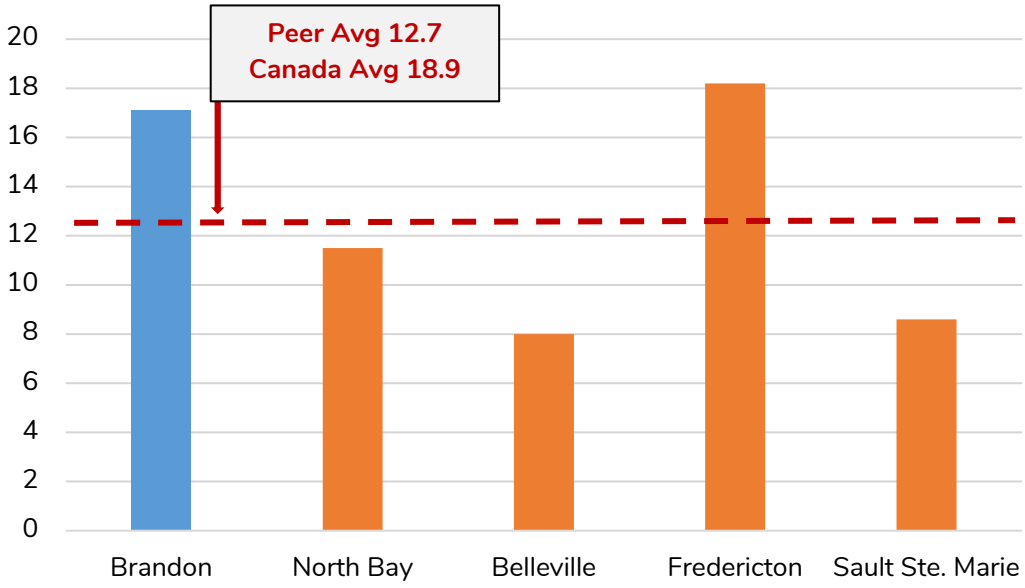


Figure 26 - Peer Analysis - Passengers Per Revenue Hour

- The system demonstrates above-average productivity, efficiency and effectiveness, surpassing peer averages. This indicates an efficient allocation of resources to meet the transit needs of the community.
- Cost per passenger & cost per revenue hour metrics align favorably with peer averages, reflecting a financially efficient operation.
- Brandon Transit makes efficient use of resources and delivers a higher level of ridership at lower costs in comparisons to peers; however, there is on average lower investment in transit in Brandon.
- Fares are low in comparison with peers and national average (even with no transfers).
- Overall, the Brandon system outperforms its peers in several categories.

Table 2 - Peer Review Analysis: Conventional Services Scorecard

Conventional Transit Scorecard	Key Performance Indicator (KPI) Category	Brandon	Peers		Canada (Standard)
Availability of Service	Revenue Vehicle Hours	38,692	56,348		NA
Availability of Service	Renenue Vehicle Hours per Capita	0.8	1		2.0
Availability of Service	Municipal Operating Contribution per Capita	$30.17	$66.60		$147.43
Productivity	Ridership (Revenue Passengers)	661,274	578,441		NA
Productivity	Passenger per Capita	12.9	12		38.3
Productivity	Passenger per Revenue Hours	17.1	12.7		18.9
Efficiency/Effectiveness	Operating Cost per Revenue Vehicle Hours	$119.67	$111.58		$191.15
Efficiency/Effectiveness	Operating Cost per Trip	$7.00	$9.80		$11.25
Efficiency/Effectiveness	Operating Cost per Passenger	$5.42	$7.85		$8.84
Efficiency/Effectiveness	Recovery Ratio	23%	21%		21%
Fare Usage	Passenger Revenue per Trip	$1.14	$1.71		$2.23

Legend

Above Peer Community Average

Below Peer Community Average

3.4.2 Specialized Services

Figures 27 – 32 illustrate the results of key findings from the peer comparison of specialized transit services.

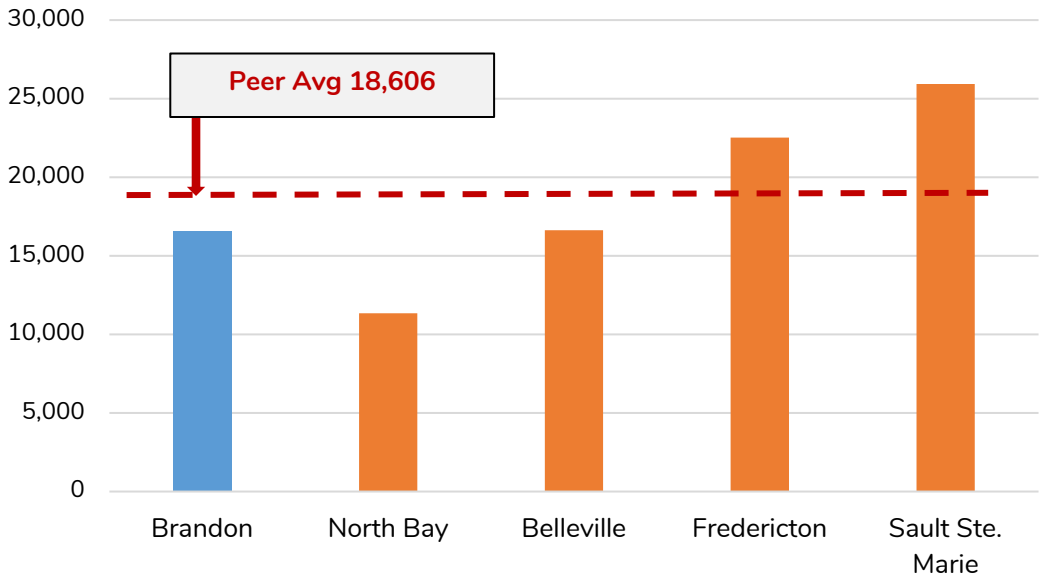


Figure 27 - Specialized Peer Analysis - Total Passengers (Boardings)

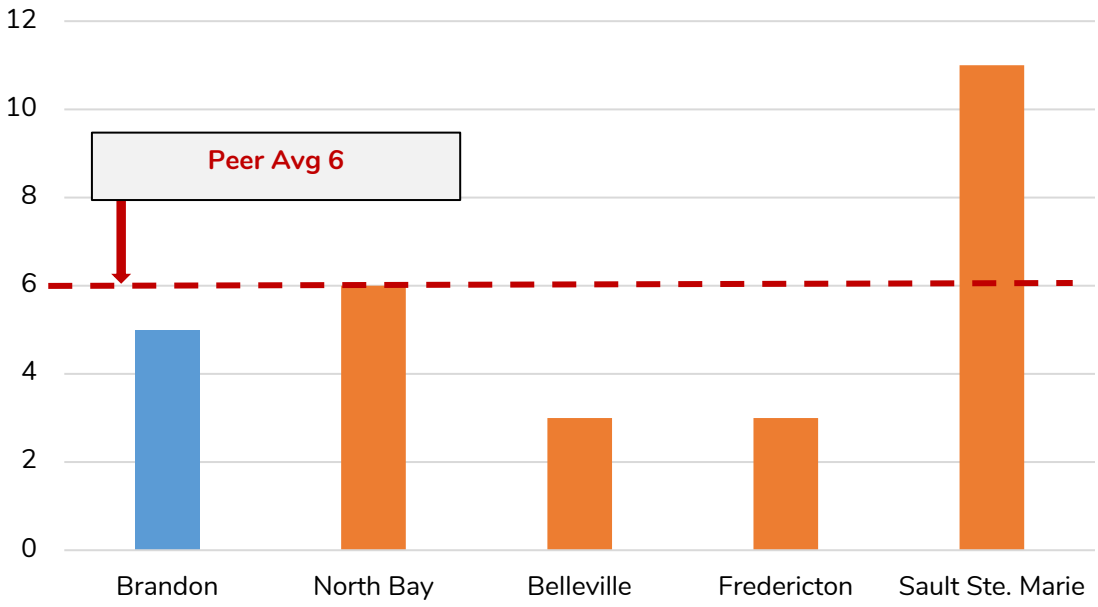


Figure 28 - Specialized Peer Analysis - Total Fleet

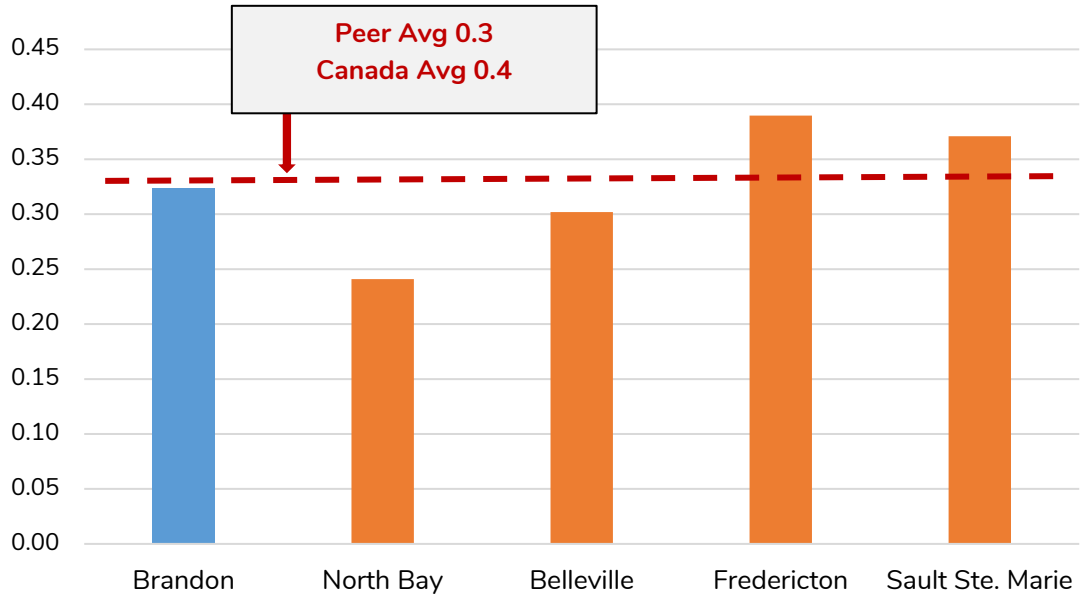


Figure 29 - Specialized Peer Analysis - Passengers Per Capita

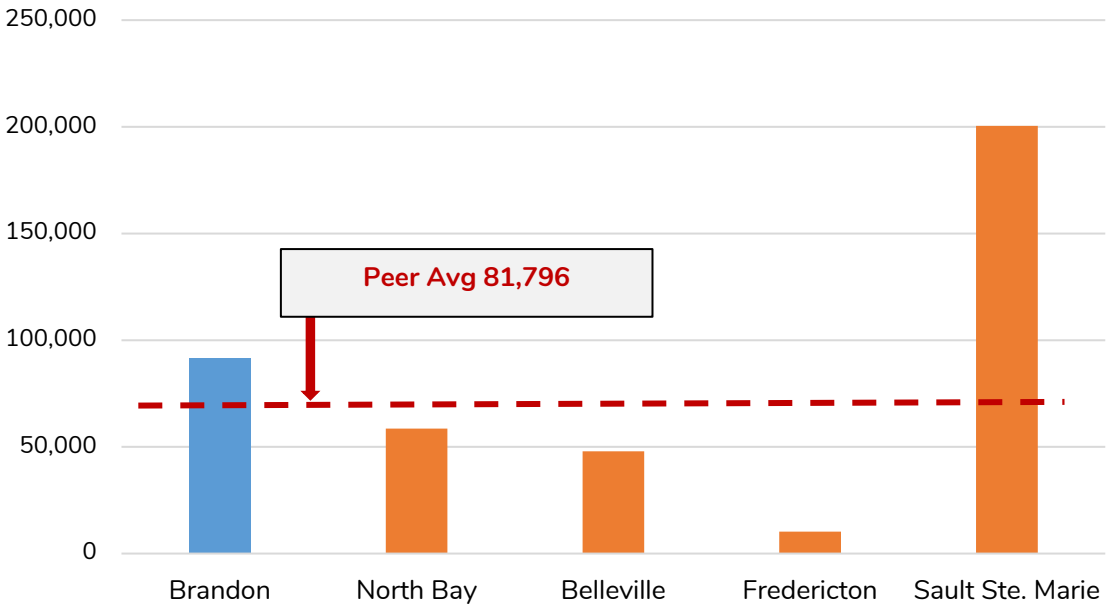


Figure 30 - Specialized Peer Analysis - Revenue Kilometres

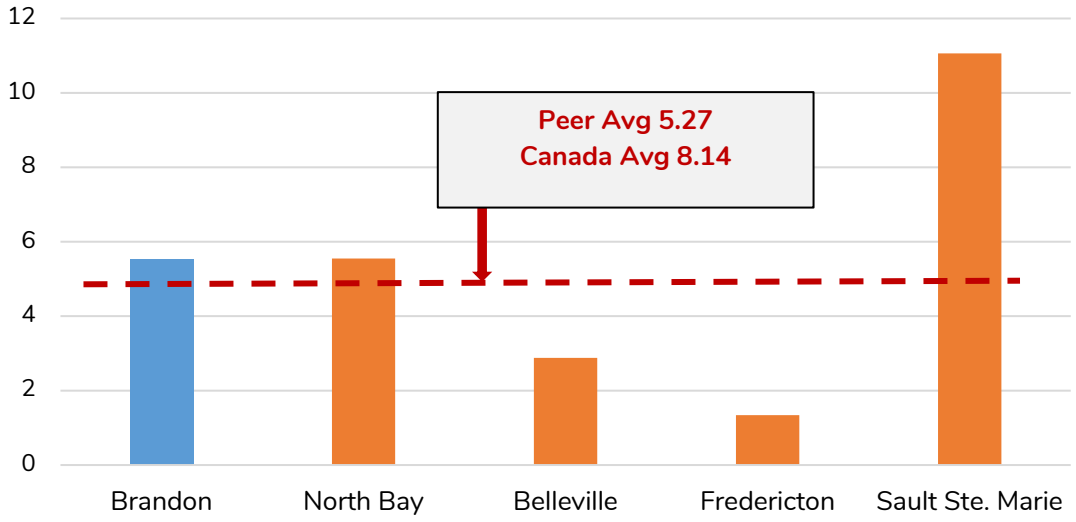


Figure 31 - Specialized Peer Analysis - Revenue Vehicle Kilometre / Passenger

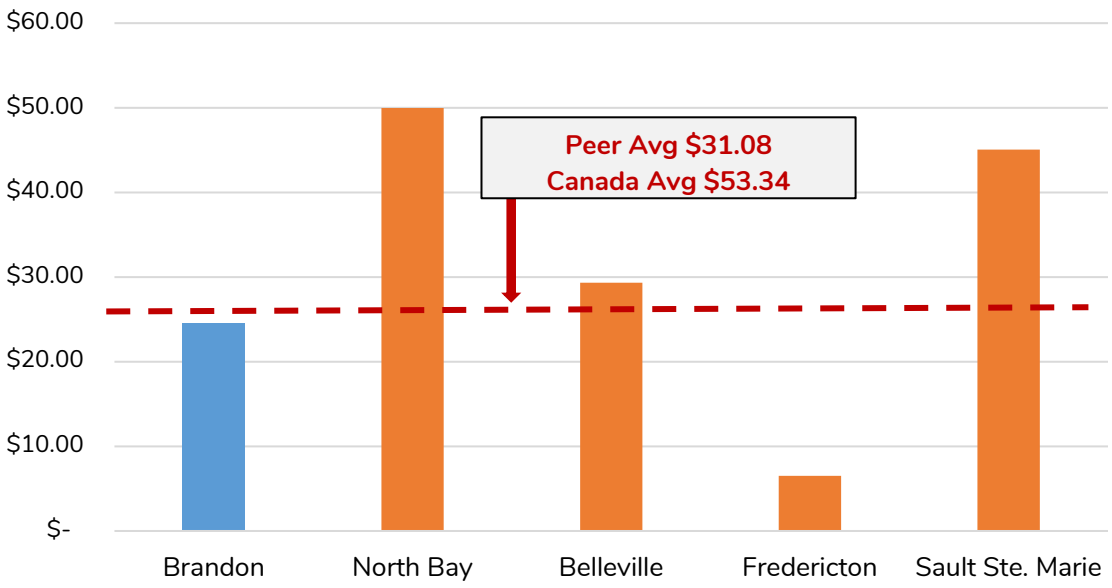


Figure 32 - Specialized Peer Analysis - Cost per Passenger

- The system covers an above-average distance in kilometers.
- Number of passengers served per kilometer aligns with the peer average while ridership is lower, which is a good thing.
- Lower cost per passenger than peers emphasizing an efficient and effective approach to delivering services
- Anecdotal information and available data suggest capacity constraints and instances of trip denials.

Table 3 - Peer Review Analysis: Specialized Services Scorecard

Specialized Transit Scorecard	Key Performance Indicator (KPI) Category	Brandon	Peers	Canada (Standard)
Availability of Service	Revenue Kilometers	91,767	81,796	NA
Productivity	Ridership (Revenue Passengers)	16,593	18,606	NA
Productivity	Passenger per Capita	0.3	0.3	0.4
Efficiency/Effectiveness	Revenue Vehicle Km/Passenger	5.53	5.27	8.14
Efficiency/Effectiveness	Cost per Passenger	24.51	31.08	53.34
Efficiency/Effectiveness	Recovery Ratio	10.30%	5.30%	4.70%
Efficiency/Effectiveness	Number of Vehicles in Fleet	5	6	NA

Legend

Above Peer Community Average

Below Peer Community Average

3.5 Opportunities and Challenges

The Brandon Transit system is growing at a robust pace; in some ways the system's issues arise from this growth. It has outgrown its hub and spoke origins and has the potential to mature into a transfer-based system anchored by a frequent service base with feeder lines from neighbourhood areas

3.5.1 Opportunities

Robust and Growing Ridership

The growing ridership in Brandon is a good news story and the opportunity here is to capitalize on this good news to keep growing Brandon's ridership. Well thought out marketing campaigns; community, staff and Council involvement in these campaigns promoting transit would help keep the focus on transit growth and its importance to the economic and social development of the City.

Funding

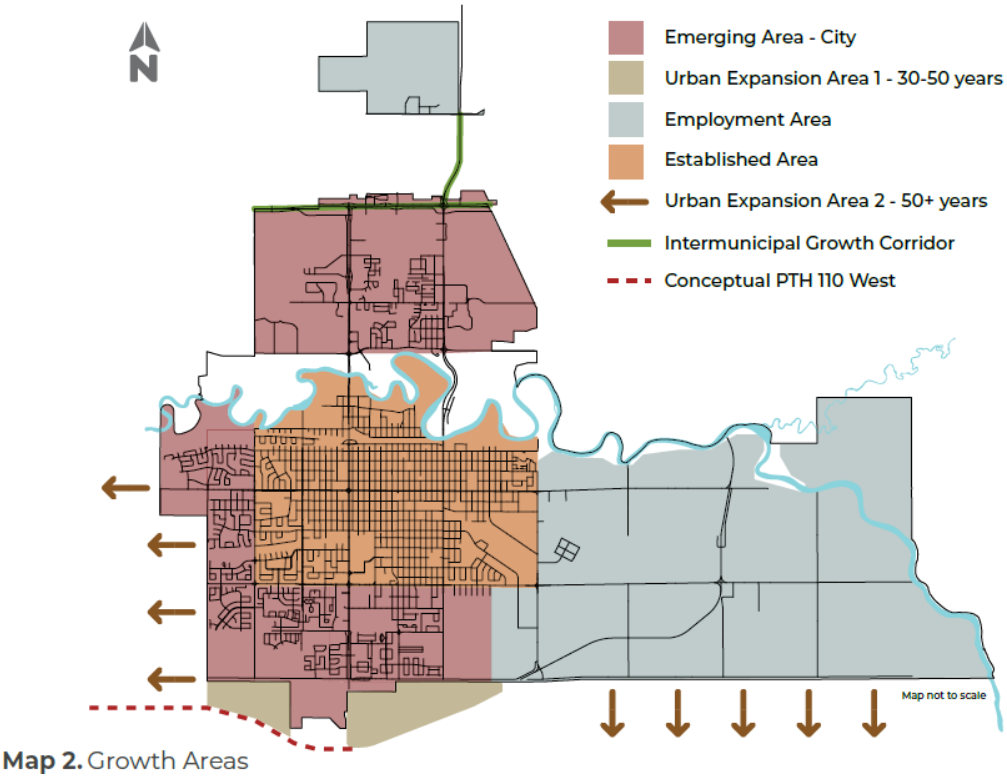
This is a good time to be planning for the future of a transit system given the growing recognition of the ability of a transit system to not only provide social and economic connectivity but also be a powerful tool in Councils' Climate Change mandate. Funding is available at many levels of government, especially with the federal government announcement of the Canada Public Transit Fund (CPTF), that will support transit in communities of all sizes across Canada. The Fund will provide $3 billion per year for public transit and active transportation infrastructure, beginning in 2026-27. The City of Brandon has been awarded almost $400,000 annually over this 10-year period.

Council and Policy Support

As discussed in Section 2.3, Council's mandate is to support a "Moving City". The adoption of the City Plan earlier this year is a big step in this direction. There is high potential to move transit recommendations forward in this supportive environment.

Compact Landform

Transit and land use are integrally connected. Brandon's compact size and future growth areas are transit supportive given that emerging growth areas are contained within a compact zone adjacent to the urban core that would be relatively easy and affordable to serve as the City grows.

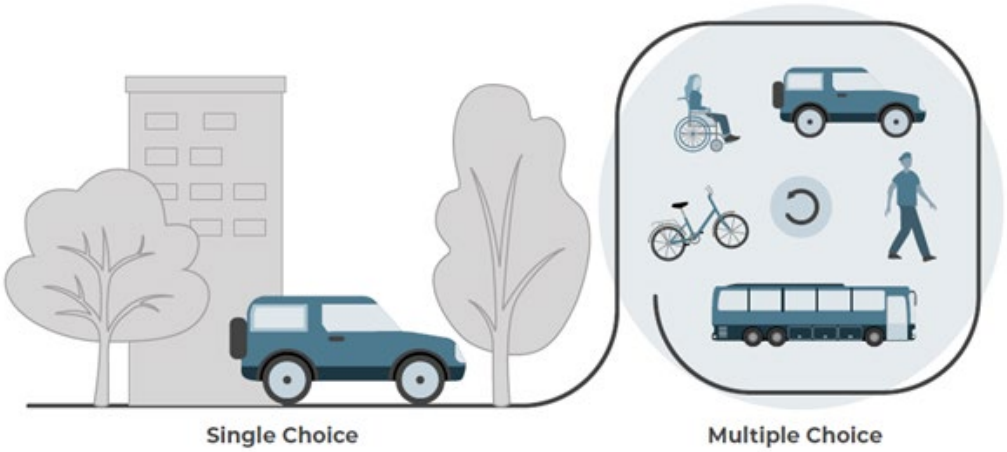


Map 2. Growth Areas

Figure 33 - City of Brandon Growth Areas (credit: Emerging Area Growth Strategy)

Technology

The innovations in transit technology in all areas of transit travel: customer service, fares, stop infrastructure, bus tracking, to name just a few, can help improve customer experience while using transit. This opportunity has the potential to change the community's perception of transit, making it more widely acceptable and used.



3.5.2 Challenges

Hub and Spoke Model

As mentioned previously, the Brandon Transit System has started outgrowing its foundation. This is to say that all routes (length/travel time) are designed to converge at the downtown exchange every 30 minutes. Due to congestion and increased boardings at stops, it is taking longer than the originally designed times for these routes to now converge at the terminal. This leads to either buses waiting to make connections - thereby delaying all subsequent trips - or in people missing their connections - which then forces them to wait at the exchange an additional half an hour for the next bus to arrive. These two eventualities render the Hub and Spoke model inconvenient, unreliable, and constantly delayed. Routes running late are noted issues with the current conventional transit service in Brandon.

Route Indirectness

Many systems start as one-way loops and must evolve into more mature grid-based systems. Brandon transit is no exception. It is currently comprised of eight one-way loop routes. These loops result in stops being placed on only one side of the street, meaning that to return to one's origin they must ride the entire loop. In addition, the routes all converge at the downtown exchange, so to travel from the south of the city to the east/west of the city, one must first travel north to the exchange, then transfer to a bus travelling in the desired direction to the destination. This makes driving a more direct - and thereby preferred - travel mode in Brandon. Should the transit system provide more direct connections and more competitive travel times with personal vehicle transportation, it is possible that transit mode share could increase significantly in the future.

Bus Stop Infrastructure & Bus Stops

One complaint that was repeatedly heard during the second round of engagement was the lack of adequate infrastructure at the bus stops to safely and conveniently wait for the bus, especially in the bitter cold of Brandon's winter months. This is an issue that can be gradually but consistently addressed over a five-year period - or faster - if grant funding can be leveraged.

Inclement Weather & Knowing Where the Bus is

Waiting for a bus running on a one- or half-hour hour cycle in -30°C degree temperatures can be easily addressed if the customer had the ability to track the bus. This would reduce time waiting at a bus stop with no shelter or other amenities; thus, decreasing exposure to the harsh winter weather in Brandon. As of June 17, 2025, the MyRide website is operational, the app is currently under development, and its full launch is imminent. This system provides real time GPS updates of bus locations and expected arrival times.

Fares

Brandon transit has low fares compared to most other similar sized municipalities across Canada. The "no transfer policy" means people must pay at least twice if their journey requires one or more transfers, this is exacerbated by the indirectness of the network's current route layout. This may double – or more - the cost to complete a journey from origin to destination. There is an opportunity here to restructure fares to boost revenue and provide additional support for service expansion. This should be considered alongside keeping fares affordable and rewarding regular transit use

Exceeding Capacity on Specialized Transit Service

While Access Transit (specialized transit service) in Brandon is well used, trip cancellations and most times, the requests for service far exceed the available seats on the bus, as a result people cannot travel in the timeframe they need to and have to be rescheduled or worse still, denied a trip. These are some of Access Transit's biggest challenges. Additional vehicles in the service could be a short-term solution, while longer term, a number of communities are finding that hybrid services between Specialized and On-Demand are successful in addressing some of the above-mentioned issues. From a policy perspective no major gaps were identified, capacity or lack of it is this system's foremost challenge.

4.0 NETWORK OPTION DEVELOPMENT

In response to the research and analysis completed as part of Section 3, described above, the consultant team and City staff undertook iterative virtual planning workshops to address the issues and opportunities identified in Section 3 as well as feedback received during the first round of engagement. These options were presented to Council before then taking their preferred options out for a second round of engagement to gauge feedback and see if the community had a preference among the options presented to Council. This section provides details of these options.

Both options seek to address the issues and opportunities discussed in sub-section 3.5, with a focus on:

- Improving directness of the service
- Reducing one-way loop routes where possible
- Ensuring that destinations that are currently served continue to get service
- Addressing the operational issues of travel time and cascading delays

New areas of service have been identified, and some new service patterns have been identified to address emerging growth areas, however the priority of these solutions is to fix the existing transit system before expanding service.

4.1 Option 1

Option 1 seeks to provide similar coverage as the existing system, but with more direct service to key destinations in Brandon.

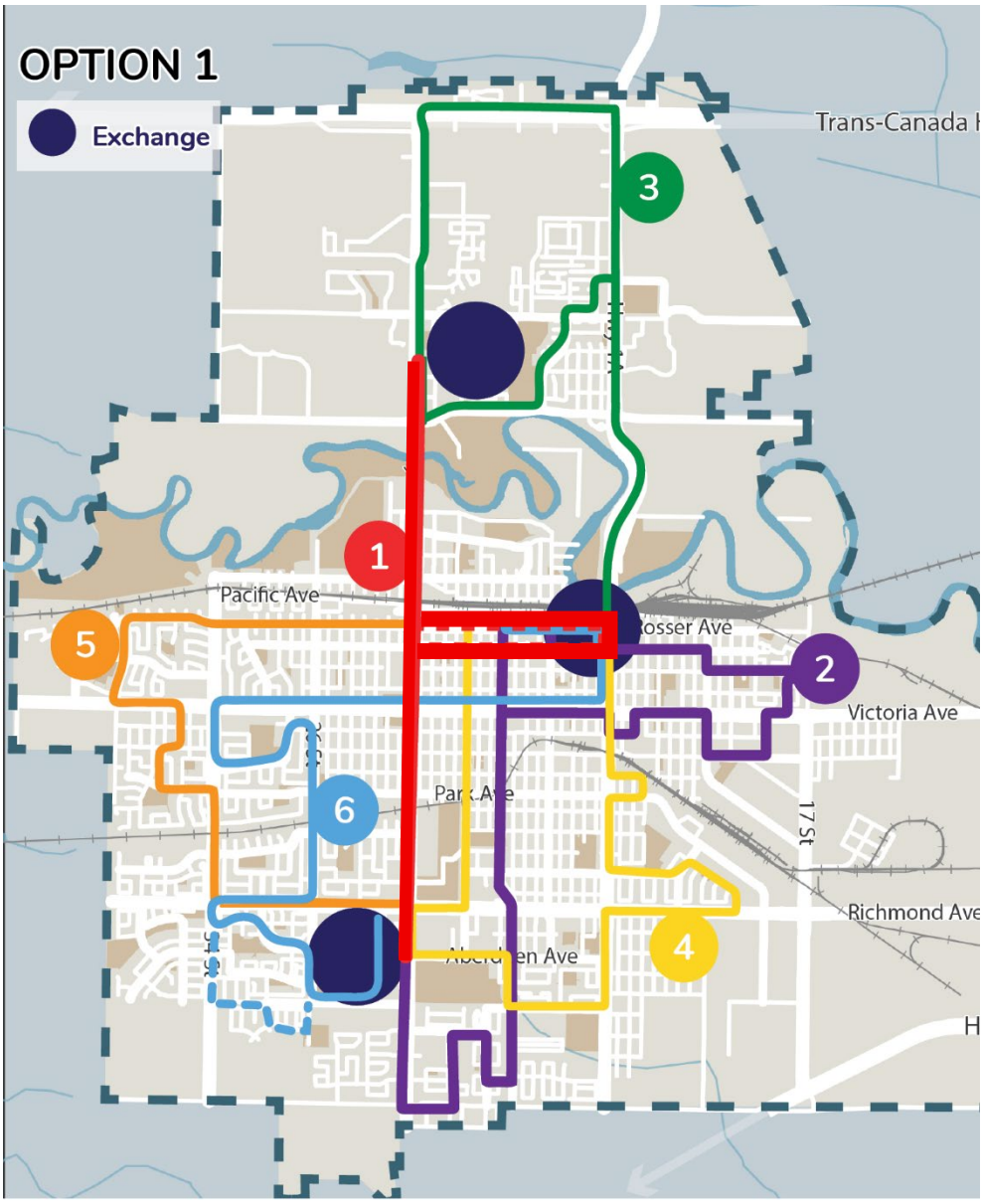
The underlying principle of this option is that system transitions from a single exchange system to a multi-exchange system, specifically a three-exchange system.

The exchanges are in downtown (existing exchange) and one in the south end of the city at Shopper's Mall as well as one at the Corral Centre (or adjacent to it); all three would provide multiple transfer opportunities.

The system itself will transition to a six-route system as described below:

- **Route 1** (shown in red on map) is proposed as the main N/S connection (Rapid/Express route) along 18th Street. This would be a bi-directional route connecting the Corral Centre to Shoppers Mall. Initially, it is proposed that this route serve the downtown exchange, but as the route matures and on evaluation of ridership, the route can be streamlined to primarily serve the commercial destinations on 18th Street. Proposed frequency is 15 minutes in peak initially and gradually this route transitions to all day 15-minute service.
- **Route 2** (shown in purple on map) is proposed as the route that provides a S/E connection. This would also be a bi-directional route, primarily connecting Shopper's Mall to the Assiniboine College and Downtown Exchange along 10th Street. This route allows for direct service to the college, downtown and Shopper's

from the residential areas in Woodlands, South Centre and the East End neighbourhoods. Anticipated frequency would be 30 minutes to start, transitioning to all day 15-minute service.



- **Route 3** (shown in green on the map) is proposed as a consolidation of existing routes 4/5 for efficient service on the Hill. This route provides bi-directional service on 1st Street as it makes its way from downtown to the Corral Centre along 1st Street. Proposed frequency would be 30 minutes all day.
- **Routes 4/5/6** provide connections from the residential neighbourhoods on the east and west side of the city (residential neighbourhoods of Trinity Park, Green Acres, Riverheights, Waverly Park, Brookwood and Centennial Meadows). Routes 5 (shown in dark orange) and 6 (shown in light blue) are proposed as bi-directional service, while route 4 is a one-way loop. All three routes are proposed to have a frequency of 30 minutes all day.
- For new neighbourhoods like Hamilton Heights (on the Hill), south of Patricia Avenue and areas west of the Richmond neighbourhood, Trans Cab would serve the area initially until higher than 10 boardings per hour are recorded on this service, after which a dedicated route is recommended for these areas. Exact routing would be determined at the time of design.

4.2 Option 2

Option 2 is very similar to Option 1 but introduces service on Braecrest Drive as well as seeks to start an east-west connection on Victoria Avenue, which is less prominent in Option 1.

The underlying principle of this option is that the system transitions from a single exchange system to a multi-exchange system, specifically a three-exchange system. The exchanges are in downtown (existing exchange) and one in the south end of the city at Shopper's Mall as well as one at the Corral Centre (or adjacent to it); all three would provide multiple transfer opportunities.

The system itself will transition to a seven-route system as described below:

- **Route 1, similar to Option 1** (shown in red on map) is proposed as the main N/S connection (Rapid/Express route) along 18th Street. This would be a bi-directional route connecting the Corral Centre to Shoppers Mall. Initially, it is proposed that this route serve the downtown exchange, but as the route matures and on evaluation of ridership, the route can be streamlined to primarily serve the commercial destinations on 18th Street and not go downtown. Proposed frequency is 15 minutes in peak initially and gradually this route transitions to all day 15-minute service.
- **Route 2** (shown in purple on map) is proposed as the route that provides a S/E connection. This would also be a bi-directional route, primarily connecting Shopper's Mall to the Assiniboine College and Downtown Exchange along 10th Street. This route allows for direct service to the college, downtown and Shopper's from the residential areas in Woodlands, South Centre and the East End neighbourhoods.

- **Route 3** (shown in green on the map) is proposed as a consolidation of existing routes 4/5 for efficient service on the Hill. In Option 2, this route stays on the Hill and provides a loop service connecting the commercial establishments on the Hill with the Route 1 that takes people downtown on 18th Street or with the Route 2 that takes people to downtown, the College and Shoppers Mall on 1st Street. Proposed frequency would be 30 minutes all day.

- **Routes 4/5 (**shown in yellow and orange respectively) provide connections from the residential neighbourhoods on the east and west side of the city (residential neighbourhoods of Trinity Park, Green Acres, River Heights, Waverly Park, Brookwood and Centennial Meadows). In Option 2, Route 4 (shown in yellow) and 5 (shown in orange) are proposed as bi-directional service and are paired together (interlined), creating a cross-city connection from southeast to the northwest neighbourhoods of the city. Both routes are proposed to have a frequency of 30 minutes all day.
- **Route 6** (shown in blue) starts to become this major east-west connector along Victoria Avenue that connects the College to the Richmond & Meadows Neighbourhood and Shopper's Mall. Proposed frequency on this route would be 30 minutes all day to start with.
- **Route 7 (**also shown in purple**)** In Option 2, a new route serving Braecrest Drive and the north campus of Assiniboine College is proposed. This would be a bi-directional route connecting residents along Braecrest Drive to downtown and the College. In the long term, it is possible to pair this route (interline) with the Route 2, creating a seamless connection from Braecrest Drive to Shopper's Mall. On the map it has the same colour as the Route 2 for this reason.
- For new neighbourhoods like Hamilton Heights (on the Hill), south of Patricia Avenue and areas west of the Richmond neighbourhood, Trans Cab would serve the area initially until higher than 10 boardings per hour are recorded on this service, after which a dedicated route is recommended for these areas. Exact routing would be determined at the time of design.

Both options offer travel time savings to key destinations in the City as demonstrated in Appendix G. As the network gradually transitions to a transfer-based, bi-directional service, people will have to relearn to use the system as it presents a significant variation from what is currently happening, where all the transfer activity occurs at the downtown exchange. The proposed options both enable transfers to happen on street at major intersections.

In both options, service along Stickney Avenue (currently provided on Route 5) would be replaced by TransCab service as ridership levels in this area can be accommodated by TransCab. If this is a concern, an option would be to review Route 7 and connect it to Stickney Avenue before heading downtown. This will make the route a one-way loop route; currently it is proposed to be bi-directional. The next option, Option 3, does just this.

4.3 Option 3

Both Option 1 and Option 2 take advantage of the resources (revenue hours) from existing routes 4 and 5 to provide a new bi-directional route on Braecrest Drive as well as the service one-way loop that serves the highway retail, Route 3.

In Option 3, the existing routes 4 and 5 are rerouted and renamed to serve the same areas that they currently serve and add in service to the north campus of Assiniboine College as well as service to Braecrest Drive. Two new one-way loops are the result of this reroute and are shown in the map below:

- **Route 3** (shown in green on the map) serves the North Hill, while also serving the north campus of Assiniboine College.
- **Route 7** (shown in red below) connects downtown to Stickney Avenue, Braecrest Drive and 1st Street in a one-way loop that operates in a counter-clockwise direction to take advantage of right turn movements versus left turn movements in the loop.

As in Options 1 and 2, the underlying principle of this option is that the system transitions from a single exchange system to a multi-exchange system, specifically a three-exchange system. The exchanges are in downtown (existing exchange) and one in the south end of the city at Shopper's Mall as well as one at the Corral Centre (or adjacent to it); all three would provide multiple transfer opportunities.

The system itself will transition to a seven-route system as described below:

- **Route 1** (shown in red on map), similar to Option 1 is proposed as the main N/S connection (Rapid/Express route) along 18th Street. This would be a bi-directional route connecting the Corral Centre to Shoppers Mall. Initially, it is proposed that this route serve the downtown exchange, but as the route matures and on evaluation of ridership, the route can be streamlined to primarily serve the commercial destinations on 18th Street and not go downtown. Proposed frequency is 15 minutes in peak initially and gradually this route transitions to all day 15-minute service.
- **Route 2** (shown in purple on map) is proposed as the route that provides a S/E connection. This would also be a bi-directional route, primarily connecting Shopper's Mall to the Assiniboine College and Downtown Exchange along 10th Street. This route allows for direct service to the college, downtown and Shopper's from the residential areas in Woodlands, South Centre and the East End neighbourhoods.
- **Route 3** (shown in green on the map) is proposed as a reroute and renaming of existing routes 4/5 for efficient service on the Hill. In Option 3, this route stays on the Hill and provides a loop service connecting the commercial establishments on the Hill and the North campus of the College with the Route 1 that takes people downtown on 18th Street or with the Route 2 that takes people to downtown, the College and Shoppers Mall on 1st Street. Proposed frequency would be 30 minutes all day.
- **Routes 4/5 (**shown in yellow and orange respectively) provide connections from the residential neighbourhoods on the east and west side of the city (residential neighbourhoods of Trinity Park, Green Acres, River Heights, Waverly Park, Brookwood and Centennial Meadows). In Option 3, Route 4 (shown in yellow) and 5 (shown in orange) are proposed as bi-directional service and are paired together (interlined), creating a cross-city connection from southeast to the northwest neighbourhoods of the city. Both routes are proposed to have a frequency of 30 minutes all day.
- **Route 6** (shown in blue) starts to become a major east-west connector along Victoria Avenue that connects the College to the Richmond & Meadows Neighbourhood and Shopper's Mall. Proposed frequency on this route would be 30 minutes all day to start with.

- **Route 7** (also shown in red) is a proposed new route serving Braecrest Drive and the north campus of Assiniboine College. This route is proposed as a reroute and renaming of existing routes 4/5. This would be a one-way loop connecting residents along Braecrest Drive and on Stickney Avenue to downtown. In the long term, it is possible to pair this route (interline) with the Route 2, creating a seamless connection from Braecrest Drive to Shopper's Mall.
- For new neighbourhoods like Hamilton Heights (on the Hill), south of Patricia Avenue and areas west of the Richmond neighbourhood, Trans Cab would serve the area initially until higher than 10 boardings per hour are recorded on this service, after which a dedicated route is recommended for these areas. Exact routing would be determined at the time of design.

4.4 Option Comparison

The three options have many similarities and a few differences. This is identified in the table below. At engagement, while several participants liked Option 2, from a routing and connections perspective, they chose Option 1 as it is more financially conservative. Costs are discussed for Option 1 in Section 7.4 of this report.

Table 4 - Option Comparison

	Proposed Option 1	Proposed Option 2	Proposed Option 3
No. of Routes	**6**	**7**	**7**
No. of Exchanges	**3**	**3**	**3**
Weekday frequencies in minutes	**30/60**	**30/15**	**30/15**
No. of routes serving downtown	**6**	**5**	**5**
No. of routes serving AC Main campus	**1**	**2**	**2**
Number of routes serving Shoppers	**4**	**5**	**5**

4.5 Option Recommendation

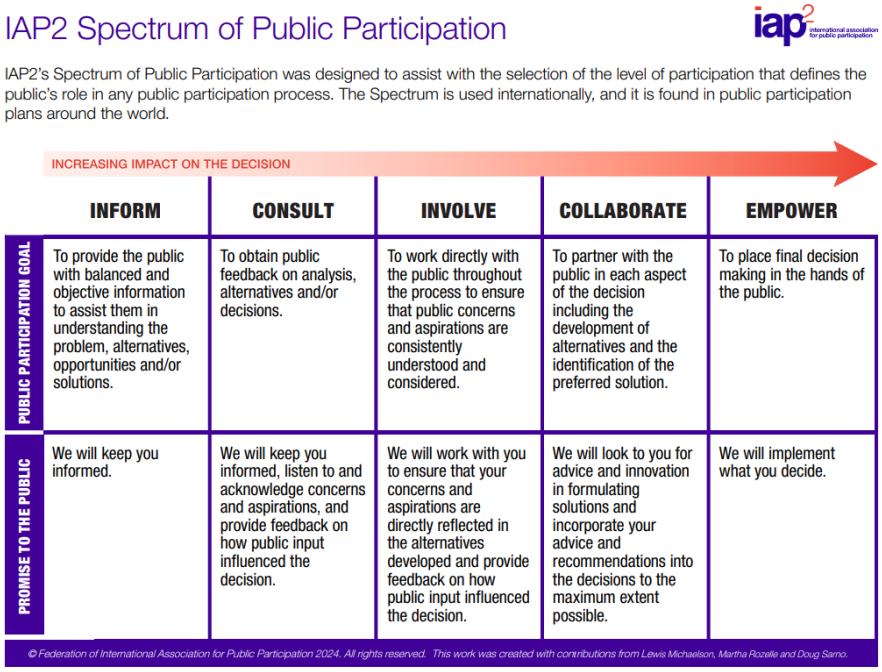
Council has chosen Option 3 as the recommended option to move forward to implementation as part of this study, with the notion that implementation will be phased. The advantage of taking this phased approach is two-fold:

1. The Downtown Exchange remains the focal point of the network, and then gradually as people get used to transferring at the other recommended exchanges and the downtown exchange reduces in significance, it will strategically transition away from being a focal point.
2. The phased approach allows the changes to take place gradually over a period of time, allowing the community to get used to the increase in service (evening and Sunday service) before the major route restructure and renaming occurs.

Service to Braecrest Drive could be advanced to Phase 1. Tables 6 to 8, in Section 7, Network Strategy, explain the sequential implementation of this recommended phasing.

5.0 COMMUNITY ENGAGEMENT

A good transit plan is one that responds to its community. The development of the Brandon Transit Master Plan involved continued connection with local residents, businesses, and community groups across two rounds of engagement. Engagement practices were in alignment with the Core Values for Public Participation developed by the International Association for Public Participation (IAP2), In terms of IAP2's Spectrum of Public Participation (Figure 34), engagement for the Brandon TMP falls largely under the "involve" category and leans towards "collaborate" due to the community's level of influence on the design of alternatives and identification of the preferred transit solution.



IAP2 Spectrum of Public Participation

IAP2's Spectrum of Public Participation was designed to assist with the selection of the level of participation that defines the public's role in any public participation process. The Spectrum is used internationally, and it is found in public participation plans around the world.

INCREASING IMPACT ON THE DECISION

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

Figure 34 - IAP2 Spectrum of Public Participation

Diverse engagement techniques, including a survey, virtual workshops, and in-person open houses, provided various avenues for community members to make their voices and visions for transit heard. The following is an overview of the engagement methods used:

- **Community Surveys** – Two community surveys were circulated online with paper copies available on buses, at the downtown terminal's Information Centre, and at open-houses. The first survey (Travel Patterns and System Feedback) was available from May 6-26, 2024, and gathered 633 complete responses. The second survey (Potential Route Options Feedback) was available from February 3-23, 2025, and gathered 235 complete responses.
- **Stakeholder Interviews** – Stakeholder interviews were held in May 2024 and December 2024-February 2025 to discuss transportation barriers and potential

solutions, present preliminary recommendations and strategies for feedback, and gain a better understanding of what community partners view as priority strategies and solutions. A total of 16 organizations that provide important community services were interviewed.

- **Pop-up Open Houses** – Open houses were hosted in prominent community spaces across Brandon from May 15-17, 2024 (Round 1) and again from February 3-6, 2025 (Round 2). These open houses provided opportunities for valuable in-person interaction and engagement, allowing the project team to see and hear the very community these transit improvements are meant to serve. In Round 1 of engagement, the events featured information boards and materials showcasing the City of Brandon's unique transportation needs and challenges. Round 2 boards included a thematic overview of community feedback to-date and presented potential route options for community review. Open house attendance was approximated at 440 people across all 14 sessions hosted.

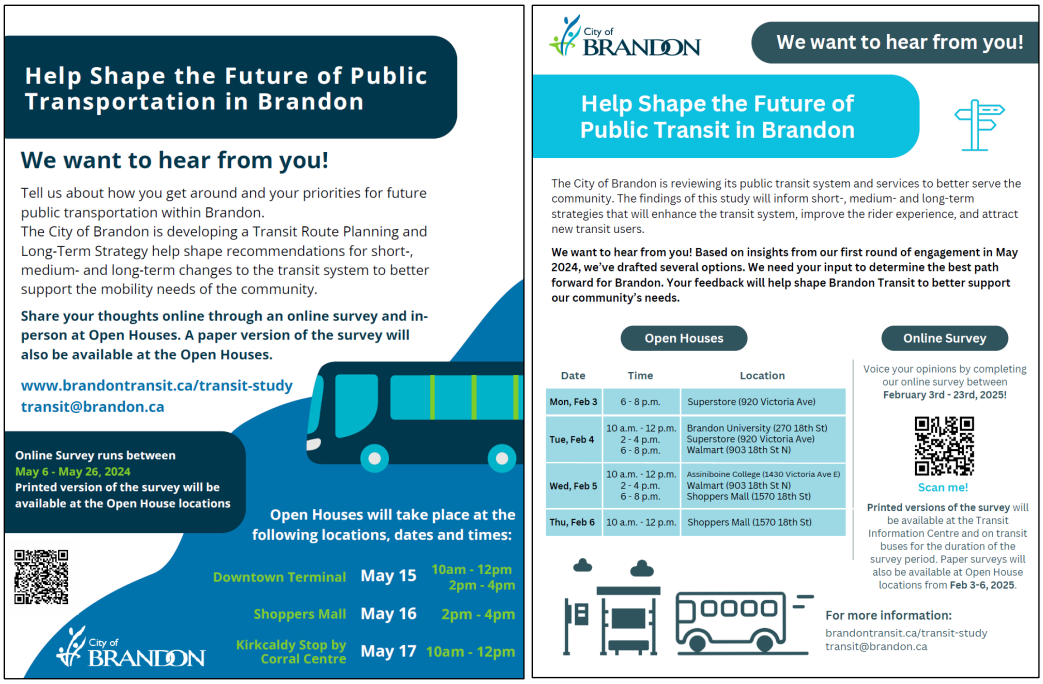


Figure 35 - Promotional Posters for Engagement Round 1 (Left) and Round 2 (Right)

5.1 Round 1 Engagement – May 2024

The first round of engagement occurred in May 2024 at the beginning of the planning process and focused on understanding local transit needs and wants. Feedback gathered helped to inform the development of preliminary transit system options.

Brandon Transit staff provided input early in the planning process and helped to highlight front-line experience with the transit system, passenger needs, and overall travel patterns. Specific routes and areas were identified by staff for improved service levels, and there were also suggestions to have some services start earlier and end later in the day. Expansion of service to areas consistent with recent development patterns in Brandon as also recommended by transit staff when asked what gaps need to be addressed in the system.

Key takeaways from Round 1 Engagement are summarized visually below in Figure 36.

Figure 36 - Visual Summary of Key Takeaways (Round 1 Engagement)

5.2 Round 2 Engagement – December-February 2025

The second round of engagement occurred from December-February 2025, allowing the project team to listen to community feedback on overall route options and area-specific service options and further refine them.

Overall, participants were happy to hear about proposed transit enhancements, and there was widespread sentiment that both Route Option 1 and Route Option 2 were improvements to the current system. Route Option 1 was preferred by 58% of survey-takers, while Route Option 2 was largely preferred by open house attendees and interest group stakeholders. Many respondents felt that Route Option 2 would provide a better foundation for transit usage and culture in Brandon, and that it could create both positive change and opportunities for the city, now and into the future. However, some respondents cited concerns about increased operating costs being passed down to transit users through increased fares. Respondents want to see an expanded and responsive transit system, but it must be affordable for users to work.

In terms of new service on Braecrest Drive, most community members, including 67% of survey-takers, support Braecrest Option 1 (Downtown Connection).

A visual summary of voting results by engagement method is presented below.

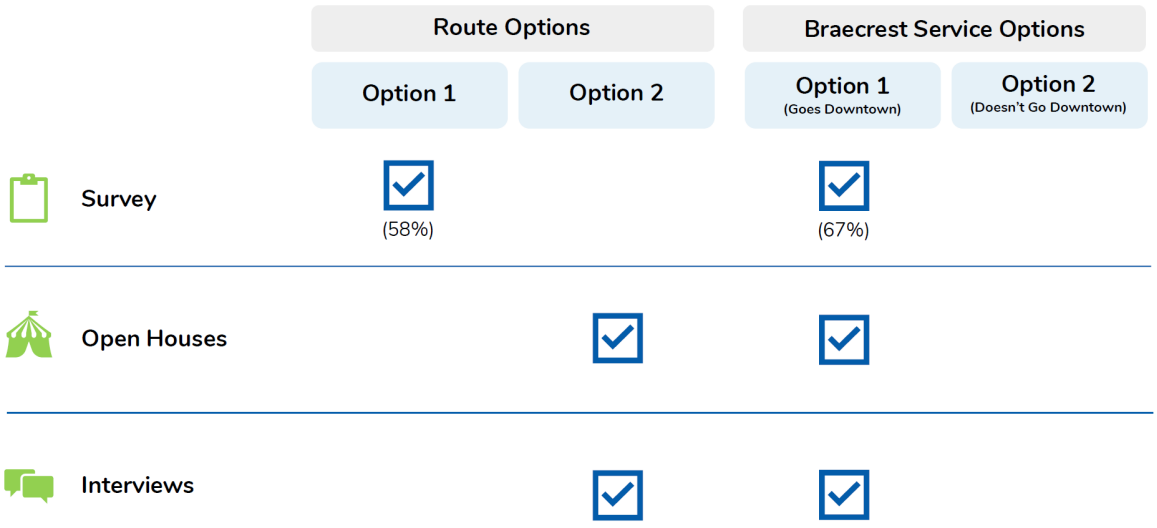


Figure 37 - Visual Summary of Route Option Preferences by Engagement Method

Full engagement results are presented in Appendix D – **What We Heard Engagement Summaries**.

Note: At this stage of the project, only two route options had been developed. As a result, only these two options were taken out for engagement. Option 3 developed as a response to the feedback heard at engagement at the behest of Council.

6.0 SUMMARY OF KEY NETWORK OPPORTUNITIES

6.1 Network Design Principles

Using the results of the network analysis, the outreach undertaken for this project and relevant transit service principles, the following summarizes some of the key opportunities that have been considered in developing the network recommendations for the Transit Master Plan (TMP).

One network, many layers: The TMP supports the multiple layer recommendation for the transition from a hub and spoke to a transfer-based system. The key opportunity here is to develop distinct route type layers within the system. Rather than "one-size-fits-all," this approach would implement different types of routes, with some routes serving major corridors and destinations which residents would be more willing to walk to due to their frequency and directness, while other complementing routes retained some coverage within neighbourhoods.

Make it legible and easy to understand: Renumbering and renaming routes to reflect the hierarchy of the system would help make the system easier to use for new riders and would also clearly show service levels. The big opportunity here is to convert the existing routing and nomenclature of the system into a logical numerical system based on geography. An example is the main route in the system is currently numbered 17 with no indication that this is a key route in the system. If it was numbered 1 instead, there is a hierarchy to that numbering that reflects the importance of the route in the entire system.

Putting Mobility Where the Action Is: Serve areas of high demand to make the service consistent and dependable. This will involve several strategies including increasing frequency and service span in areas/corridors of high demand and then in areas with lower transit demand. An example of "putting mobility where the action is" is to increase the frequency and service span of the proposed corridors of the Rapid/Frequent routes. These corridors connect key origins and destinations in the system and should have the

Transit Service Design Principles

Service design strategies are based on the following principles:

- Where feasible, use routes that are direct and offer two-way service as these are usually easier to understand and attract higher ridership, particularly for the higher order Primary network that will include Rapid/ Frequent routes.
- Rather than treating all areas equally, focus highest levels of service on corridors that have higher density and major destinations.
- If specific passengers or destinations require closer access to transit, consider doing so on a different layer of service (e.g. Neighbourhood or Connector routes) or by time of day (e.g. during the non-commuting period).
- Where possible, avoid abrupt changes to the existing transit network that do not result in service quality gain. For instance, this may mean feathering in substantial changes over a series of improvements.

most frequent service to ensure that most of the riders are benefitted by redirecting resource to these corridors.

Use Resources Wisely: The opportunity here is to enhance the efficiency of the system by reducing duplication of services in the network. There is a substantial amount of the duplication in the existing network as the routes travel Rosser Avenue and Princess Avenue to the downtown terminal. A good network spreads it resources so that there is a balance of coverage and efficiency in the distribution of available resources.

6.2 Service Types

Using the results of the network analysis, the outreach undertaken for this project and relevant transit service principles, the following summarizes some of the key opportunities that have been considered in developing the network recommendations for the TMP.

The design of public transit systems—and transportation options in general—draws from a suite of service types. These service types vary based on the degree that service is required to be fixed or flexible. The difference between fixed and flexible service is summarized as follows:

- **Fixed route services** – operate using a published schedule and route map with set bus stops. The Brandon Transit system is a fixed route system.
- **Flexible demand responsive services** – offer service between specific locations and times as need arises. The TransCab services provided by Brandon Transit in areas where the regular fixed route service is not available, is an example of flexible demand responsive service.

Each of these service design types may be used to serve specific community needs based on expected ridership, common travel patterns, the land use and layout of communities, and the level of physical mobility for passengers.

The service types may also be layered together. Using several different types has advantages since services that are more “fixed” in terms of either routing or schedule will normally carry more passengers for a lower cost than fully demand responsive options but will not meet all community needs.

As a foundation for the proposed service options and supporting measures presented in subsequent sections, Table 5 provides an overview of the palette of service design types typically used in medium and small communities that could be applied in Brandon.

It is to be noted that Digital On Demand services were piloted in Brandon and the transition to technology was not well received by the community. Several reasons can be attributed to this reluctance to adopt a system in Brandon, that has been more readily embraced in other communities across Canada. Some of these have to do with external factors like weather, network outage etc. and some are related software provider deficiencies, lower vehicles available than required to meet demand, higher demand than anticipated etc.

In a system like Brandon, where most routes have higher than 10 boardings per hour (Table 1), the On Demand service type is not a suitable solution at a community wide level. It would likely be very successful if used as a "feeder" from lower density and lower ridership neighborhoods in the city. Several systems across Canada have also had success operating their specialized services using the On Demand model. Customer satisfaction reported in these cases was high.

This Plan has not recommended any Digital on Demand strategies at this time, but that is not to say that in the future this is not a possibility as a service type in the Brandon Transit Network.

THE PUBLIC TRANSPORTATION "TOOLBOX": GENERAL SERVICE DESIGN TYPES

Service Type		Description	Notes and Application
	**Conventional / Fixed Route**	Service operates on a fixed route and schedule, with regular stop spacing approximately every 400m in more urban areas or to key destinations and neighbourhoods in more rural areas.	Offers clarity and ease of use for passengers but is less flexible to accommodate other passenger needs, particularly people with disabilities who may not be able to access stops. This is also the most expensive of the service design types and so can be cost-prohibitive for smaller communities.
	**Flex-Route**	Service operates on a general route or schedule, but may deviate off route *at multiple points as needed* to provide service.	Provides the general clarity of service of fixed route service to key points but also enables the bus to provide door-to-door service for people with disabilities unable to reach stops (or extension to specific destinations on request) as part of its route.
	**Demand Responsive with Trip Windows**	Service operates fully door-to-door, but is clustered around specific "trip window" times to help passengers align travel together. For instance, service may be published as operating on specific weekdays to a particular area or available from 8:00am to 9:00am and 2:00pm to 3:00pm.	Particularly for trips that have a longer intervening travel time (such as longer distance travel between communities), this style of demand responsive service is generally a more efficient way to provide service with a demand responsive component since it clusters similar trips together. It also better enables passengers to plan their appointments around when transit service is available.
	Fully Demand Responsive	Service is dispatched as needed and serves door-to-door locations. Trips are booked ahead of time by clients.	Can be the most expensive type of public transportation to operate since it often carries only one passenger at a time. However, depending on service delivery model, can be a viable solution in smaller communities since service is often only paid for as it is needed.

Figure 38 - Public Transportation "Toolbox"

7.0 NETWORK STRATEGY

Brandon Transit, as part of this master planning process, seeks a clear and actionable framework to show how service can be improved over a period of fifteen years, including how first steps in the process can proceed to implementation and build community support for transit and appetite for further improvements. In the following pages we will cover recommended changes in all relevant aspects of the transit system including service layers, service strategies, infrastructure, fare structure, technology, policy, fleet and facilities and finally staffing to create a clear road map for implementing this plan. This plan discusses both short-term (1 to 5 years) and long-term (5 years and beyond).

7.1 Service Layers

The future restructured network recommended for Brandon Transit builds on a revised set of service "layers" and types. These layers of different transit types work together to serve the diverse needs of the city most effectively and to better match service levels and investment with future population density and demand.

While ultimately the growth and timing of transit system improvements may vary from what is presented in this TMP document, paying attention to the hierarchy of service layers and consistently aligning short term action as much as possible with the longer-term vision for the network will enable the system to grow efficiently.

Table 5 - Summary of Route Types

Primary Routes – These routes act as the highest frequency spine of the system connecting the city's key destinations and corridors:		
Service	**Definition**	**Ridership Threshold**
Rapid/Frequent Route Example: Proposed Route 1	High frequency services (every 15 minutes or better) on key corridors with regular stop spacing that provide connections to key destinations in the city	**40 boardings per hour or greater over a continuous 4-hour period**
Neighbourhood Routes – Services to medium- and lower-density residential and employment areas that connect to the Primary Routes at key points.		
Local Network – Ridership Based Example: Proposed Route 2/4/5	Fairly direct services that connect medium density neighbourhoods and destinations to the Primary routes and key destinations.	**25 to 39 boardings per hour**
Local Network – Coverage Based **Example:** Proposed Route 3	Services to lower density residential and industrial areas with a focus on enabling equity and inclusion and which connect to the Primary network at key points.	**10 to 24 boardings per hour**

Specialized services for registered eligible users.		
Specialized	Analog On demand service to and from accessible building entrances for citizens who cannot use the conventional portion of the transit system because of a disability or physical need.	**N/A, demand or need based**
Targeted Services - Routes serving targeted travel needs.		
Special Services Example: Christmas Lights tour	Service targeted for specific users and markets, such as school and work commuters and targeted connections to transportation hubs, such as the airport.	**N/A, demand or need based**
TransCab	TransCab is a supplementary service offered by Brandon Transit to specific areas of the city where Transit service is warranted, but traditional bus service is no longer available.	**Less than 10 boardings per hour**
Industrial Services	Services that serve industries like Canada Packers Foods.	**N/A, demand or need based**
Charter Services	Transit buses hired for a few hours for private use, these services can be a small source of revenue for the transit system.	**N/A, demand or need based**

7.2 Short-term Service Strategies (1-5 Years)

Working off the recommended routing option for the network as identified in section 4 the following service strategies would be applicable over the first five years after Council adoption of the plan.

The service strategies outlined below will make the service more direct, more convenient to use and will require additional resources as identified below in terms of both, vehicles and service hours (thus increasing operating costs). The information over the next few pages provide a path of progression for the network restructure that can be shortened or lengthened based on resource availability, council priorities and community interest.

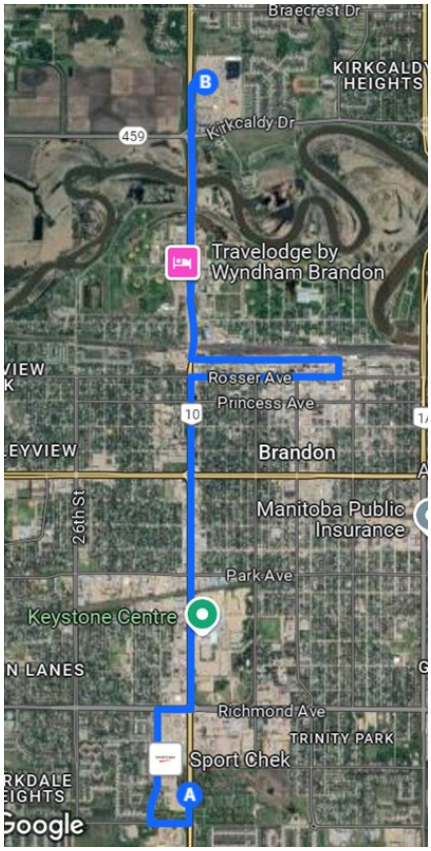
At the direction of the City and because there is tremendous interest in investing in transit at the Council level, the timeline identified for implementation of these strategies is more immediate (within the next five years) however realistically speaking implementation could take longer. Change is never easy and a phased approach, described below, has been identified for this transition to be successful.

Table 6 - Phase 1: Service Improvements based on Option 3

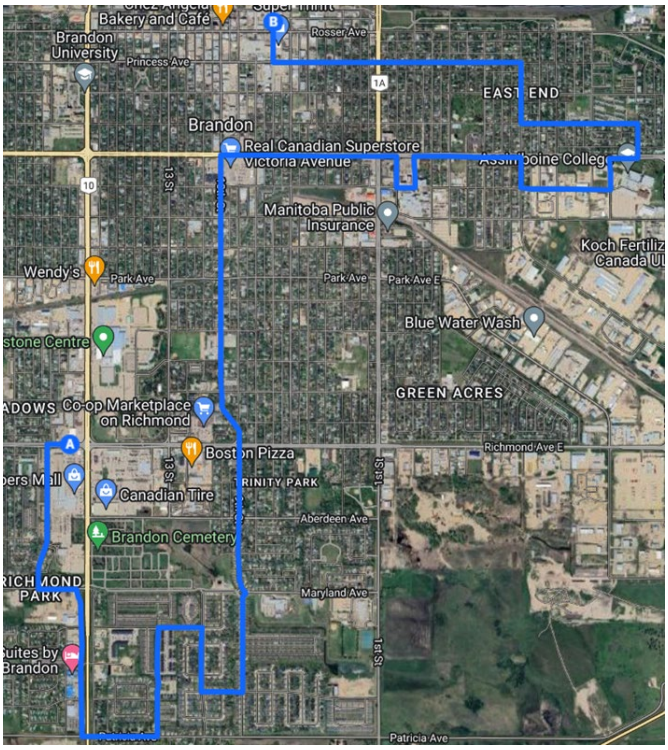
Phase 1: Fall 2025 to Fall 2026			
Service Hours	**Recommended Service Strategy Implementations**	**High Level Annual Operating Cost**	**Vehicles needed**
~ 2,000 hours per year	**Service Strategy 1 – Increase evening frequency to 30 minutes till 9 pm** In response to increased ridership in the system, past 6 pm, it is recommended that the duration that 30-minute frequency is provided in the system, be extended to 9 pm. This will mean for two and a half more hours in the evening, people are able to connect quicker during the weekdays.	**$ 252,000.00**	**No additional buses**
~300 hours	**Service Strategy 2 – Increase span of service on Sunday till 10 pm** Maintaining current frequency, this increase in span, starts to align the system with the ultimate span proposed as part of this study, where Sunday service will continue until at least 10 pm.	**$ 35,000.00**	**No additional buses**
Uses the hours from the existing routes 4 and 5 and reallocates them to new routes 3 and 7, no additional hours are expected because of this rerouting, as long as current frequency and span are maintained.	**Service Strategy 3 – Consolidate Routes 4 and 5 to introduce Route 3 and 7** Route 3 will serve the Corral Centre, the commercial along the Highway, the north campus of AC (within campus) as well as 1st Street. This route will stay on the Hill, it will be a one-way loop, with directionality favouring the ability to turn right as much as possible for operational ease. Route 7 will start from the downtown Exchange, turn left on Pacific Avenue to the turn right on 18th St, serve Stickney Avenue and then continue 18th Street to Braecrest Drive. This is new service area and bus stops will need to be put in to ensure service on this street. This route connects back to the downtown Exchange via 1st Street to complete its loop. **Service frequency: 30 minutes peak weekday; 60 minutes, Saturday and Sunday.** **Service span: 6 am to 12 am** **Service days: Monday to Sunday** **Implementation timeframe:** likely Fall 2027, timing reflective of time required to add in bus stops to facilitate service on Braecrest Drive. This could potentially be moved forward to Fall of 2026, if this is priority, given the additional vehicles available in the fleet.	**Working within the revenue hour envelope for the Route 4 and 5, no additional resources required**	

Table 7 - Phase 2: Service Improvements

Phase 2: Fall 2027			
Additional Resources	**Recommended Service Strategy Implementations**	**High Level Annual Operating Cost**	**Vehicles needed**
~12,000 hours	**Service Strategy 4 – Create Route 1 and 2** Route 1 and 2 will be created by splitting up routes 17 and 15 respectively. Route 1: created by splitting Route 17 into Routes 1 and 2, provides bi-directional service on 18th Street connecting the Corral Centre -Downtown Exchange-Shoppers Mall Route 2: created by splitting Route 17 and Route 15, provides bi-directional service on 10th Street, and partially on Victoria Avenue connecting Shopper's Mall -Assiniboine College -Downtown Exchange. Routes 1 and 2 could be interlined, which would then mean that in the short-term, both would have peak frequencies of 30 minutes, but in the future, it is anticipated that the Route 1 would have higher (15 minute) frequency with every second trip turning at Shopper's Mall. The portion of Victoria Avenue not served by Route 2 will continue to be serviced by Route 14. The portion of Princess Avenue not served by Route 2 will continue to be serviced by Route 8. Route 8 will stop serving 18th Street northbound, once Route 1 is operational and will head into downtown on 26th Street, thereby providing bi-directional service on 26th Street once Route 1 is operational. At this point, the route will turnaround using Maryland Avenue-20th Street-Richmond Ave -26th Street northbound. **Service frequency:** **Route 1: 30-minute peak weekday (initially); 30-minute Saturday and Sunday** **Routes 2 and 6: 30 minutes weekday; 60 minutes, Saturday and Sunday.** **Service span: 6 am to 12 am** **Service days: Monday to Sunday** **Implementation timeframe:** likely Fall 2028, timing reflective of time required for infrastructure to be available at Corral Centre and Shoppers' Mall to enable transfers and safe boarding, alighting and waiting activity as well as the vehicles needed to ensure bi-directional service on both routes.	**$ 1,580,250.00**	Three additional 40' buses, to maintain a standard number of contingency vehicles (standard spare ratio of 20%), additional buses might be needed, this will only be determined when detailed schedules are finalised.



Service Strategy 4: Route 1



Service Strategy 3: Route 2

Table 8 - Phase 3: Service Improvements

Phase 3: Fall 2029			
Additional Resources	**Recommended Service Strategy Implementations**	**High Level Annual Operating Cost**	**Vehicles needed**
~6,500 hours	**Service Strategy 5 – Create routes 4, 5 and 6** Route 4, 5 and 6 will be created by realigning routes 22, 8 and 23. Route 4: follows the alignment of route 23, so changes need to occur to this route from a realignment perspective. As implementation draws close, just need to ensure that connections that this route used to make to key destinations through transfers is still possible on any of the remaining routes. Renaming and numbering of the route, improvements in span and frequency, if warranted will still need to occur, based on the successful implementation of Phase 1 and Phase 2 implementation. Route 5: created by realigning Route 22, this route provides bi-directional service on Rosser Avenue, and on 34th Street connecting Shopper's Mall -Downtown Exchange on the west side of town. Essentially service on Princess Avenue will be reallocated. Route 5 will interline with Route 6 at Shopper's Mall. Route 6: created by realigning route 8 from Princess Avenue to Victoria Avenue to connect to the hospital, Assiniboine College and Downtown. Route 8 will stop serving 18th Street, northbound, once Route 1 is operational and this last phase will ensure that bi-directional service continues 34th Street and also now on Victoria Avenue, starting to form an east -west spine as well. Once ridership on this route reaches the design threshold identified for a frequent route, this route, along with Route 1 will form the foundation of the system **Service frequency:** **Route 4: 30-minute weekday/60-minute weekend** **Route 5: 30-minute weekday/60-minute weekend** **Route 6: 30-minute weekday/60-minute weekend** **Service span: 6 am to 12 am** **Service days: Monday to Sunday** **Implementation timeframe:** likely Fall 2028/29, timing reflective of time required for service on Routes 1 through 3 and 7 to grow for changes to settle, for the community to get used to the new routes as well (typically six months to a year)	**$ 812,500.00**	Two additional 40' buses required. To maintain a standard number of contingency vehicles (standard spare ratio), additional buses might be needed, this will only be determined when detailed schedules are finalised

7.3 Long-term Service Strategies (5+ Years)

The service strategies identified in the above pages spans five years and is responsive to the current land use patterns. The City Plan identifies growth in the northwest of the City as well as the southwest and south of the city, while the east side of the City is dedicated to Industrial development.

Longer term strategies involve **the introduction of new service** in these areas. It is recommended that service introduction be via TransCab and when service requests reach 7 to 10 requests per hour, a fixed route solution can then be explored.

In the longer term, formalising the **industrial routes** serving Canada Packers Ltd. industrial area is recommended. The current travel patterns (pick up and drop off) vary by day and by trip, for this reason as well as because ridership is low, this service type lends itself less to fixed route and more to On Demand type service. If a digital version of this service type is not feasible in Brandon, then the analog version can be formalised into a process, agreed to by the City and its partner Canada Packers Ltd. This would also be an opportunity to renegotiate rates to bring them in line with the current cost of providing the service.

Brandon Access Transit service has capacity issues. In the short-term limiting subscriptions trips could address some of the capacity issues, additional vehicles are a key solution to addressing capacity issues. In the long-term exploring the use of Digital On Demand technology for this specialized service is recommended. The industry is moving towards this direction.

Fleet electrification or the use of hydrogen fuel cell vehicles is in every system's future. Brandon Transit has made a conscious decision to wait and learn from communities that electrify before them instead of jumping into the fray without any prior experience. This transition, however, might be unavoidable and starting to plan for that future might be strategic.

It is to be noted that an operations facility where buses can be safely stored and maintained is a major consideration in planning for growth. The current facility is almost at capacity and will likely not be able to support a decarbonized (electric or hydrogen) fleet, given the space requirements for chargers, charging equipment and/or hydrogen storage tanks, needed for this type of fleet. So, planning for decarbonization would also entail plans to build a new facility in the future.

7.4 Service Strategy Estimated Impacts

Appendix F presents the financial and performance estimates for service strategies presented in Section 7.2.

Estimated additional annual operating costs, vehicle requirements and anticipated ridership and revenue are presented for each service strategy. See also their corresponding infrastructure requirements by projected year in Section 8.

8.0 CAPITAL AND INFRASTRUCTURE DETAILS

Central to the transit network restructure discussed in this document is the premise that two additional exchanges would support transit service operations, one in the north of the city and one in the south of the city. For the successful implementation of the recommendations of this report, there are several small and big capital and infrastructure improvements that need to be in place at these locations. These are described in the sections below.

8.1 Exchanges

As part of this study, two additional exchanges have been identified. To begin with on-street exchanges are proposed, with the possibility of expanding them into formal exchange points with shelters, amenities and signage. Transit Exchanges also have the potential to add to the urban fabric of the city and from that perspective play an important role in the future growth of Brandon, as the City thinks about not just being a "Moving City" but also a "Growing City".

8.1.1 Exchange at Shopper's Mall

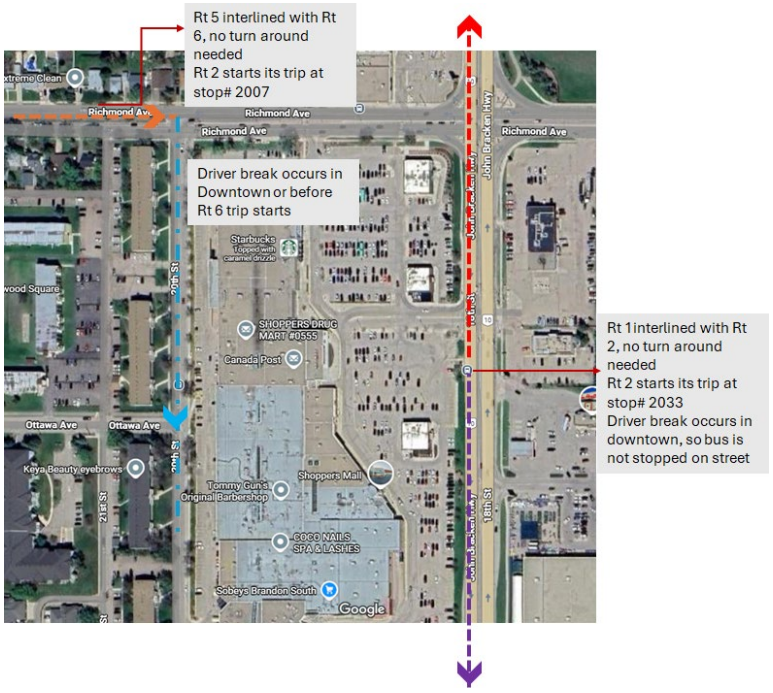


Figure 39 - Exchange at Shopper's Mall

Shopper's Mall is proposed as the southernmost exchange in the system.

Route 1, Route 2, Route 5 and Route 6 converge at this exchange according to the routing proposed in Option 1, 2 and 3.

To minimize run time, to enhance operational efficiency, it is proposed that existing stops on 18th Street, stop #2033 and stop #2007 on 20th Steet, respectively be used for transfer activity. In this case no additional turn movement is anticipated at this location for any of the four routes. Additional stops on the opposite side of the street are needed on both 18th and 20th Street. If for some reason, this is not possible, then both routes can turn around near Shopper's Mall.

8.1.2 Exchange at the Corral Centre

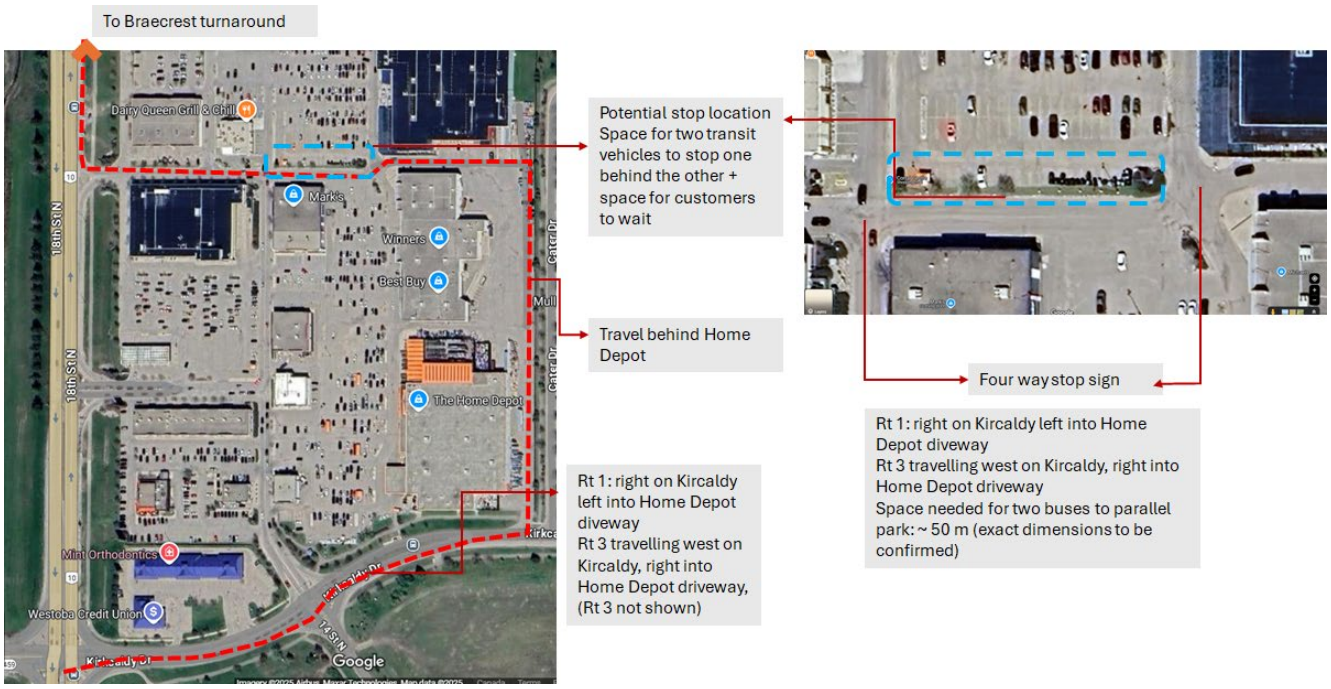


Figure 40 - Exchange at the Corral Centre

The Corral Centre will be the exchange point for proposed Routes 1, 3 and 7.

It is ideal that the routes have a designated location to stop and layover before starting their next trip, being the terminus point of the route. The possible routing identified to service the Corral Centre, is for buses to access the property via Kirkcaldy Drive and the private pathway behind Home Depot to then stop adjacent to Mark's as shown (in blue) in Figure 40 above. The Corral Centre and Home Depot land are private property, as a result an agreement will be needed for the buses to stop within the Corral Centre.

After several discussions, trying to convince Home Depot to support the above proposal, staff have unfortunately not heard a positive response back. The owner of the Corral Centre, however, is keen to see transit serve the Centre.

The alternative to going on to mall property is to serve the Corral Centre on 18th Street, just outside the mall. Transit customers will have to walk 200 metres to access Walmart. In the winter, this would be a challenging proposition.

Route 1 would stop on 18th Street at stop #1050. This stop would be both, the last stop in the northbound direction and the first stop in the southbound direction towards downtown. The bus would pull forward and turnaround at the roundabout at Braecrest Drive and 18th Street.

Route 3 would use the bus stop at Kircaldy Drive to start and end its trip. Kircaldy Drive is quite narrow, and this stopping pattern could result in vehicular traffic backing up.

Route 7, the new route serving Braecrest Drive, would turn at the roundabout at Braecrest Drive and 18th Street, to continue its trip eastbound on Braecrest Drive. At the time of writing this report an alternative option has also been discussed with staff but remains conceptual. It includes accessing the mall via Cater Drive. While this could work well for both proposed routes 1 and 3, proposed route 7 likely will not benefit from this.

8.1.3 Downtown Exchange

No changes are proposed for the Downtown Exchange except for additional and revised signage based on the proposed renumbering of routes and the proposed restructuring of the routes. Initially, all routes in Option 1 will serve the downtown exchange in alignment with the phasing recommended in section 4.1.4. This is also aligned with what was heard at engagement. Gradually as people get used to transferring at the other recommended exchanges and the downtown exchange reduces in significance, then transitioning away from the downtown exchange as a focal point is both, a strategic and sensitive approach.

8.2 Bus Stops

The proposed route changes provide service in the same areas as the current routes to minimize service disruptions for customers. As a result, very minor changes to existing bus stops is expected.

Overall, 27 new bus stops will be required, largely because of the bi-directional service that requires a stop on the opposite side of the street. Some stops are needed because of new service in the area (Braecrest Drive, north campus of Assiniboine College). **Appendix E** has a list of all stops needed as well as the locations and routes that they serve.

8.3 Transit Priority

Speeding up the bus, helps reduce travel time for transit customers, makes their trip more competitive with the car as well as motivates the operators. Brandon is a medium-sized city and as such is not dealing with traffic congestion like bigger metropolitan areas like Vancouver or Winnipeg. However, planning for future congestion today (in the near future), could minimize future travel delays. Some key locations have been identified for transit signal priority and signalization as part of this study, and they are identified below.

8.3.1 18th Street

18th Street is the potential Frequent Transit corridor of Brandon. The bus is expected to travel north-south on this street. For the service to be fast and timely, the signals at 18th Street and Rosser Ave, 18th Street and Pacific Avenue should be prioritized for transit turn movements.

Overall, on 18th Street, if the signal timing is calibrated with the bus travel time, triggering a green light when a bus is at a signal, this would speed up bus travel times and allow for consistent travel times.

8.3.2 Pacific Avenue and the Downtown Exchange

Currently as buses exit the exchange on to Pacific Avenue there is a three-way stop sign that regulates traffic at the intersection. If bus movement could be prioritized at this intersection, where buses do not have a stop sign and have a free turn, this would also help speed up the buses.

8.4 Bus Stops: Amenities and Signage

One of the recurring themes coming out of both rounds of engagement is the lack of basic amenities at bus stops. Of 300 stops, 53 are accessible (less than 20%) and 51 have a shelter also amounting to less than 20% of the stops.

The perception of safety, comfort and convenience can encourage choice riders to use the bus. In many transit systems, a bus stop program keeps the process of making stops accessible and covered, a constant that does not require planning on an annual basis. A priority matrix helps prioritize stops and create a list of four of five stops (or more depending on budget) that are improved every year. This then leads to consistent and constant improvement in stop infrastructure in the city.

8.4.1 The Downtown Exchange

The Downtown Exchange is located at the edge of downtown, between Rosser and Pacific Avenue and between 7th and 9th Streets.

The exchange itself has an uninviting environment, with lots of concrete and steel, and no shade except for four shelters, customers are often standing in cold, inclement weather, without any shelter, waiting for buses that might be delayed. The adjacent food bank and shelter do not help the perception of safety.

A well-lit, brightly painted environment with some planting, are minor upgrades that might be able to, in the short term, address the perception of safety at the exchange. Some systems have found innovative and inexpensive ways to provide shade and cover to patrons.

Figure 41 - Downtown Exchange

Fabric sails might be great for the summer; however, they could be a liability in the snowy winters in Brandon.

Shade structures such as the above can provide shade and shelter in both, winter and summer.

Figure 42 - Examples of Shade / Shelter Structures

9.0 OTHER SUPPORTING MEASURES

Central to the success of any transit system is the provision of effective and convenient transit routes and schedules, as well as sufficient infrastructure and vehicles capacity. The preceding sections of this plan have articulated how these components of Brandon Transit service can evolve moving forward. However, for the system to achieve longer term, comprehensive success and the goals of this Plan, supporting measures related to policy, technology, customer information, marketing and fares also need to be aligned with the long-term strategy. These are presented below as opportunities so that they are captured here and may be considered by the City of Brandon as part of future initiatives.

9.1 Performance Monitoring

Service implementations cause change and that is never easy on transit users, no matter how beneficial. For this reason, Brandon Transit staff should continue to closely monitor the service performance of the system and obtain public input on an ongoing basis. Some of the public input will involve requests for service. Some requests may be minor and may be accommodated while others more complex and could involve additional costs.

Monitoring the Implementation of Restructured Service

The following describes key sources of information and processes that could be used to monitor the success of the implementation of restructured service, as well as act as needed:

- During the implementation period for each new phase of restructuring, creation of a master Issues and Concerns spreadsheet to keep track of all issues arising by route, type (customer information, scheduling, operational, etc.), risk level, proposed solution and any actions taken, as well as items that should be carried forward for consideration in the next phase.
- Service comment sheets available for completion by transit operators and other front-line staff.
- Existing data sources: Automated Passenger Counter system ridership and schedule adherence information; farebox revenues.

9.2 Technology

Millennials are by far the most transit-supportive population in decades, environmentally conscious and more technology savvy. Retaining and building on this youth market as they grow older will be key, particularly by continuing to improve the use of technology in transit in addition to service improvements.

Technology is now an integral part of a transit system from scheduling software to dispatch to passenger counts. But transit technology is evolving at a fast pace and lends

itself to not just advancements in the operations of a system but also helps improve public perception of transit. This is where Brandon Transit has the most requests from its customers, the ability to track the bus, and be aware of its whereabouts. At the time of writing this report, this is addressed with the implementation of the “My Ride” app, which would enable customers to track the bus in real time.

9.3 Fares

The cost of an adult fare for Brandon Transit is set at $1.75. In January of 2025, a fare increase was implemented, and the adult fare is now $2.00. Transfers are still not allowed in the system, meaning if people must transfer, their trip now costs $4 now instead of $2 for a specified amount of time. Typically, fare increases are justified with an increase in service frequency and span. Based on the plan recommended in Section 7 and Section 10, a fare increase to $2.50 for a single adult fare could occur concurrent with the introduction of Routes 1 and 2. Simultaneous to this fare increase, if the City of Brandon were to introduce a Day Pass, set at $5, allowing unlimited transfers in a day, this could result in added revenue while also addressing customer convenience.

The UPass fares for Brandon transit are among the lowest in the country. UPass usage fluctuates every year, however on average only about 50% of the passes sent to both post-secondary institutions are used. An increase in UPass fares will generate additional revenue to support increased frequency on the main routes proposed for the system. Like the UPass, is the GradPass for middle and high school students. It can help get young people on buses early but would also be an additional source of revenue for the system.

An Employee Pass is a program offered by an employer. This pass acts as a Transit Demand Management (TDM) tool for the employer. The employer benefits by not continuously increasing parking spaces for its employees year over year and for Brandon Transit, it also brings in revenue to the system. It is recommended that the city consider an Employee Pass for large employers like the Hospital, the City and Canada Packers Foods.

9.4 Staffing Levels

Undergoing a major structural transit system change is a complex undertaking at the best of times: if not done thoughtfully and thoroughly, it can present substantial risks to public perception, ridership/revenue and workplace harmony. The implementation of this plan is a multi-year effort that will need dedicated resources to ensure all the different activities are coordinated. While it is recommended that a dedicated Implementation Committee of key Brandon departments be formed to help oversee this, it is also important that staffing levels at Brandon Transit are commensurate with the effort at hand. A detailed staffing plan will be prepared as part of the implementation planning.

9.5 Customer Information

Customer information and system promotion ideas that emerged from this planning process include:

- Leveraging the immediate implementation process to boost the profile of the system in the community and refresh the look and feel of customer information materials.
- Considering other ways that new users may be helped to take transit. In other systems, this has included:
    - Creating a "How to Take Transit" section for new users on the transit system website and in printed materials.
    - More formally setting up a travel training process or role to help orient new users to take the bus (which can also be done through contract with an outside organization that may already be undertaking similar work with seniors or people with a disability).
    - Outreach to major employers and at special events. Some systems have created a "Transit Ambassador" role that enables a small team selected from transit operator staff to assist with outreach, while other systems have posted a student work study position to help with promotion.

9.6 Training, Equipment & Tools

As in any system undergoing a restructuring, the focus is on the "expansion hours" and additional vehicles needed. Little thought is given to the implications of this service hour expansion. There is going to be a need for "more" of everything with an expansion: more buses, more tools, more equipment, more staff, more training etc. resulting in the need for more space. The existing storage & maintenance facilities have been close to full capacity for a few years now. In this context, we would be remiss to not emphasize that additional fleet storage capacity would be needed for the proposed changes discussed in section 7 of this report. This is particularly significant if electrification is a consideration for the future. ***The planning must start today.***

10.0 SUMMARY OF PRIORITIES

Year 1 :2026 Fall	Year 2: 2027 Fall	Year2: 2027 Fall	Year 3: 2028/29 Fall
Year's Focus			
Focus on improving frequency on major routes and extending hours of service in the evening.	Focus on introducing service on Braecrest Drive	Focus on system restructure	Focus on system restructure
Recommended Service Strategy Implementations			
Service Strategy 1 – Increase evening frequency to 30 minutes till 9 pm – Extends 30-minute frequency of all routes on weekday evenings till 9 pm. **Service Strategy 2 – Increase span of service on Sunday till 10 pm –** Extends transit service on Sunday to 10 pm, it currently ends at 6 pm	**Service Strategy 3- Consolidate Routes 4 and 5 to introduce Route 3 and 7** Route 3 will serve the Corral Centre, the commercial along the Highway, the north campus of AC (within campus) as well as 1st Street. Route 7 will serve Braecrest Drive and Stickney Avenue. These routes are developed through reallocation of hours associated with existing routes 4 and 5.	**Service Strategy 4- Restructure the system to introduce Routes 1 and 2** - Route 1 and 2 will be created by splitting up routes 17 and 15 respectively. Route 1: created by splitting Route 17 into Routes 1 and 2, provides bi-directional service on 18th Street connecting the Corral Centre -Downtown Exchange-Shoppers Mall. Route 2: created by splitting Route 17 and Route 15, provides bi-directional service on 10th Street, and partially on Victoria Avenue connecting Shopper's Mall -Assiniboine College -Downtown Exchange.	**Service Strategy 5: Increase span of service on Sunday till 10 pm -** Extends transit service on Sunday to 10 pm, it currently ends at 6 pm. **Service Strategy 6: Restructure the system to introduce Routes 4, 5 and 6** Route 4,5 and 6 will be created by realigning routes 22, 8 and 23.
Recommended Infrastructure Implementations			
Stop consolidation on existing route 18 to speed up the route.	Ensure new stops are installed on Braecrest Drive, the north campus of the college as well as roundabout at Braecrest Drive and 18th Street is operational.	Ensure stops are installed on 18th Street and 10th Street and Victoria Avenue to facilitate bi-directional service on Route 2. Ensure stops at intersection of Victoria Avenue and 10th Street and Rosser Avenue and 10th Street are safe for pedestrian crossing and are able to support transfer activity.	Transit priority measures in place for Route 1 to ensure speed and reliability of this route. Ensure stops are installed on 34th Street, Rosser Avenue and 6th Street to ensure bi-directional service.
Recommended Vehicle & Budget Impacts + Other considerations			
No vehicles required for the implementation of above strategies Other: Passengers are generally expected to be positively impacted by these changes.	No additional vehicles needed with similar frequency and span as existing Routes 4 and 5 Budget impact: $ 0	Three additional 40' bus are required, recommend adding one more to support contingency/spare ratio Fare increases to $2.50 and introduction of $5 Day Pass Budget impact including vehicles: $3,980,250.00 This is a big change and communications and marketing are needed to get the message out and customers prepared for the change	Currently two additional 40' vehicles are recommended for the implementation of this strategy. Budget impact including vehicles: $2,447,500.00

11.0 MOVING FORWARD: NEXT STEPS

The key elements of the Brandon Transit Master Plan (TMP) are scheduled to be presented to Council for their consideration. If approved by Council, the TMP will guide future prioritization and investment in the Brandon Transit System over the next five years and beyond.

It is recommended that Brandon Council:

- Receive the Final Transit Master Plan
- Approve the use of the final TMP to guide future service and infrastructure investment in Brandon.

The next steps in the process will be translating the recommendations of this Transit Master Plan into an Implementation Plan.

This TMP provides details on how transit in Brandon can be improved to build reliability, efficiency and public confidence in transit and help achieve municipal GHG reduction and climate change goals; the Implementation Plan will provide a road map to achieving all this.

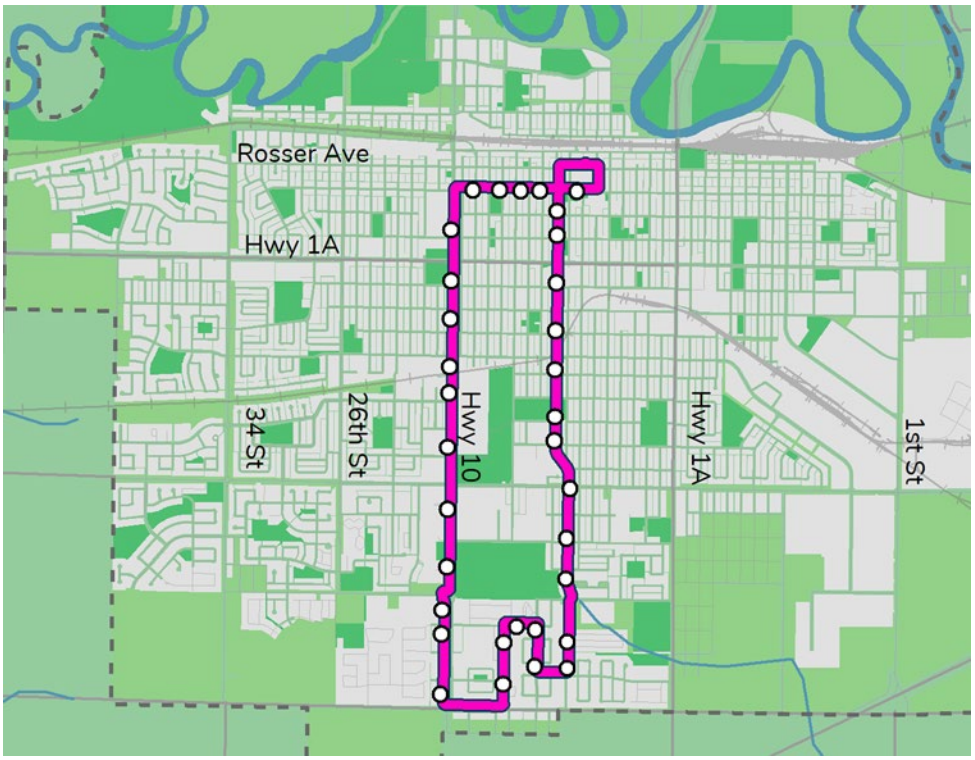
Appendix A – Existing Routes

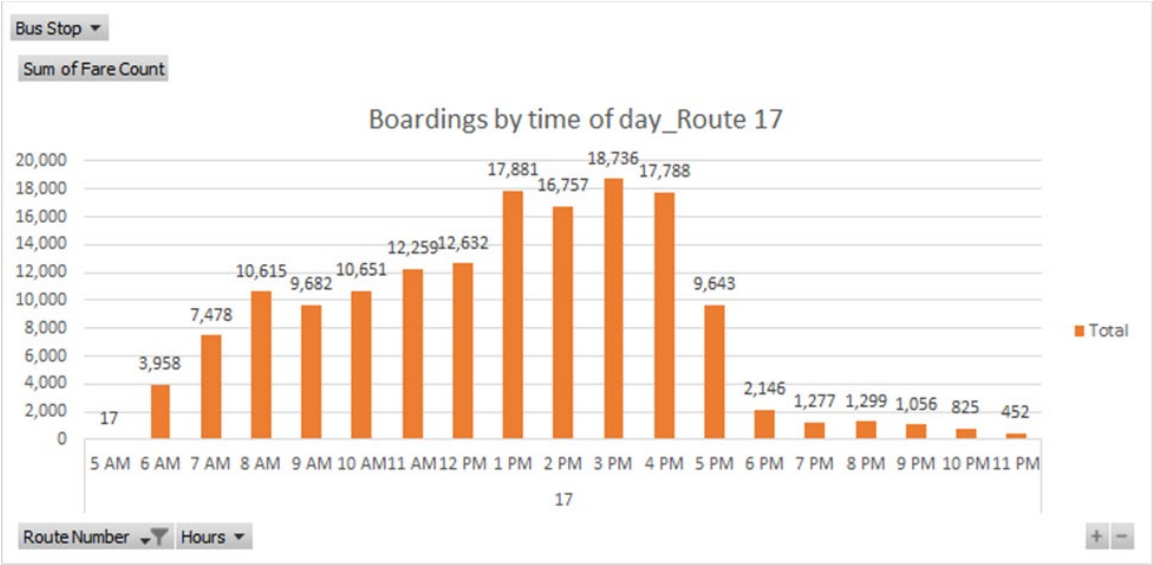
ROUTE 17: SOUTH CENTRAL

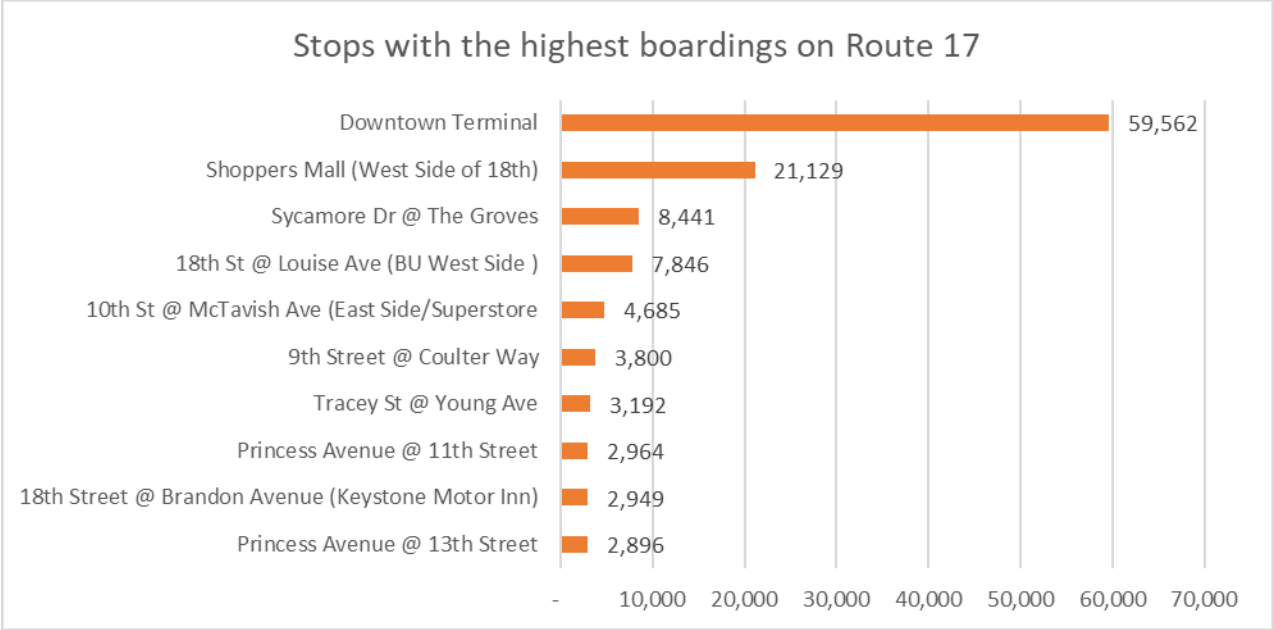
Route 17 is a counterclockwise loop route running north/south with a cycle time of 30 minutes, and interlining with Route 5. It leaves the hub to serve Brandon University, commercial on 18th Street, high density residential to the south of the city and then connects back up to downtown on 10th Street.

This route serves the core of the city, with highest boarding stops at Shopper's Mall, the Groves (multifamily) and BU on 18th St (west side) indicating these are people coming from the north/west and east of town to go to BU. 1 pm to 4 pm is the busiest time on the route.

- Annual Revenue Hours: 4,730
- Annual Trips: 9,461
- Annual Boardings: 155,152




Bus Stop
Sum of Fare Count
Boardings by time of day_Route 17
20,000
18,000
16,000
14,000
12,000
10,000
8,000
6,000
4,000
2,000
0
17
3,958
7,478
10,615
9,682
10,651
12,259
12,632
17,881
16,757
18,736
17,788
9,643
2,146
1,277
1,299
1,056
825
452
5 AM 6 AM 7 AM 8 AM 9 AM 10 AM 11 AM 12 PM 1 PM 2 PM 3 PM 4 PM 5 PM 6 PM 7 PM 8 PM 9 PM 10 PM 11 PM
17
Total
Route Number
Hours

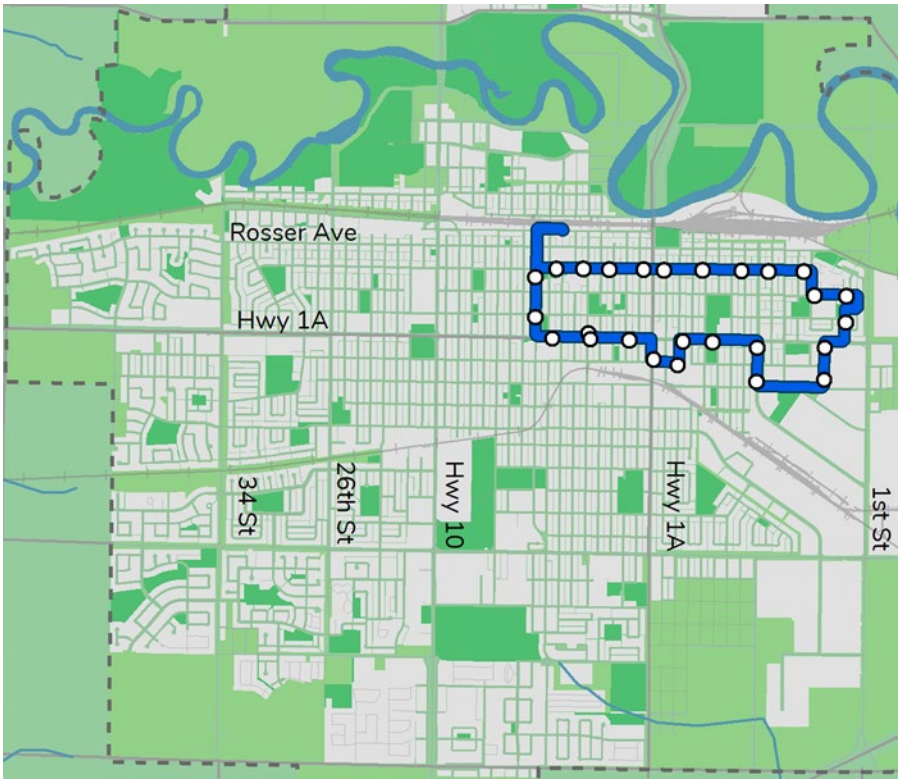

Stops with the highest boardings on Route 17
Downtown Terminal 59,562
Shoppers Mall (West Side of 18th) 21,129
Sycamore Dr @ The Groves 8,441
18th St @ Louise Ave (BU West Side) 7,846
10th St @ McTavish Ave (East Side/Superstore 4,685
9th Street @ Coulter Way 3,800
Tracey St @ Young Ave 3,192
Princess Avenue @ 11th Street 2,964
18th Street @ Brandon Avenue (Keystone Motor Inn) 2,949
Princess Avenue @ 13th Street 2,896
- 10,000 20,000 30,000 40,000 50,000 60,000 70,000

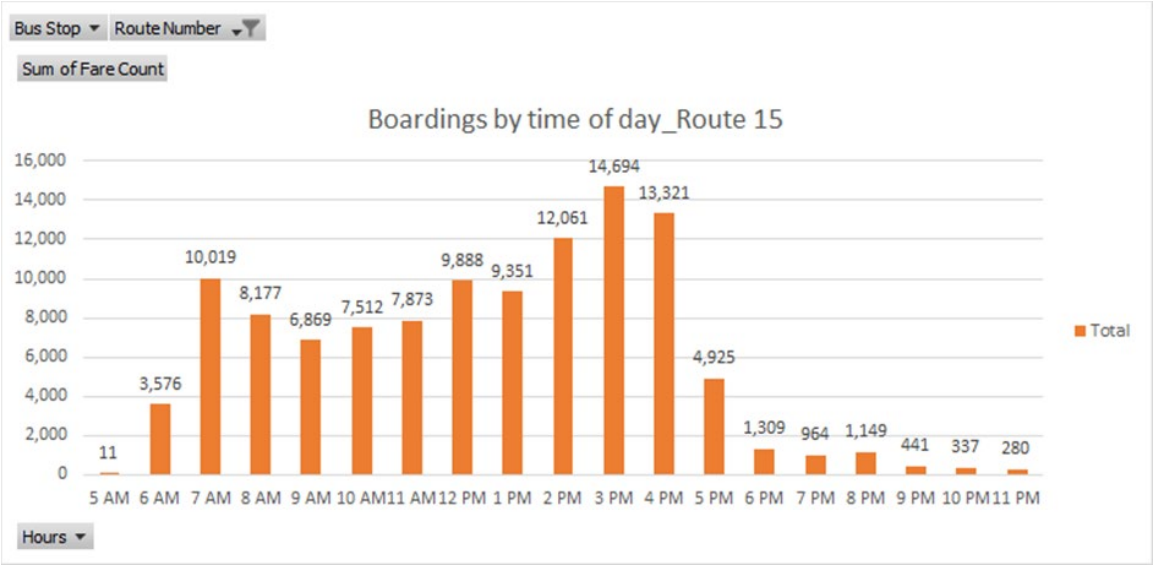
ROUTE 15: EAST HOSPITAL/ACC

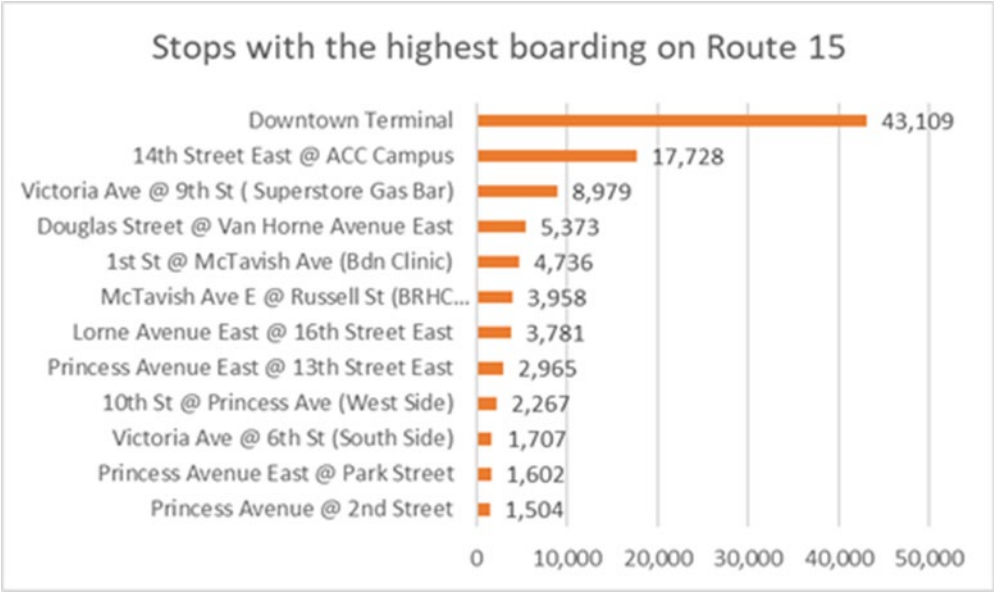
Route 15 is a counterclockwise loop route running east/west with a cycle time of 30 minutes, and interlining with Route 22. The route runs half hourly from 6 am to 6 pm and hourly from 6 pm to 12 am. It leaves the hub to serve the hospital and ACC along Victoria Avenue/14th Street and heads back into downtown via Princess Avenue and the East End neighbourhood, serving residential area on way back into downtown Brandon.

This is the only route that serves the ACC campus on 14th Street. Ridership drops off around 4 pm, presumably once classes are done. The hospital stop has the sixth highest boarding on the route.

- Annual Revenue Hours: 4,730
- Annual Trips: 9,461
- Annual Boardings: 112,757




Bus Stop
Route Number
Sum of Fare Count
Boardings by time of day_Route 15
16,000
14,000
12,000
10,000
8,000
6,000
4,000
2,000
0
11
3,576
10,019
8,177
6,869
7,512
7,873
9,888
9,351
12,061
14,694
13,321
4,925
1,309
964
1,149
441
337
280
5 AM 6 AM 7 AM 8 AM 9 AM 10 AM 11 AM 12 PM 1 PM 2 PM 3 PM 4 PM 5 PM 6 PM 7 PM 8 PM 9 PM 10 PM 11 PM
Total
Hours

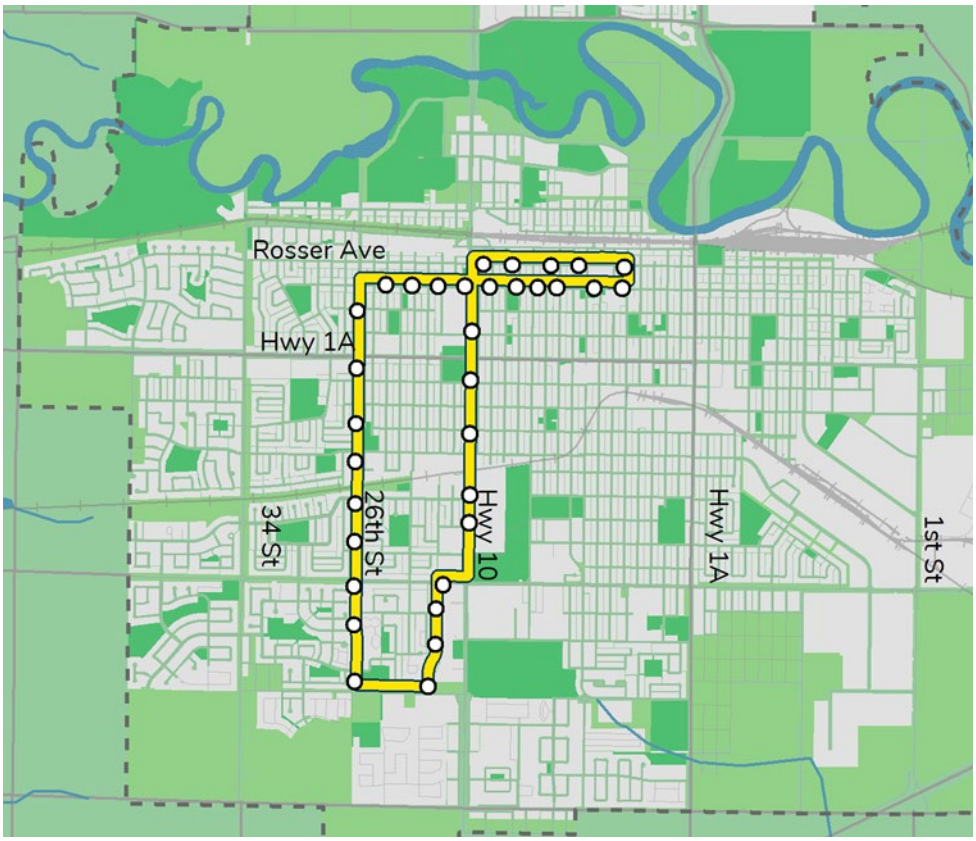

Stops with the highest boarding on Route 15
Downtown Terminal 43,109
14th Street East @ ACC Campus 17,728
Victoria Ave @ 9th St (Superstore Gas Bar) 8,979
Douglas Street @ Van Horne Avenue East 5,373
1st St @ McTavish Ave (Bdn Clinic) 4,736
McTavish Ave E @ Russell St (BRHC... 3,958
Lorne Avenue East @ 16th Street East 3,781
Princess Avenue East @ 13th Street East 2,965
10th St @ Princess Ave (West Side) 2,267
Victoria Ave @ 6th St (South Side) 1,707
Princess Avenue East @ Park Street 1,602
Princess Avenue @ 2nd Street 1,504
0 10,000 20,000 30,000 40,000 50,000

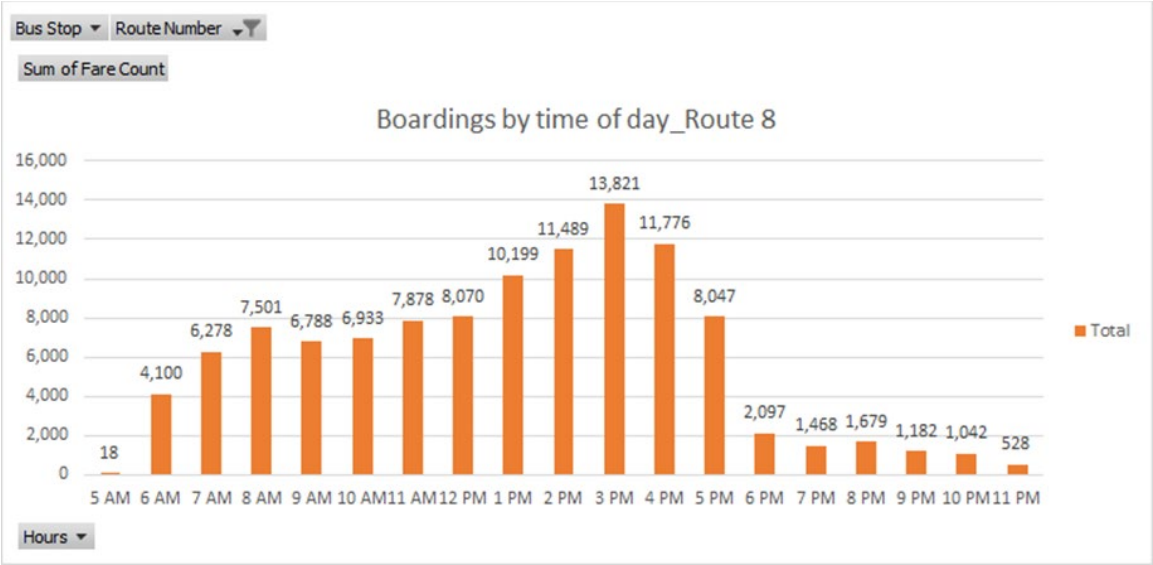
ROUTE 8: MARYLAND WEST

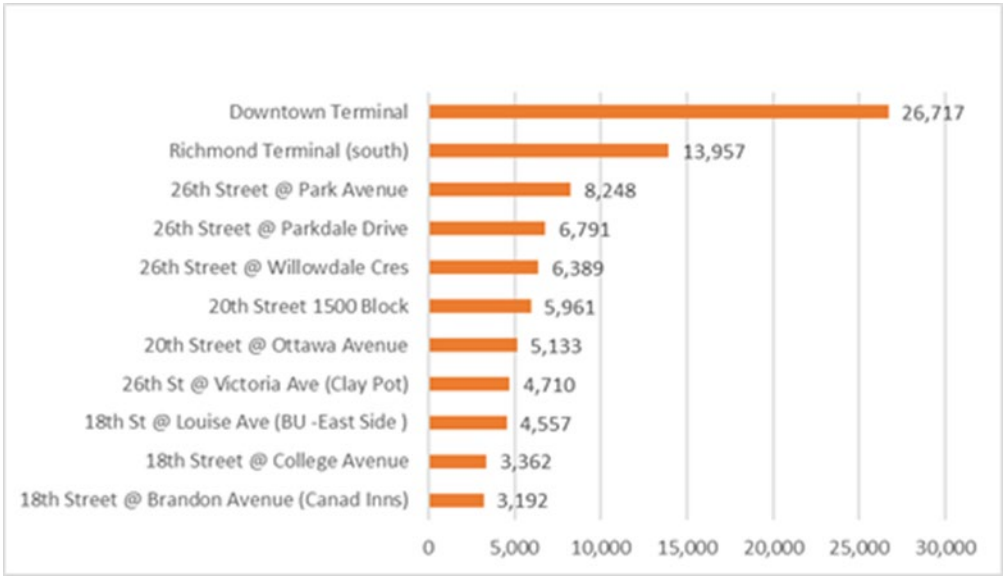
Route 8 is a counterclockwise loop route running north/south with a cycle time of 30 minutes, and interlining with Route 4. The route runs half hourly from 6 am to 6 pm and hourly from 6 pm to 12 am. It leaves the hub to serve Brandon University on Princess Avenue, passes through residential areas on 25th Street, then serves Shoppers on 20th Street to get back on 18th and serve BU on its way back into downtown on Rosser Avenue.

This route travels further west than Route 17 (up to 26th Street). It also services Brandon University but on the opposite side of the street, which is one of the top ten stops for boardings on this route. The route has consistent and increasing ridership from 6 am until 3 pm, after which boardings start decreasing.

- Annual Revenue Hours: 4,553
- Annual Trips: 9,160
- Annual Boardings: 110,894




Bus Stop
Route Number
Sum of Fare Count
Boardings by time of day_Route 8
16,000
14,000
12,000
10,000
8,000
6,000
4,000
2,000
0
18
4,100
6,278
7,501
6,788
6,933
7,878
8,070
10,199
11,489
13,821
11,776
8,047
2,097
1,468
1,679
1,182
1,042
528
5 AM
6 AM
7 AM
8 AM
9 AM
10 AM
11 AM
12 PM
1 PM
2 PM
3 PM
4 PM
5 PM
6 PM
7 PM
8 PM
9 PM
10 PM
11 PM
Total
Hours

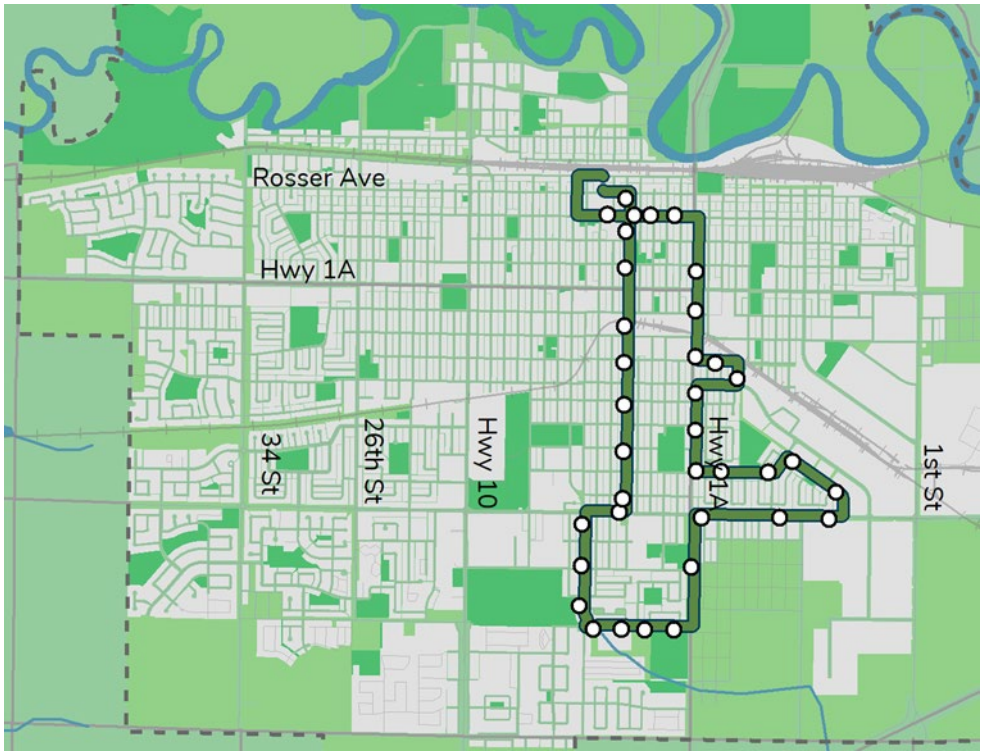

Downtown Terminal
26,717
Richmond Terminal (south)
13,957
26th Street @ Park Avenue
8,248
26th Street @ Parkdale Drive
6,791
26th Street @ Willowdale Cres
6,389
20th Street 1500 Block
5,961
20th Street @ Ottawa Avenue
5,133
26th St @ Victoria Ave (Clay Pot)
4,710
18th St @ Louise Ave (BU -East Side)
4,557
18th Street @ College Avenue
3,362
18th Street @ Brandon Avenue (Canad Inns)
3,192
0
5,000
10,000
15,000
20,000
25,000
30,000

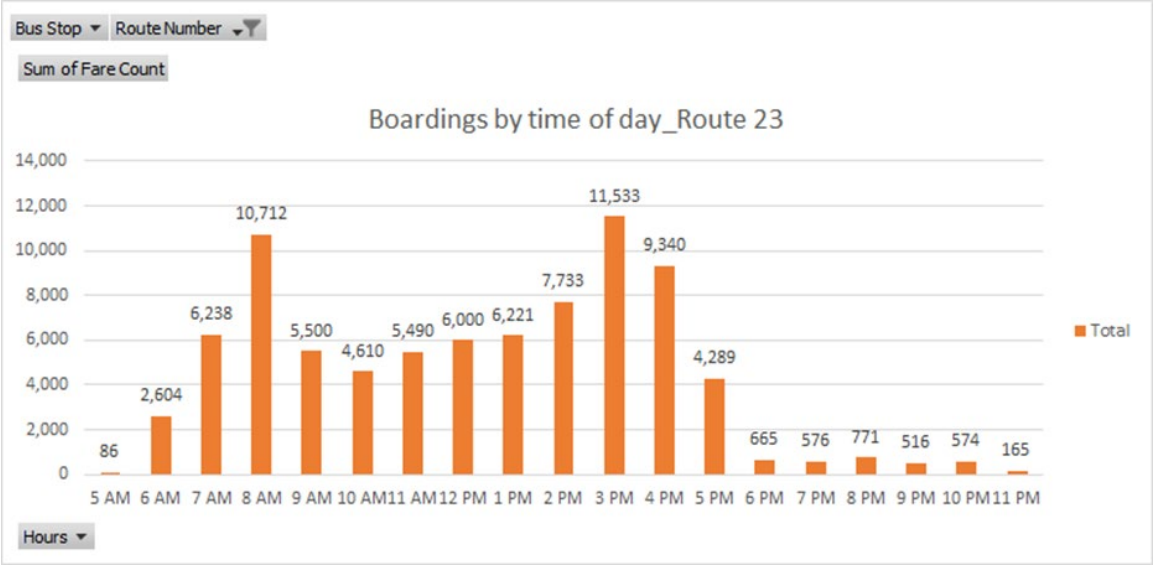
ROUTE 23: 1ST SOUTH

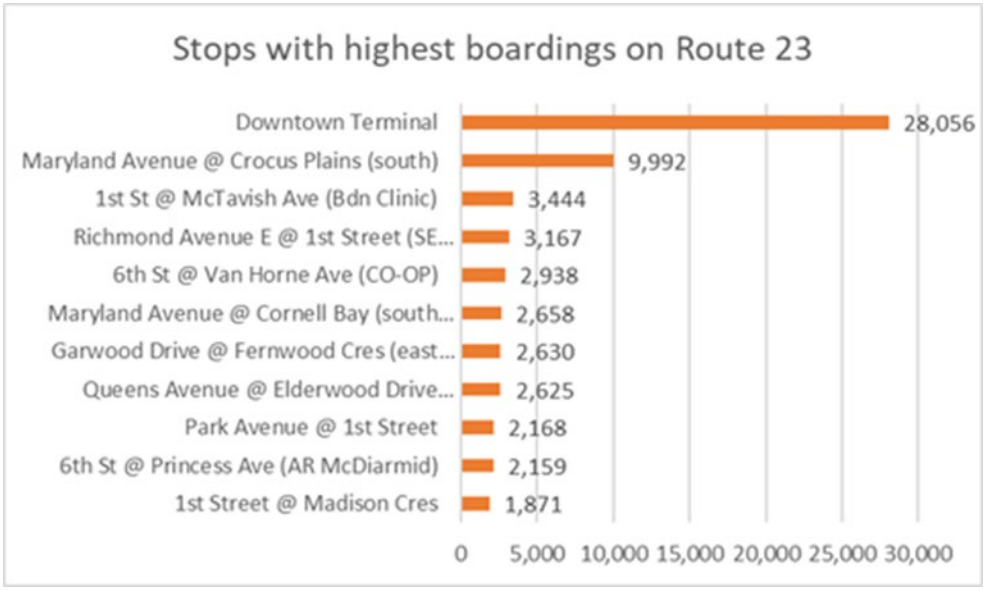
Route 23 is a counterclockwise loop route running north/south with a cycle time of 30 minute, and interlining with Route 14. It serves a number of schools along 6th Street and Maryland Avenue, then heads north on 1st Street, serves commercial until Richmond Avenue and then largely residential. It also includes a detour on Park Avenue to serve senior housing and passes close to the hospital on its way back into downtown.

The morning and afternoon spikes in ridership indicate that it is a route used for commuting or school. Richmond Avenue at 1st Street seems to be a consistent stop for high boardings on the route, likely associated with retail employees working at the stores at that location.

- Annual Revenue Hours: 4,762
- Annual Trips: 9,470
- Annual Boardings: 83,623




Bus Stop
Route Number
Sum of Fare Count
Boardings by time of day_Route 23
14,000
12,000
10,000
8,000
6,000
4,000
2,000
0
86
2,604
6,238
10,712
5,500
4,610
5,490
6,000
6,221
7,733
11,533
9,340
4,289
665
576
771
516
574
165
5 AM
6 AM
7 AM
8 AM
9 AM
10 AM
11 AM
12 PM
1 PM
2 PM
3 PM
4 PM
5 PM
6 PM
7 PM
8 PM
9 PM
10 PM
11 PM
Total
Hours

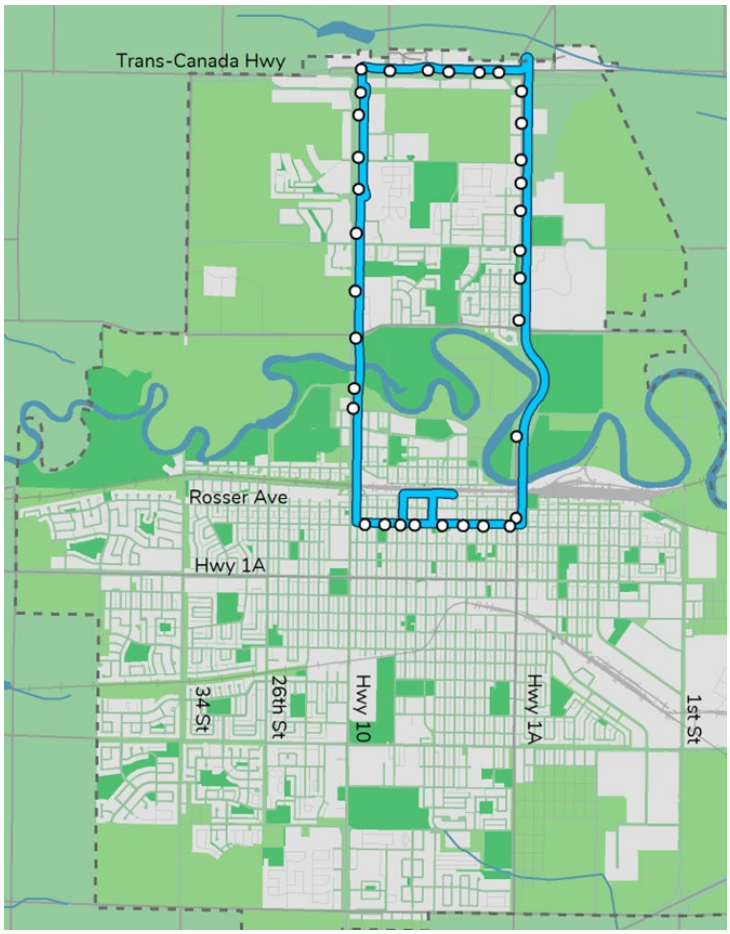

Stops with highest boardings on Route 23
Downtown Terminal
28,056
Maryland Avenue @ Crocus Plains (south)
9,992
1st St @ McTavish Ave (Bdn Clinic)
3,444
Richmond Avenue E @ 1st Street (SE...
3,167
6th St @ Van Horne Ave (CO-OP)
2,938
Maryland Avenue @ Cornell Bay (south...
2,658
Garwood Drive @ Fernwood Cres (east...
2,630
Queens Avenue @ Elderwood Drive...
2,625
Park Avenue @ 1st Street
2,168
6th St @ Princess Ave (AR McDiarmid)
2,159
1st Street @ Madison Cres
1,871
0
5,000
10,000
15,000
20,000
25,000
30,000

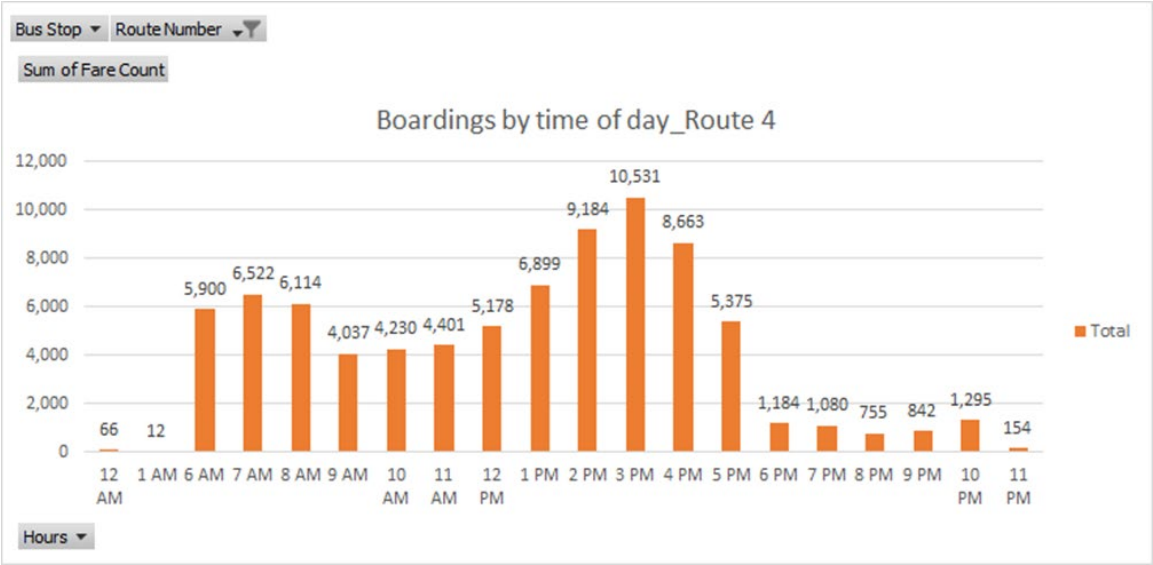
ROUTE 4: TRANS CANADA

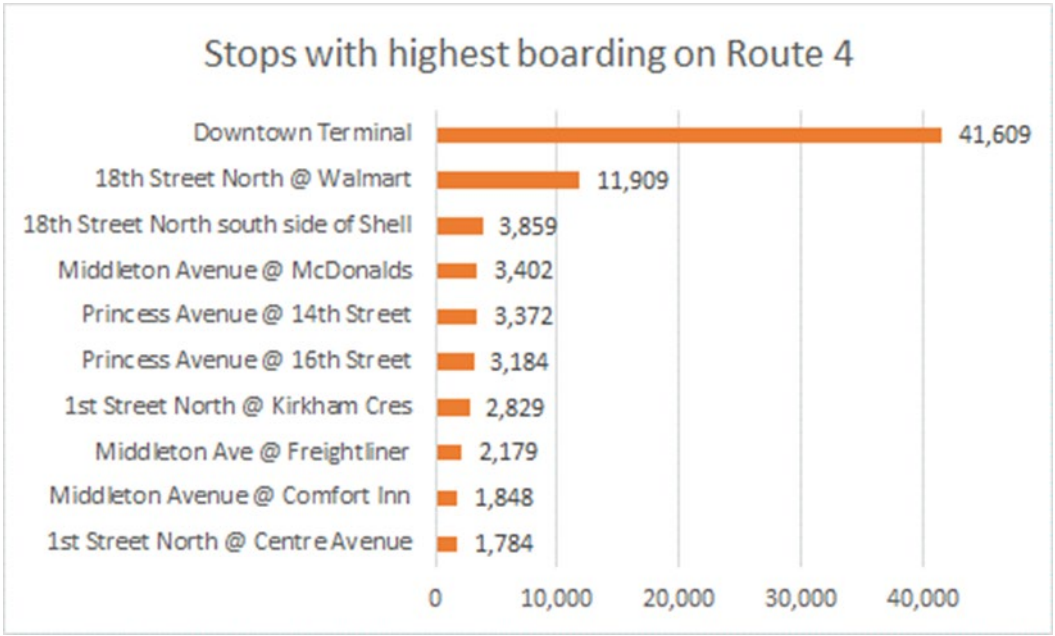
Route 4 is a clockwise loop route running north/south with a cycle time of 30 minutes, and interlining with Route 8. It leaves the hub to serve Brandon University, Corral Centre, North Hill businesses, Assiniboine Community College – North Hill Campus, Kirkcaldy Heights and then back to the hub.

Wal Mart is the highest boarding stop on the route, after Downtown. The route has very high boarding activity in the morning, the highest among all routes in the system, likely taking people to work on the hill. The route also shows patterns of peak ridership at commuter times.

- Annual Revenue Hours: 4,079
- Annual Trips: 8,159
- Annual Boardings: 82,422




Bus Stop
Route Number
Sum of Fare Count
Boardings by time of day_Route 4
12,000
10,000
8,000
6,000
4,000
2,000
0
66
12
5,900
6,522
6,114
4,037
4,230
4,401
5,178
6,899
9,184
10,531
8,663
5,375
1,184
1,080
755
842
1,295
154
12 AM
1 AM
6 AM
7 AM
8 AM
9 AM
10 AM
11 AM
12 PM
1 PM
2 PM
3 PM
4 PM
5 PM
6 PM
7 PM
8 PM
9 PM
10 PM
11 PM
Total
Hours

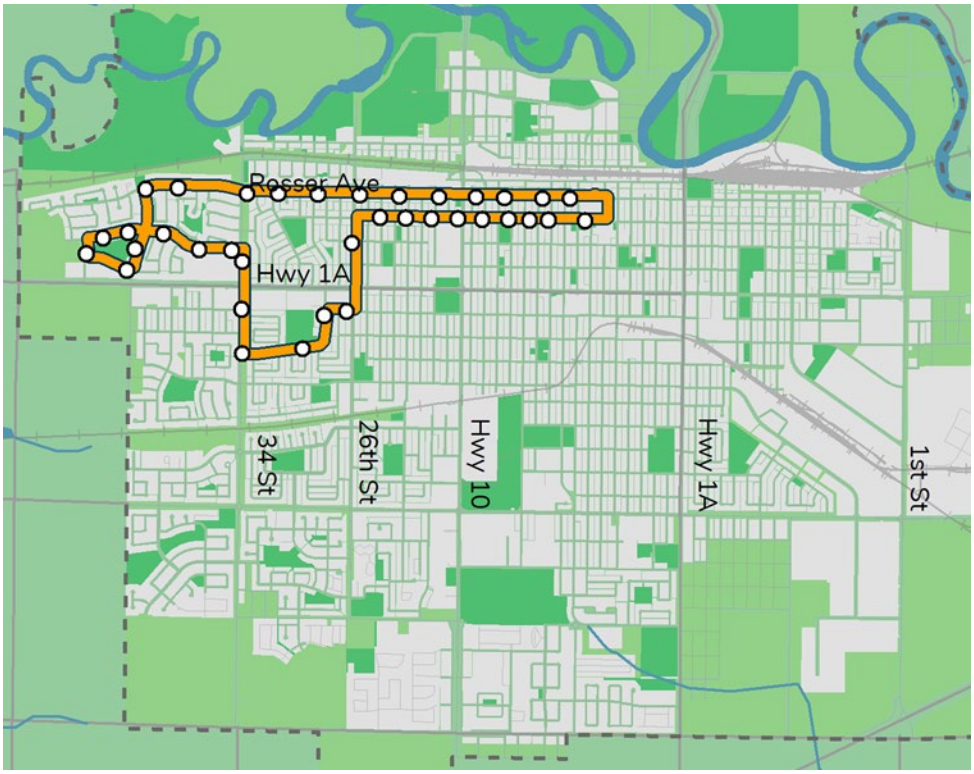

Stops with highest boarding on Route 4
Downtown Terminal
41,609
18th Street North @ Walmart
11,909
18th Street North south side of Shell
3,859
Middleton Avenue @ McDonalds
3,402
Princess Avenue @ 14th Street
3,372
Princess Avenue @ 16th Street
3,184
1st Street North @ Kirkham Cres
2,829
Middleton Ave @ Freightliner
2,179
Middleton Avenue @ Comfort Inn
1,848
1st Street North @ Centre Avenue
1,784
0
10,000
20,000
30,000
40,000

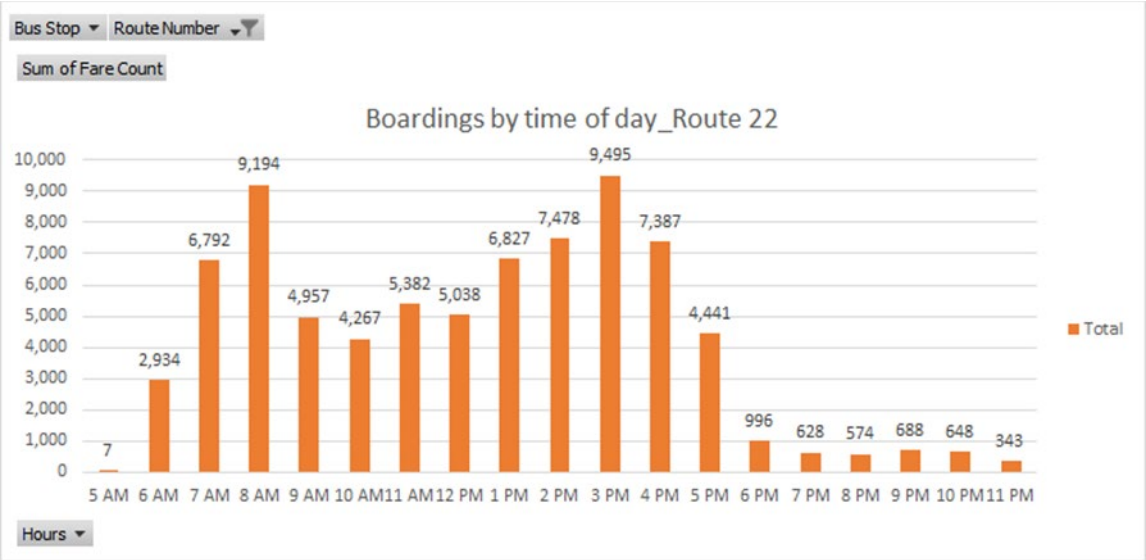
ROUTE 22: RIVERHEIGHTS WEST

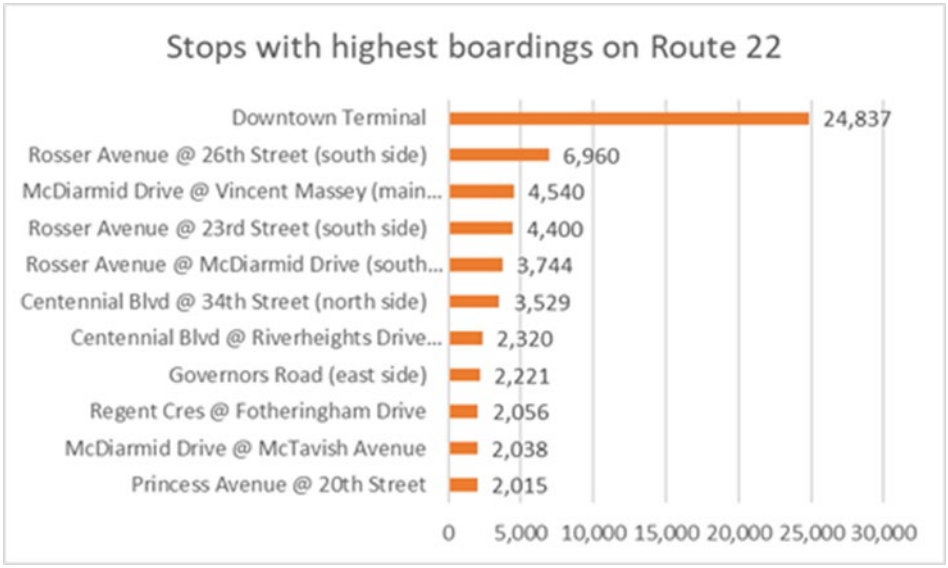
Route 22 is a counterclockwise loop route running east/west with a cycle time of 30 minutes, interlining with Route 15. The route runs half hourly from 6 am to 6 pm and hourly from 6 pm to 12 am. It leaves the hub to serve Brandon University and Vincent Massey High School, then stops along Centennial Boulevard, Riverheights School, and back on Rosser Avenue (largely a residential area west of 34th Street).

This route seems to have consistent boardings along the entire route. Rosser Avenue, McDiarmid Drive, and Centennial Boulevard are the stretches with higher boardings. Its ridership peaks at commuter times, but has flatter peaks with mid-day boardings as well.

- Annual Revenue Hours: 4,735
- Annual Trips: 9,470
- Annual Boardings: 78,076




Bus Stop
Route Number
Sum of Fare Count
Boardings by time of day_Route 22
10,000
9,000
8,000
7,000
6,000
5,000
4,000
3,000
2,000
1,000
0
7
2,934
6,792
9,194
4,957
4,267
5,382
5,038
6,827
7,478
9,495
7,387
4,441
996
628
574
688
648
343
5 AM 6 AM 7 AM 8 AM 9 AM 10 AM 11 AM 12 PM 1 PM 2 PM 3 PM 4 PM 5 PM 6 PM 7 PM 8 PM 9 PM 10 PM 11 PM
Total
Hours

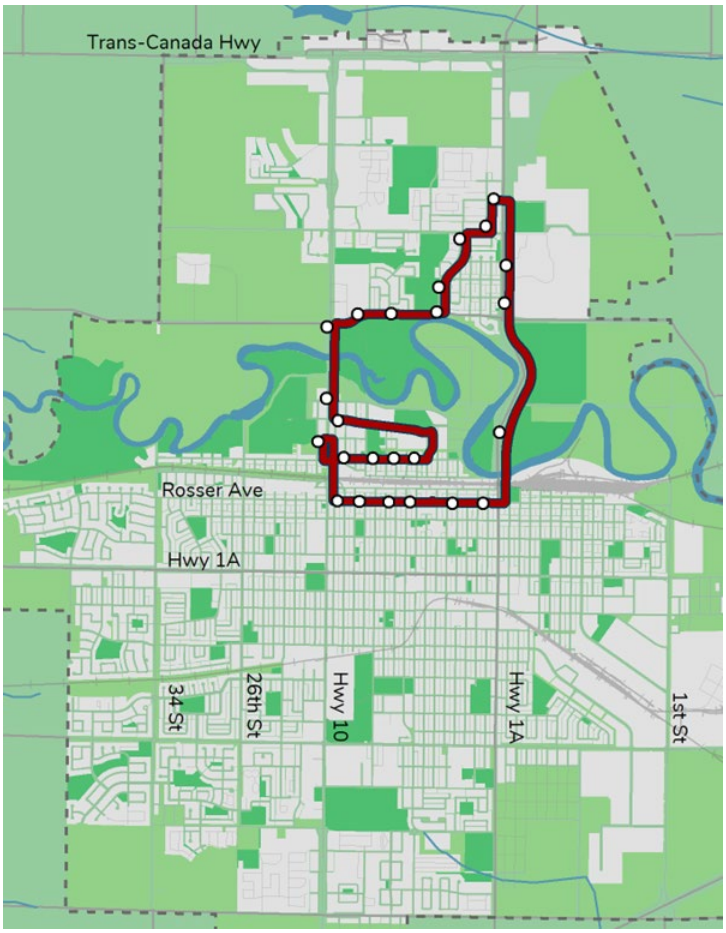

Stops with highest boardings on Route 22
Downtown Terminal 24,837
Rosser Avenue @ 26th Street (south side) 6,960
McDiarmid Drive @ Vincent Massey (main... 4,540
Rosser Avenue @ 23rd Street (south side) 4,400
Rosser Avenue @ McDiarmid Drive (south... 3,744
Centennial Blvd @ 34th Street (north side) 3,529
Centennial Blvd @ Riverheights Drive... 2,320
Governors Road (east side) 2,221
Regent Cres @ Fotheringham Drive 2,056
McDiarmid Drive @ McTavish Avenue 2,038
Princess Avenue @ 20th Street 2,015
0 5,000 10,000 15,000 20,000 25,000 30,000

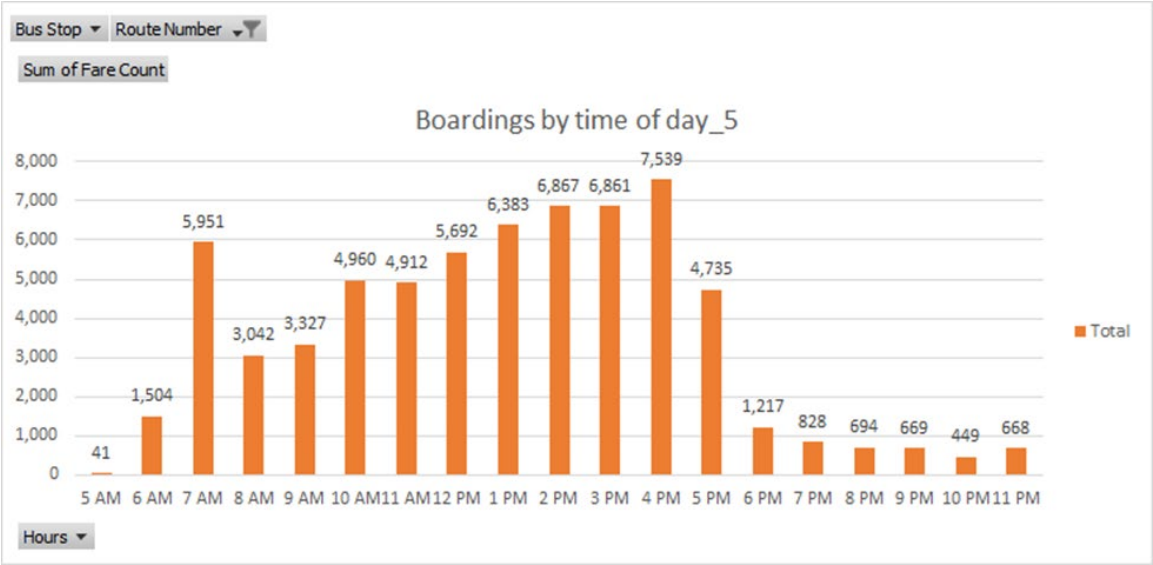
ROUTE 5: ASSINIBOINE

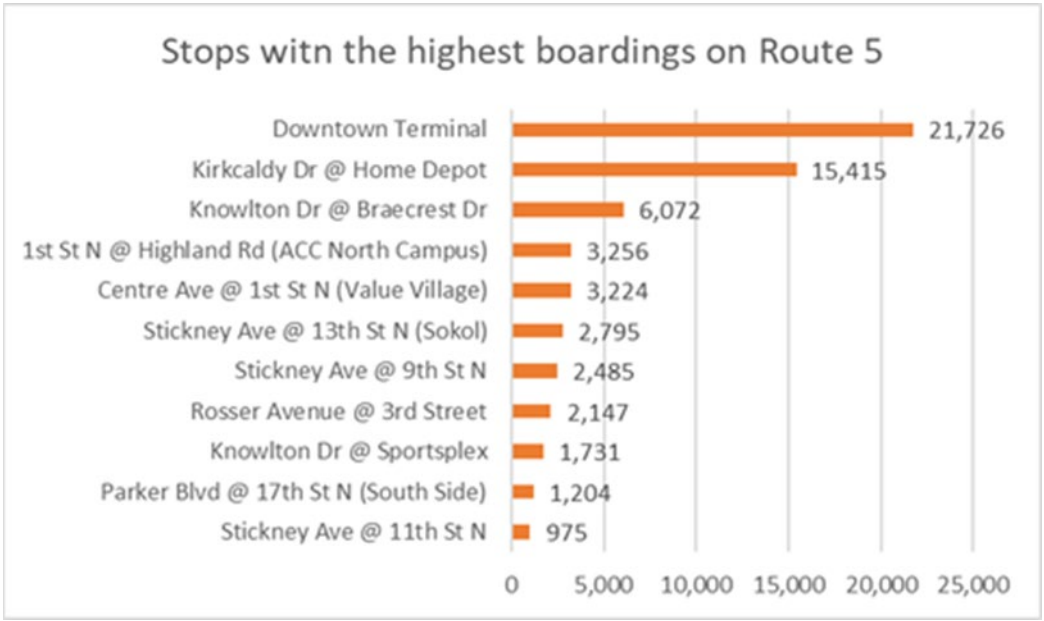
Route 5 is a counterclockwise loop route running north/south and east/west with a cycle time of 30 minutes, and interlining with Route 17. The schedule for this route is offset with Route 4 by 30 minutes. It leaves the hub to serve Brandon University, Corral Centre, North Hill businesses, Assiniboine Community College – North Hill Campus, Kirkcaldy Heights and then back to the hub.

Home Depot and ACC are among the highest ridership stops on the route. It does not get many boardings as it makes its way up the hill, but starts picking up people once at ACC. The route has consistent mid-day ridership.

- Annual Revenue Hours: 4,257
- Annual Trips: 8,262
- Annual Boardings: 66,339




Bus Stop
Route Number
Sum of Fare Count
Boardings by time of day_5
8,000
7,000
6,000
5,000
4,000
3,000
2,000
1,000
0
41
1,504
5,951
3,042
3,327
4,960
4,912
5,692
6,383
6,867
6,861
7,539
4,735
1,217
828
694
669
449
668
5 AM
6 AM
7 AM
8 AM
9 AM
10 AM
11 AM
12 PM
1 PM
2 PM
3 PM
4 PM
5 PM
6 PM
7 PM
8 PM
9 PM
10 PM
11 PM
Total
Hours

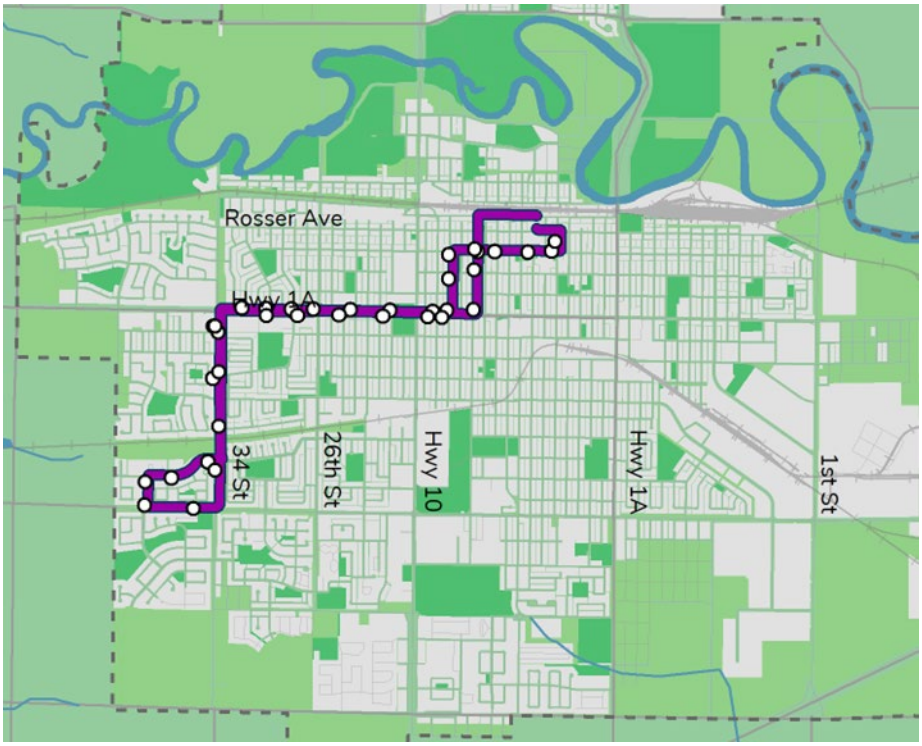

Stops witn the highest boardings on Route 5
Downtown Terminal
21,726
Kirkcaldy Dr @ Home Depot
15,415
Knowlton Dr @ Braecrest Dr
6,072
1st St N @ Highland Rd (ACC North Campus)
3,256
Centre Ave @ 1st St N (Value Village)
3,224
Stickney Ave @ 13th St N (Sokol)
2,795
Stickney Ave @ 9th St N
2,485
Rosser Avenue @ 3rd Street
2,147
Knowlton Dr @ Sportsplex
1,731
Parker Blvd @ 17th St N (South Side)
1,204
Stickney Ave @ 11th St N
975
0
5,000
10,000
15,000
20,000
25,000

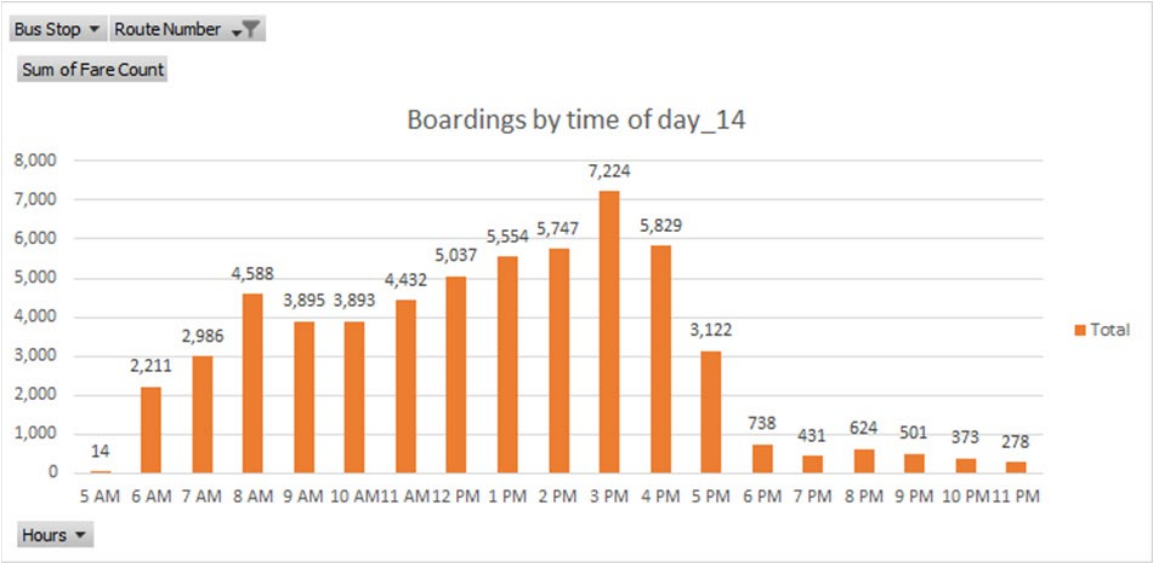
ROUTE 14: VICTORIA WEST

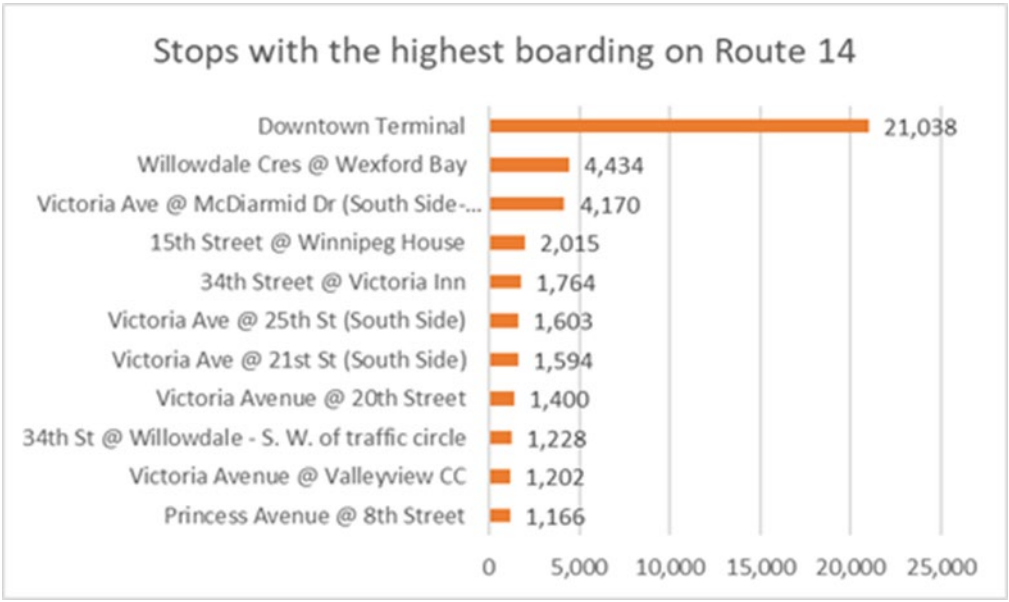
Route 14 is bi-directional route running north/south and east/west with a cycle time of 30 minutes, interlining with Route 23. The route runs half hourly from 6 am to 6 pm and hourly from 6 pm to 12 am. It runs along Victoria Avenue and 34 Street with loops at both ends (downtown/residential) and goes south all the way to Richmond Avenue (all residential). There are no major destinations along this route except for Brandon University and Downtown on route.

The route has consistent mid-day ridership but is the lowest performing route in the system and the most inefficient.

- Annual Revenue Hours: 4,661
- Annual Trips: 9,574
- Annual Boardings: 57,477

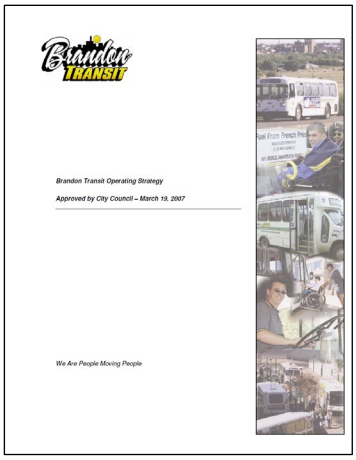



Bus Stop
Route Number
Sum of Fare Count
Boardings by time of day_14
8,000
7,000
6,000
5,000
4,000
3,000
2,000
1,000
0
14
2,211
2,986
4,588
3,895
3,893
4,432
5,037
5,554
5,747
7,224
5,829
3,122
738
431
624
501
373
278
5 AM
6 AM
7 AM
8 AM
9 AM
10 AM
11 AM
12 PM
1 PM
2 PM
3 PM
4 PM
5 PM
6 PM
7 PM
8 PM
9 PM
10 PM
11 PM
Total
Hours

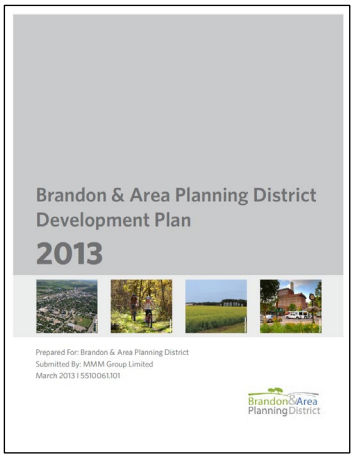

Stops with the highest boarding on Route 14
Downtown Terminal
21,038
Willowdale Cres @ Wexford Bay
4,434
Victoria Ave @ McDiarmid Dr (South Side-...
4,170
15th Street @ Winnipeg House
2,015
34th Street @ Victoria Inn
1,764
Victoria Ave @ 25th St (South Side)
1,603
Victoria Ave @ 21st St (South Side)
1,594
Victoria Avenue @ 20th Street
1,400
34th St @ Willowdale - S. W. of traffic circle
1,228
Victoria Avenue @ Valleyview CC
1,202
Princess Avenue @ 8th Street
1,166
0
5,000
10,000
15,000
20,000
25,000

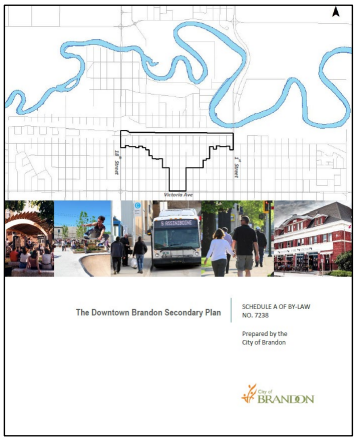
Appendix B – Planning & Policy Context

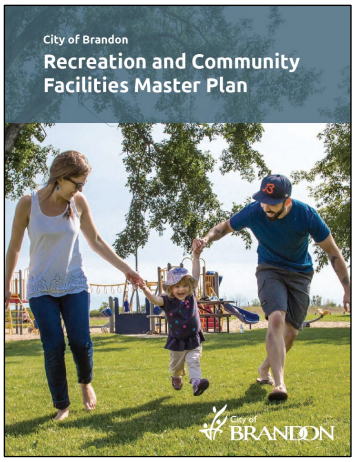
The purpose of this background review is to summarize plans, policies, and past studies that are relevant to the City of Brandon's transportation context. These plans and policies were used to understand and make informed recommendations on appropriate and practical improvements to the local transit system.

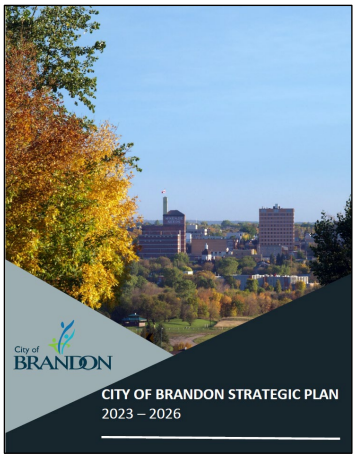
Plan	Description & Relevance
Transit Strategy (2007) 	The Brandon Transit Strategy (2007) directed the activities of the transit operator over five years, from 2007 to 2012. It was created in response to rising challenges such as decreased transit funding, population growth, changing development patterns requiring service adjustments, and an aging population. **Relevant Objectives/Policies:** **Regular Transit** • Develop service standards related to auxiliary services such as bus shelters, benches, etc. • Research the potential for implementation of a Smart System to assist in further developing and monitoring Performance Measures • Evaluate and align Performance Measures as required to ensure Brandon Transit offers efficient, reliable and economical service, which secondly offers measurement data for comparison against other Municipal Transit Authorities • Develop a report outlining the current route deficiencies and a proposed plan to address these issues including both operating and capital budget implications • Develop a plan to address future north / south service requirements taking into consideration changes in passenger generating locations • Identify and implement tools to reach and understand the needs and "barriers to use" of the desired target markets • Develop a profile for each target market and identify strategies including measurement tools that consider

	changes in service standards and fares to address market needs • Identify the service tools (translation services, first time ride "buddy", etc.) that would assist in overcoming the various demographic barriers and develop or partner with other organizations to offer programs related to them • Noting the success of the Eco Pass program within other transit authorities, Brandon Transit should endeavor to develop a pilot project through partnerships with large employer bases within the City • Continue to explore and develop tools that allow for ongoing measurement of trends to be able to evaluate the effectiveness of marketing, advertising and communication activities • Develop and launch marketing campaigns specific to each target markets that emphasize changes and solutions that overcome "barriers for use" issues • Ensure that monthly internal equipment rates allot sufficient funds into the capital reserves for the replacement of vehicles at the end of their planned lifecycle and for major refurbishment costs during the equipment lifecycle • Implement a "Smart Driver" program in an effort to develop driving habits to assist in reduction of fuel consumption and brake maintenance costs **Specialized (Handi) Transit** • Work with the larger scale programs and groups to explore the options of transit friendly time schedules in and around peak load times • Explore and evaluate the impact of augmentation of service to meet the needs of peak demand. This evaluation shall provide guidelines for the implementation of additional services to meet peak demand that maintain flexibility and operational efficiencies within the system • Review and develop requirement for the dispatch office service span to match the Handi Transit span

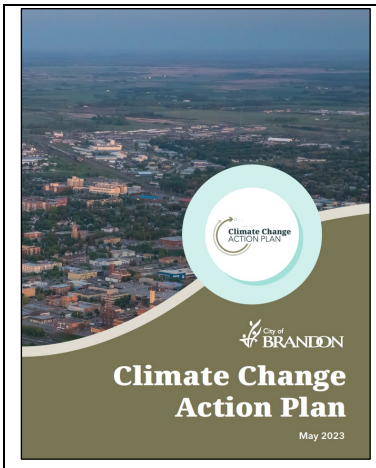
	• Focus on communication and customer service thereby promoting positive perceptions of the system by the users, assisting with system "buy in" • Establish and adhere to prescribed service standards that focus on serving the customers and operators within the system • Identify additional opportunities within the capabilities of new or "add on" service modules for the program that will aid in further efficiencies and improved customer service • Continue to evaluate the fare levels with respect to the cost of operating the system • Pursue partnerships with those organizations serving our existing rider base in an effort to align expectations, and improve efficiencies of Brandon Transit's Handi system • Review and develop communication and customer service standards
Planning District Development Plan (2013) 	The Brandon and Area Planning District (BAPD) Development Plan (2013) is a long-range plan that helps direct development and manage change in the District. It sets out policy directives for a range of land-uses, including residential, commercial, industrial, institutional/cultural, parks and recreation, agriculture, special development, utilities, and more. It also sets out guidance for natural resources, transportation, design, and heritage. **Relevant Objectives/Policies:** • Higher density or mixed use development should be encouraged to locate on main arterials and collectors within 400 m of an existing transit stop • Encourage and promote energy efficiency in all modes of transportation, and encourage the use of public transit, pedestrian, and bicycle systems • Development proposals for new subdivisions and major community facilities should provide an appropriate circulation system for the City's transit system. Proposed transit routes will be identified by the City of Brandon during the secondary plan stage of development. Where an area to be serviced by the transit system is to be developed in stages, appropriate provisions should be made for efficient

	transit service at each stage of development. Infill development should be encouraged to locate in areas that are already served by the existing transit system to ensure efficient service delivery
Greenspace Master Plan (2015) 	The Greenspace Master Plan (2015) provides greenspace planning guidance over the next 20 years. The purpose of the plan is to promote a healthy community, improve the character and identity of the city, and promote economic development and tourism. **Relevant Objectives/Policies:** • Greenspace shall provide adequate inter-modal access from transit and pedestrian spaces with adequate parking facilities, barrier-free parking, and bicycle racks
Downtown Brandon Secondary Plan (2019) 	The Downtown Brandon Secondary Plan (2019) provides the policy framework for the future planning and development of the Downtown area. The intent of the Downtown Plan is to support and promote new public and private investment that furthers the vision of a vibrant and dynamic place for people to visit, live, work, and play. **Relevant Objectives/Policies:** • Connect the Downtown Plan Area to the rest of the city for all modes of transportation • The design of the Downtown Plan Area shall prioritize the movement of alternative modes of transportation, including pedestrians, cyclists, and public transit riders • Transit stops with higher ridership should provide shelters, benches, waste disposal, and recycling facilities • The location and design of transit shelters shall promote rider safety by providing transparent shelters with good visibility from all directions and adequate lighting • Explore opportunities to improve the Downtown Transit Terminal to make it a “place for people” through public art, landscaping, lighting, and programming • Bike racks should be located at well-lit, highly visible key destinations (such as major transit stops)

Recreation and Community Facilities Master Plan (2019) 	The Brandon Recreation and Community Facilities Master Plan (2019) provides the strategic direction, specific plans and funding strategies for renewing existing facilities and planning for new facilities in Brandon. **Relevant Objectives/Policies:** • The City of Brandon recognizes that recreation facilities are ideally connected to transit and active transportation networks as part of a complete community design framework. • Work with Development Services to identify land holdings and acquisitions needed for future recreation facility development ○ Criteria for site selection include connectivity to major transit routes and trails, etc.

Council Strategic Plan (2023)
 
	The City of Brandon Council Strategic Plan (2023) outlines the priorities of the City over the next 4 years. Overarching themes of the plan include: Financial Sustainability, Environment and Climate Change, and being Bold and Innovative.
	Relevant Objectives/Policies:
	• Evaluate the transit system to increase ridership
	  ○ Conduct a public consultation process to understand the barriers to transit and how to address them
	  ○ Explore various fee structures/subsidies and the economic impact of various models
	  ○ Develop a plan to increase ridership based on public input and present to Council
	• Develop and implement an Active Transportation Strategy to improve connectivity in the community

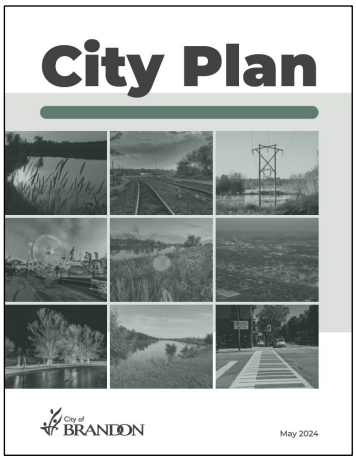
Climate Change Action Plan (2023)	The Brandon Climate Action Plan was adopted in May 2023 and identifies Big Moves, strategies, and actions to reduce emissions and adapt to a changing climate.



Relevant Objectives/Policies:

- Develop a Public Transit Strategy for Brandon Transit that includes opportunities to increase ridership
- Conduct a feasibility study for a new transit network design that focuses on frequent, accessible service along major roadways
- Provide free or subsidized access to Brandon Transit for all elementary, secondary, and post-secondary students
- Conduct a feasibility study for the development of an employee incentive program through the subsidy of transit fares by employers
- Continue to investigate opportunities to "right-size" transit buses along routes with lower demand
- Conduct a review of the current bus shelter network to identify gaps and opportunities
- Develop a city-wide Transportation Master Plan that prioritizes a shift towards sustainable travel modes and increased investments in transit and active transportation
- Develop a Fleet Efficiency Strategy to identify opportunities to reduce emissions through fleet reduction, right-sizing vehicles, and the use of alternative energy sources for the light duty, heavy duty, and Brandon Transit fleets

City Plan (2024)



The Brandon City Plan was adopted in May 2024 after a 2-year planning process. The plan will guide growth and change in the city for the next 30 years, addressing challenges such as housing, transportation, economic development, infrastructure, and natural and social environments.

Transportation Vision Statement:

"The way we move through Brandon is rooted in a community where we can easily connect to the places, people, services and amenities we need, where we have the option to choose from a variety of modes of travel and where we ensure all ages and abilities can move efficiently and safely through the city. To do this, we must shift from a ***single-choice to a multiple-choice transportation system*** that serves all residents and is coordinated, balanced, connected, comfortable, and innovative."

	Relevant Objectives/Policies:
	• Plan for a transportation system that balances the needs of all users
	• Design streets that accommodate all modes
	• Ensure consideration of land use and urban form in all transportation planning
	• Integrate transit planning with land use planning
	  ○ Prioritize transit routes along Corridors, including arterial and collector streets
	  ○ Locate new transit stops and routes within walking distance of services and amenities
	• Promote an efficient, well-connected, and fully integrated street network
	• Prioritize safety of all
	• Manage and maintain transportation infrastructure to prioritize comfort and safety
	  ○ Allocate adequate funding and resources to ensure that infrastructure is well-maintained and repaired in a timely manner
	• Ensure the provision of secure and convenient amenities
	  ○ Ensure that all transit stops and stations are designed using universal design principles and provide adequate shelter, signage, wayfinding, and furnishings
	• Incorporate natural systems into the design of transportation infrastructure
	• Respond to trends, innovations, and evolving modes of transportation

Appendix C – Peer Review Analysis

A peer review was conducted to assess the performance of Brandon Transit in comparison to four similar transit systems in communities with comparable population size, demographics, and geography. The objective of this review was to establish a benchmark for the availability, productivity, effectiveness, and efficiency of Brandon's transit service in relation to its peers.

The peer communities selected for this review were North Bay ON, Belleville ON, Fredericton NB, and Sault Ste. Marie ON.

The following summarizes how Brandon Transit compares to its peers with conventional and specialized transit.

KEY OBSERVATIONS: CONVENTIONAL TRANSIT

Service Hours and Revenue Vehicle Hours

- Brandon's service span from 6am to midnight is in line with average and industry standards.
- The total number of revenue hours for Brandon is 38,692, which is well below the peer average of 56,348.
- There is an opportunity to attract more riders by considering ways to increase frequency, and therefore revenue vehicle hours.
- Achieving the goal of reallocating service hours may be challenging, but there is an opportunity to allocate these hours efficiently along major trip generating corridors.

Revenue Vehicle Hours Per Capita

- The peer average for service stands at 1.0, positioning Brandon below this benchmark at 0.8.
- Brandon's revenue vehicle hours per capita is in closest alignment with that of North Bay and Fredericton.
- In contrast, Belleville and Sault Ste. Marie stand out for their elevated service levels, surpassing that of Brandon.

Municipal Operating Contribution Per Capita

- Brandon provides the lowest financial support per capita for its transit system at $30.17, compared to its peers who invest $66.60 per capita.

- Fredericton, Sault Ste Marie and Belleville have the highest support with $95.61, $79.67 and $73.87 respectively.
- Higher contributions per capita suggest a greater level of financial commitment from the municipality towards transit operations, which can result in improved performance in transit services.

Fares

- Brandon's cash fare is offered at a rate well below the peer average.
- The cost for monthly Adult passes is higher than the peer average; however, students and seniors are offered a monthly pass rate much lower than the average.
- There is an opportunity to consider fare restructuring that strikes a balance between covering transit costs and generating revenue, while rewarding regular transit use.

Ridership

- Ridership in Brandon (661,274) and Sault Ste. Marie (710,238) reveal a notable dependence on public transit.
- Fredericton demonstrates a robust transit culture with 16.3 passengers per capita, while Brandon closely follows with 12.9, surpassing the peer average of 10.9. This underscores Brandon's significant reliance on public transit.

Passengers Per Revenue Hour

- Brandon and Fredericton lead in efficiency, with 17.1 and 18.2 rides per revenue hour respectively, surpassing the peer average of 11.9.
- North Bay also performs well at 11.5 rides per revenue hour, indicating efficient service for its ridership.
- Sault Ste. Marie, Belleville, and Cowichan have lower averages (8.6, 8.0, and 7.8 respectively), showing room for improvement in maximizing ridership per service hour.

Operating Cost Per Revenue Vehicle Hour and Operating Cost Per Trip

- Brandon's operating cost per vehicle hour is $119.67, which aligns closely with the peer average of $114.19.
- Brandon's operating cost per trip, at $7.00, ranks as the second lowest.
- These metrics underscore Brandon Transit's commendable proficiency in effectively managing operational expenses, with room for improvement in managing resources.

Cost Per Passenger

- Brandon has the second lowest cost/passenger at $5.42, compared to its peers $8.89
- This indicates a strong ability to manage services and provide cost-effective transportation service to the community.

Conventional Transit Scorecard

Conventional Transit Scorecard	Key Performance Indicator (KPI) Category	Brandon	Peers	Canada (Standard)
Availability of Service	Revenue Vehicle Hours	38,692	56,348	NA
Availability of Service	Renenue Vehicle Hours per Capita	0.8	1	2.0
Availability of Service	Municipal Operating Contribution per Capita	$30.17	$66.60	$147.43
Productivity	Ridership (Revenue Passengers)	661,274	578,441	NA
Productivity	Passenger per Capita	12.9	12	38.3
Productivity	Passenger per Revenue Hours	17.1	12.7	18.9
Efficiency/Effectiveness	Operating Cost per Revenue Vehicle Hours	$119.67	$111.58	$191.15
Efficiency/Effectiveness	Operating Cost per Trip	$7.00	$9.80	$11.25
Efficiency/Effectiveness	Operating Cost per Passenger	$5.42	$7.85	$8.84
Efficiency/Effectiveness	Recovery Ratio	23%	21%	21%
Fare Usage	Passenger Revenue per Trip	$1.14	$1.71	$2.23

Legend

Above Peer Community Average

Below Peer Community Average

WHAT IS WORKING WELL	WHAT COULD BE IMPROVED
▪ The system demonstrates above-average productivity, efficiency and effectiveness, surpassing peer averages. This signifies an efficient allocation of resources to meet the transit needs of the community. ▪ Service span of operating hours meets early morning and late-night trips. ▪ Cost per passenger & cost per revenue hour metrics align favorably with peer averages, reflecting a financially efficient operation.	▪ Brandon lags in the amount of service provided to the community, suggesting opportunities for increased frequency and coverage. Additionally, a closer examination of demand patterns is recommended to enhance the allocation of service hours relative to the population served. ▪ Incremental increases in Municipal Operating Contribution could further support and expand transit services. ▪ The fare structure in Brandon has notably lower fares compared to peer agencies. A review of this structure has the potential to boost revenue and provide additional support for service expansion.

KEY OBSERVATIONS: SPECIALIZED TRANSIT

Total Boardings and Fleet Availability

- Brandon's total passenger boardings (16,593) and number of vehicles available to provide service (5 units) are in line with the peer average.
- A deeper dive into service provision is required to evaluate if the community's needs are being met.

Revenue KMs and KMs Per Passengers

- Brandon provides 91,767 km and 6 passengers per km, which is above peer average. This showcases efficient use of resources compared to peers.
- Sault Ste Marie carries the highest number of passengers (11) and revenue km's in total (200,444).
- Fredericton on the other hand carries 1 passenger per km over 10,296 km of revenue service for the entire system.
- Brandon's total passenger boardings (16,593) and number of vehicles available to provide service (5 units) are in line with the peer average.
- A deeper dive into service provision is required to evaluate if the community's needs are being met.

Cost Per Passenger

- Brandon demonstrates efficient use of resources with a cost per passenger of $24.51, lower than the peer average of $31.08.

Specialized Transit Scorecard

Specialized Transit Scorecard	Key Performance Indicator (KPI) Category	Brandon	Peers	Canada (Standard)
Availability of Service	Revenue Kilometers	91,767	81,796	NA
Productivity	Ridership (Revenue Passengers)	16,593	18,606	NA
Productivity	Passenger per Capita	0.3	0.3	0.4
Efficiency/Effectiveness	Revenue Vehicle Km/Passenger	5.53	5.27	8.14
Efficiency/Effectiveness	Cost per Passenger	24.51	31.08	53.34
Efficiency/Effectiveness	Recovery Ratio	10.30%	5.30%	4.70%
Efficiency/Effectiveness	Number of Vehicles in Fleet	5	6	NA

Legend

Above Peer Community Average

Below Peer Community Average

WHAT IS WORKING WELL	WHAT COULD BE IMPROVED
▪ The system covers an above-average distance in kilometers. ▪ The number of passengers served per kilometer aligns with the peer average. ▪ Brandon has a lower cost per passenger than its peers, emphasizing an efficient and effective approach to delivering services.	▪ With high ridership levels, there may be capacity constraints and instances of trip denials. A more in-depth analysis of trends in these areas, along with a review of the accuracy of the eligibility process, is warranted. ▪ Engaging with the community to assess the qualitative performance of the service is crucial. This evaluation should consider factors like comfort and convenience, especially for the vulnerable population Brandon serves.

Appendix D – Community Engagement Summaries

Brandon Transit
Route Planning and Long Term Strategy

Round 1 Engagement Results

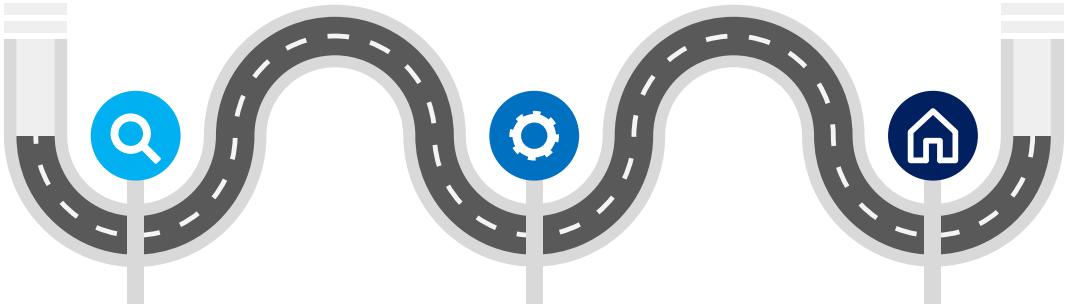
Prepared by:

WATT Consulting Group

Prepared for:

City of BRANDON

Phase 2 Engagement



Public Survey

- Available online via Alchemer from **May 06 – 26, 2024**
- Paper copies distributed to community organizations, Downtown Terminal, and Open House locations
- **633 complete responses – no incomplete responses considered in the evaluation**

Stakeholder Interviews

- **May 9, 16, 22, 24 & 30 2024**
- Workshops / interviews with City staff, local business owners, community organisations, educational institutions and members of the public
- **Approx. 29 attendees**

Popups & Open House

- **May 15, 16 & 17 2024**
  - Brandon Transit Downtown Terminal (2 sessions): Approx. 150 attendees
  - Shoppers Mall: Approx. 30 attendees
  - Sobeys South: Approx. 30 attendees
  - Sobeys West: Approx. 40 attendees
  - Corral Centre: Approx. 5 attendees
- **Approx. 255 attendees total**

SURVEY RESULTS

The following sections were
completed by **all** respondents

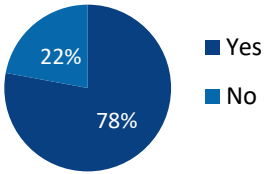
The Numbers

633 survey responses

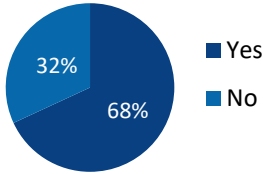
78% have access to a personal vehicle

68% use transit

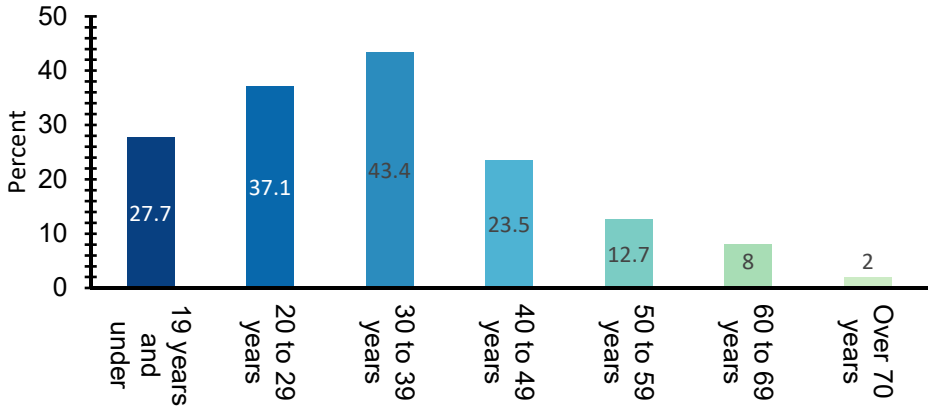
Vehicle Ownership



Transit Usage

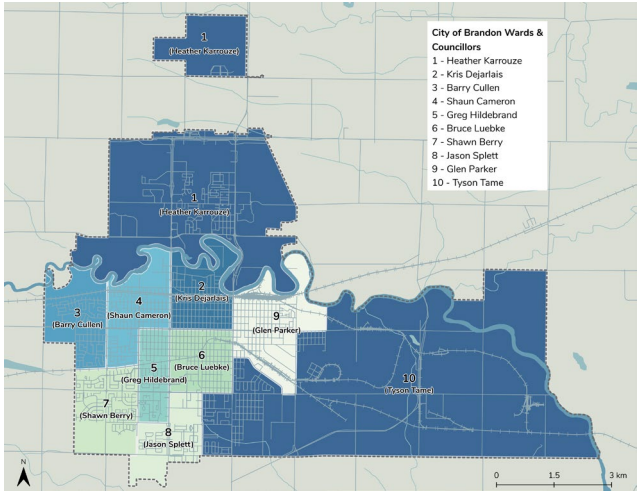


Ages in Respondents' Households

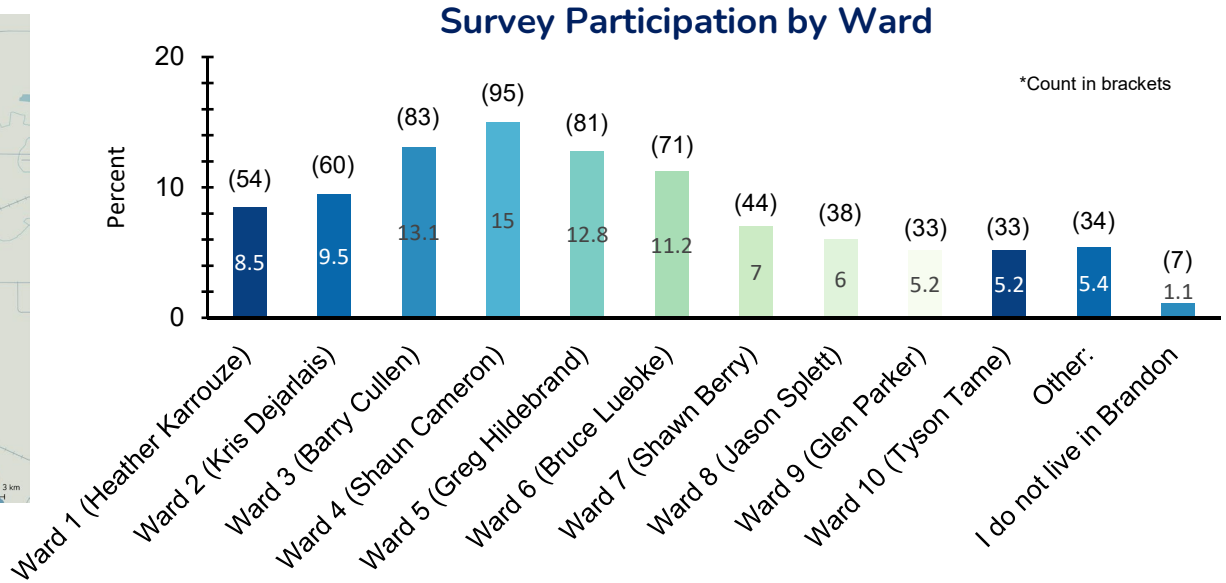


Most engaged wards:

#1. Ward 4 - Shaun Cameron (15% of respondents)
#2. Ward 3 - Barry Cullen (13.1% of respondents)
#3. Ward 5 - Greg Hildebrand (12.8% of respondents)
#4. Ward 6 - Bruce Luebke (11.2% of respondents)

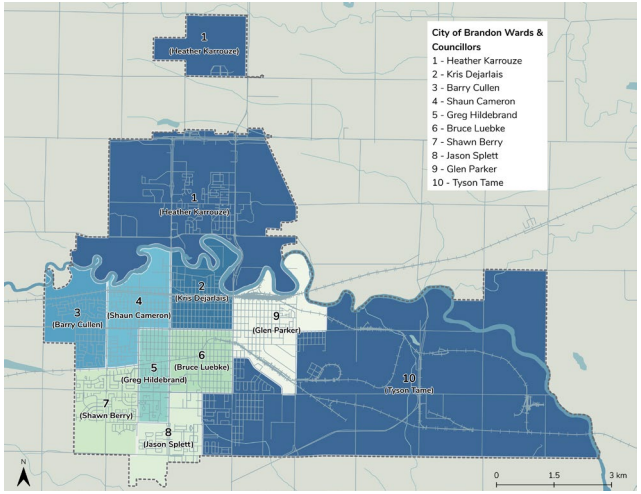


Wards in the City of Brandon



Wards most travelled to:

#1. Ward 5 - Greg Hildebrand (29.9% of respondents)
#2. Ward 4 – Shaun Cameron (28.6% of respondents)
#3. Ward 6 - Bruce Luebke (26.4% of respondents)
#4. Ward 3 – Barry Cullen (23.5% of respondents)

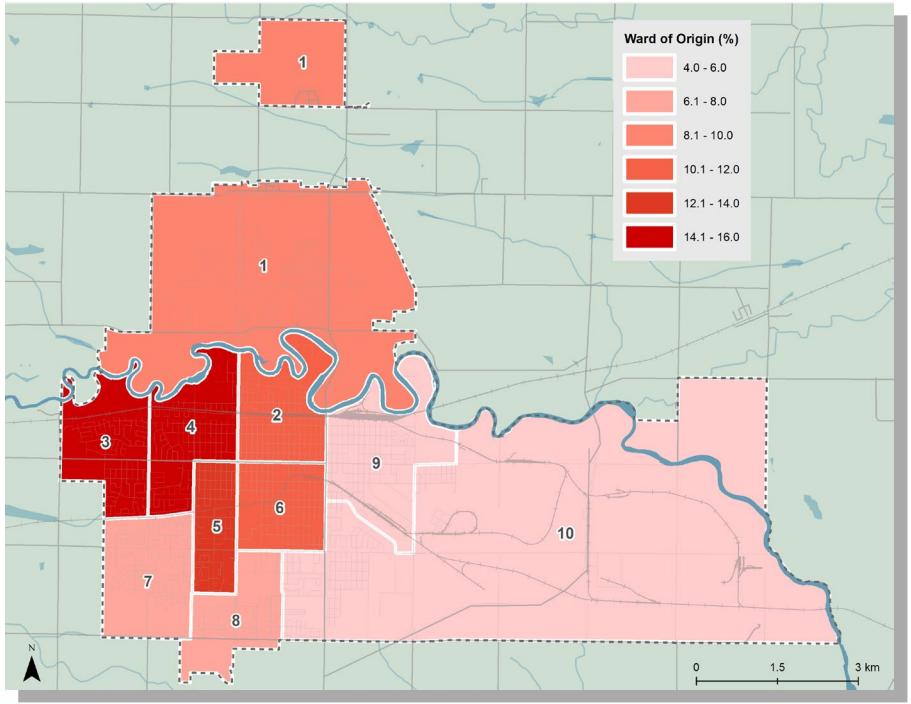


Wards in the City of Brandon

Travel Destinations by Ward

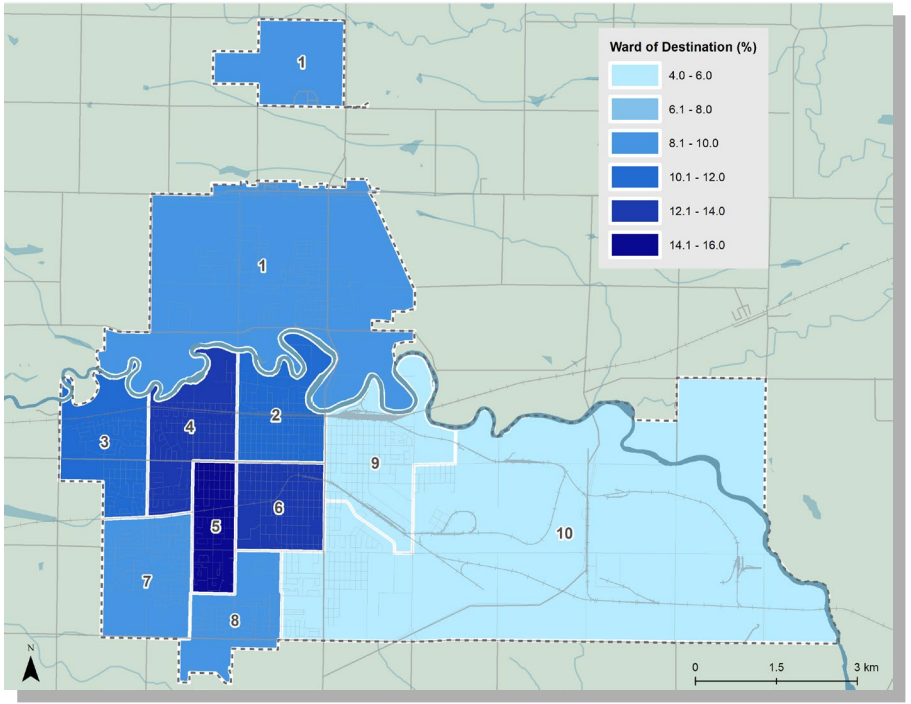
Ward	Percent	Count
Ward 1 (Heather Karrouze)	18.3%	116
Ward 2 (Kris Dejarlais)	23.4%	148
Ward 3 (Barry Cullen)	23.5%	149
Ward 4 (Shaun Cameron)	28.6%	181
Ward 5 (Greg Hildebrand)	29.9%	189
Ward 6 (Bruce Luebke)	26.4%	167
Ward 7 (Shawn Berry)	20.5%	130
Ward 8 (Jason Splett)	18.5%	117
Ward 9 (Glen Parker)	12.0%	76
Ward 10 (Tyson Tame)	9.2%	58
Other:	7.1%	45
I do not live in Brandon	0.8%	5

Travel Patterns



Respondents' Ward of Origin

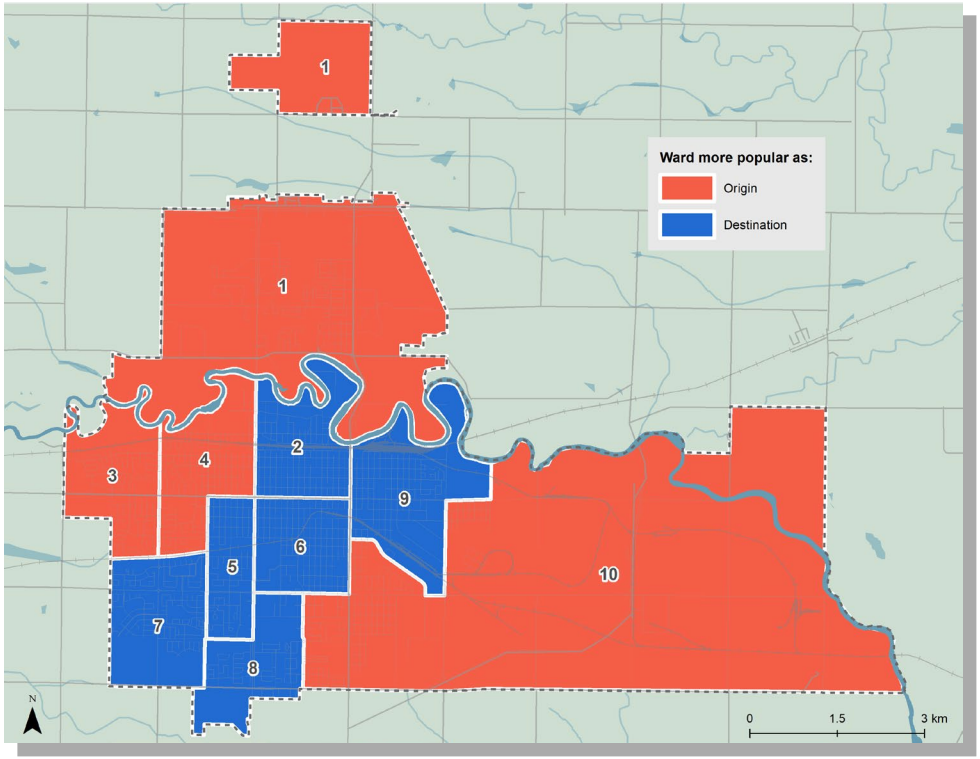
Most respondents live in the Centre and the east of Brandon, with Wards 3 & 4 containing the highest concentration of respondents' origin points. Wards 9 & 10 contain the fewest respondents who live in them.



Respondents' Wards of Destination (normalised)

Ward 5 is the most visited Ward in Brandon, with Wards 4 & 6 also popular, demonstrating that the centre of Brandon is a destination area. Wards 9 & 10 are the least identified Wards of destination.

Travel Patterns



Wards: Origin versus Destination

During the survey, respondents were asked to indicate the Ward that they live in and the Ward(s) that they travel most to.

The map to the left identifies whether, proportionally, specific Wards have more people originating in them (points of origin), or more people travelling to them (points of destination).

Generally, flow of movement in Brandon is therefore towards areas such as Richmond Park and Downtown Brandon in the centre and south of the City, away from areas including Kirkaldy Heights, Waverley, and Green Acres in the north, east and west.

More points of origin than destination:

- Ward 1 (Heather Karrouze)
- Ward 3 (Barry Cullen)
- Ward 4 (Shaun Cameron)
- Ward 10 (Tyson Tame)

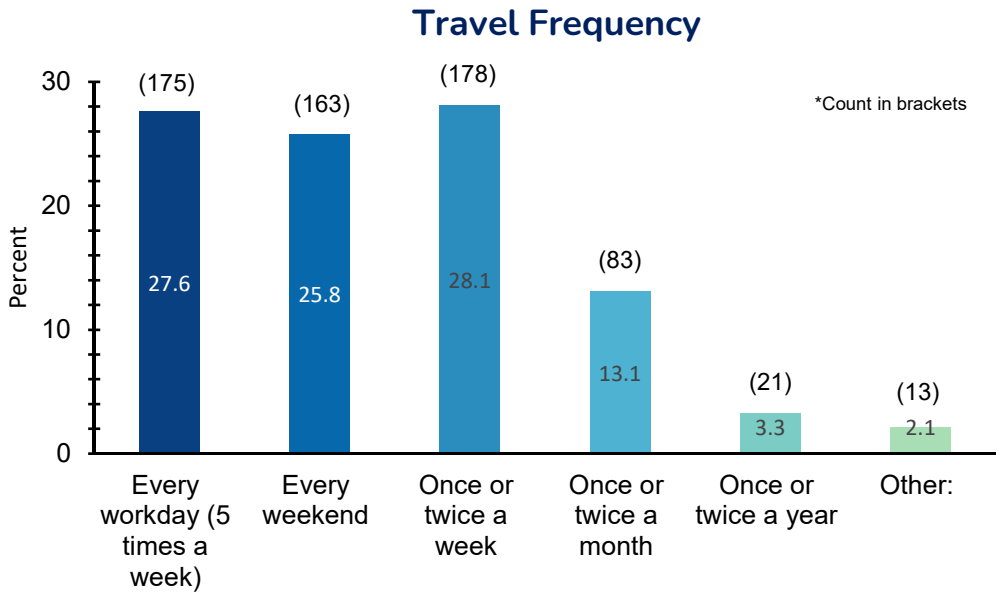
More points of destination than origin:

- Ward 2 (Kris Dejarlais)
- Ward 5 (Greg Hildebrand)
- Ward 6 (Bruce Luebke)
- Ward 7 (Shawn Berry)
- Ward 8 (Jason Splett)
- Ward 9 (Glen Parker)

Some Wards, such as Ward 10, contain industry and employment, and despite therefore seeming to be more likely to have more points of destination, the presence of housing in these Wards (such as in the West of Ward 10) counteracts the influence of those travelling into the Wards.

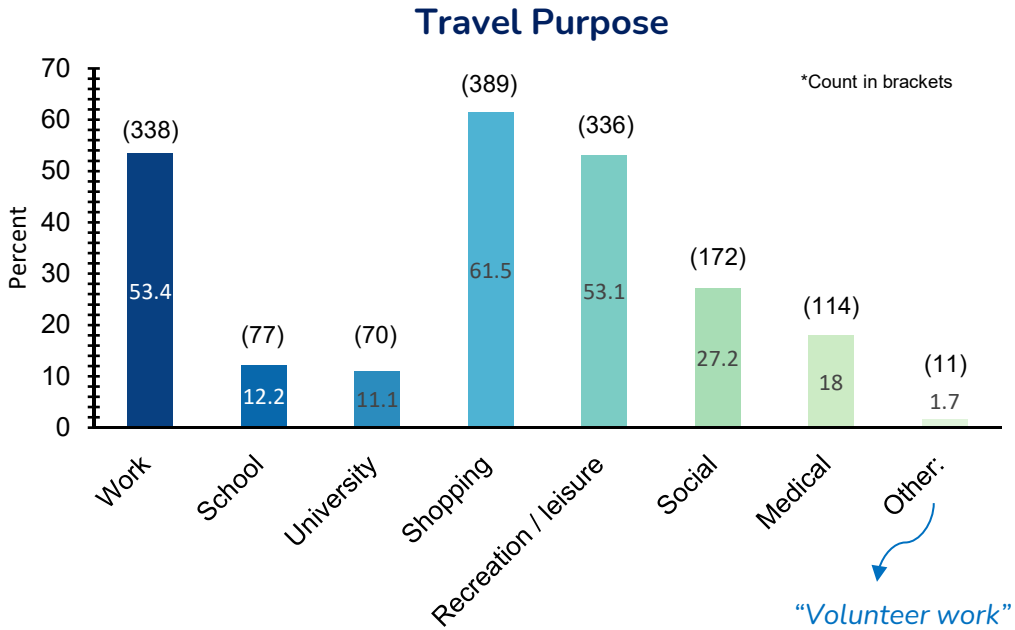
Travel frequencies to top destination(s):

#1. 1-2x per week (28.1% of respondents)
#2. Every workday (27.6% of respondents)
#3. Every weekend (25.8% of respondents)



Top travel purposes:

#1. Shopping (61.5% of respondents)
#2. Work (53.4% of respondents)
#3. Recreation / Leisure (53.1% of respondents)



SURVEY RESULTS

The following sections were completed by respondents who **use transit** in Brandon

System Satisfaction

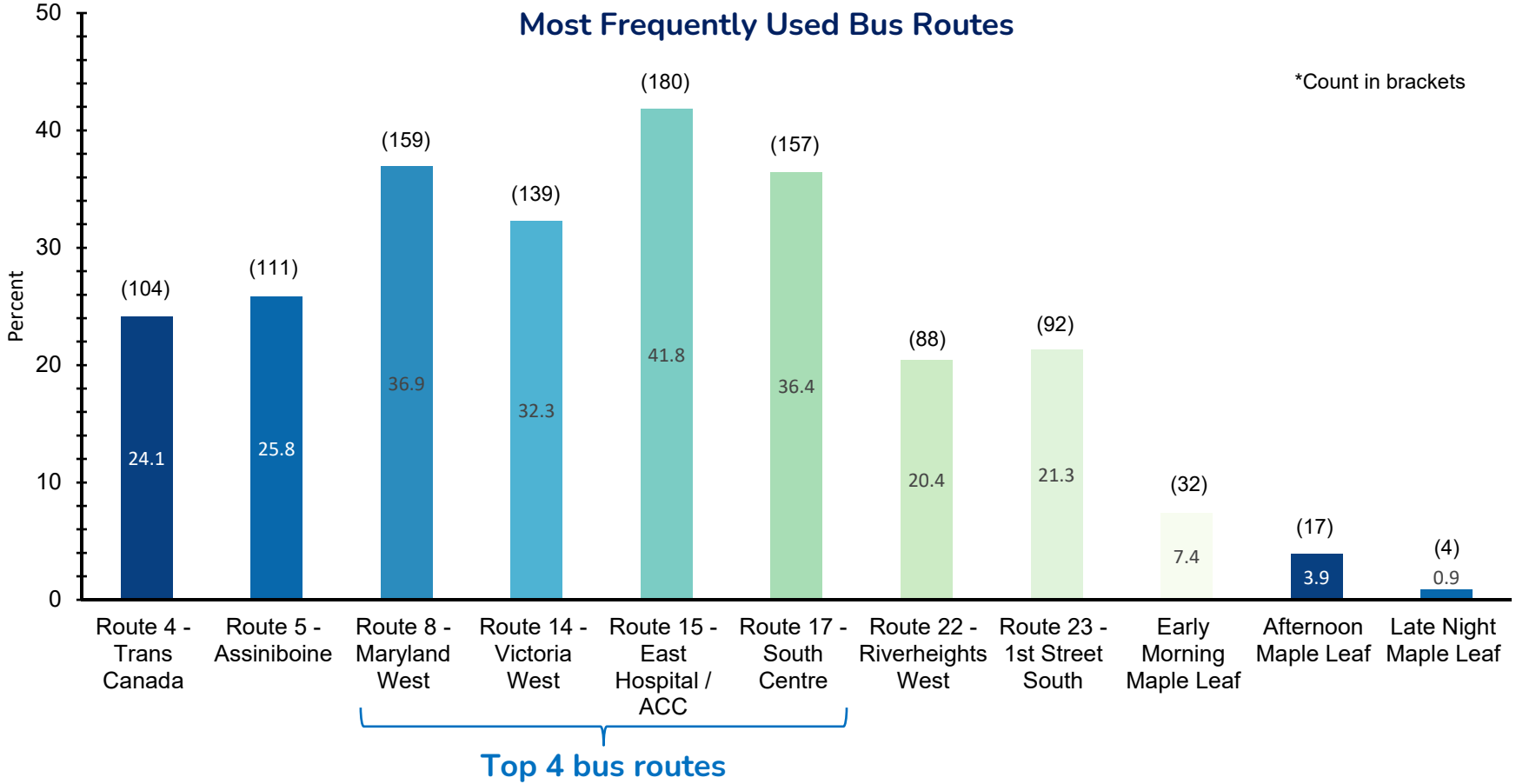
71% satisfied or very satisfied

15.1% neither satisfied nor dissatisfied

13.9% dissatisfied or very dissatisfied

Satisfaction Level		Percent	Count
1: very dissatisfied		3.7%	16
2: dissatisfied		10.2%	44
3: neither satisfied or dissatisfied		15.1%	65
4: satisfied		55.9%	241
5: very satisfied		15.1%	65

Travel Patterns



Travel Patterns

Bus routes most frequently transferred onto:

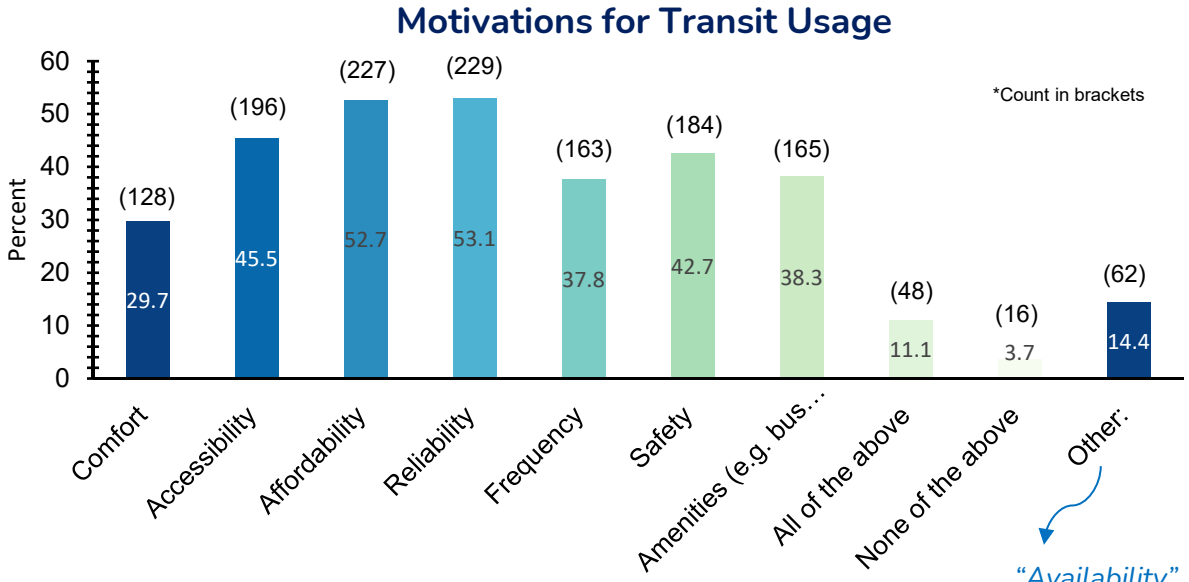
#1. Route 17 – South Centre (36.4%)
#2. Route 15 – East Hospital / ACC (35.5%)
#3. Route 8 – Maryland West (27.6%)
#4. Route 14 – Victoria West (26.9%)

Route	Percent	Count
Route 4 - Trans Canada	19.3%	83
Route 5 - Assiniboine	23.7%	102
Route 8 - Maryland West	27.6%	119
Route 14 - Victoria West	26.9%	116
Route 15 - East Hospital / ACC	35.5%	153
Route 17 - South Centre	36.4%	157
Route 22 - Riverheights West	21.1%	91
Route 23 - 1st Street South	25.8%	111
Early Morning Maple Leaf	7.2%	31
Afternoon Maple Leaf	4.9%	21
Late Night Maple Leaf	2.6%	11
I do not transfer onto different bus routes	4.9%	21

It is impossible to transfer onto the Early Morning Maple Leaf. This option was included on the survey in error, and responses are not representative of transfer movement. Respondents who selected this answer may have also misunderstood the question to be asking about primary bus routes, rather than transfers.

Top motivations for using public transit:

#1. Reliability (53.1%)
#2. Affordability (52.7%)
#3. Accessibility (45.5%)
#4. Safety (42.7%)



"Availability"
"Avoid stress, better for environment"
"Don't have a car"

Challenges

Top challenges experienced using transit:

#1. Weather, especially in winter (42.2%)
#2. Long transfer times (41.8%)
#3. Long wait times at the Downtown Terminal (34.8%)
#4. Lack of comfort (29.0%)

Challenge	Percent	Count
Lack of comfort	29.0%	125
Inaccessibility	18.1%	78
Unaffordability	8.8%	38
Unreliability	16.7%	72
Infrequency	26.7%	115
Long transfer times	41.8%	180
Long wait times at the Downtown Terminal	34.8%	150
Weather (especially in winter)	42.2%	182
Lack of safety	12.5%	54
Lack of amenities (e.g. bus shelters, bicycle racks)	18.1%	78
All of the above	1.2%	5
None of the above	13.2%	57
Other:	5.3%	23

"Being skipped because the bus is too full"
"Buses that don't get maintained"
"Rude bus drivers"

Opportunities

Changes to the system that respondents want to see:

#1. Increase in frequency (50.8%)
#2. Bus live-tracking system (41.3%)
#3. Provision of amenities, -- e.g., bus shelters, bicycle racks (37.4%)
#4. Stop locations (37.1%)

Potential Change	Percent	Count
Schedule	35.0%	151
Increase in frequency	50.8%	219
Routing	34.8%	150
Fares	22.0%	95
Provision of amenities (e.g. bus shelters, bicycle racks)	37.4%	161
Stop locations	37.1%	160
Terminal location / safety	30.6%	132
Bus live-tracking system	41.3%	178
All of the above	2.8%	12
None of the above	7.9%	34
Other:	6.7%	29

"A more rider-friendly culture"
"Ability to pay fares by bank card"
"Free passes for certain community groups (e.g., children; homeless population)"

SURVEY RESULTS

The following section was completed by respondents who **do not use transit** in Brandon

Changes that would encourage new transit users:

#1. More direct service (58.9%)
#2. Provision of amenities – e.g., bus shelters, bike racks (55.9%)
#3. More frequent service (54%)
#4. Bus live-tracking system (51%)

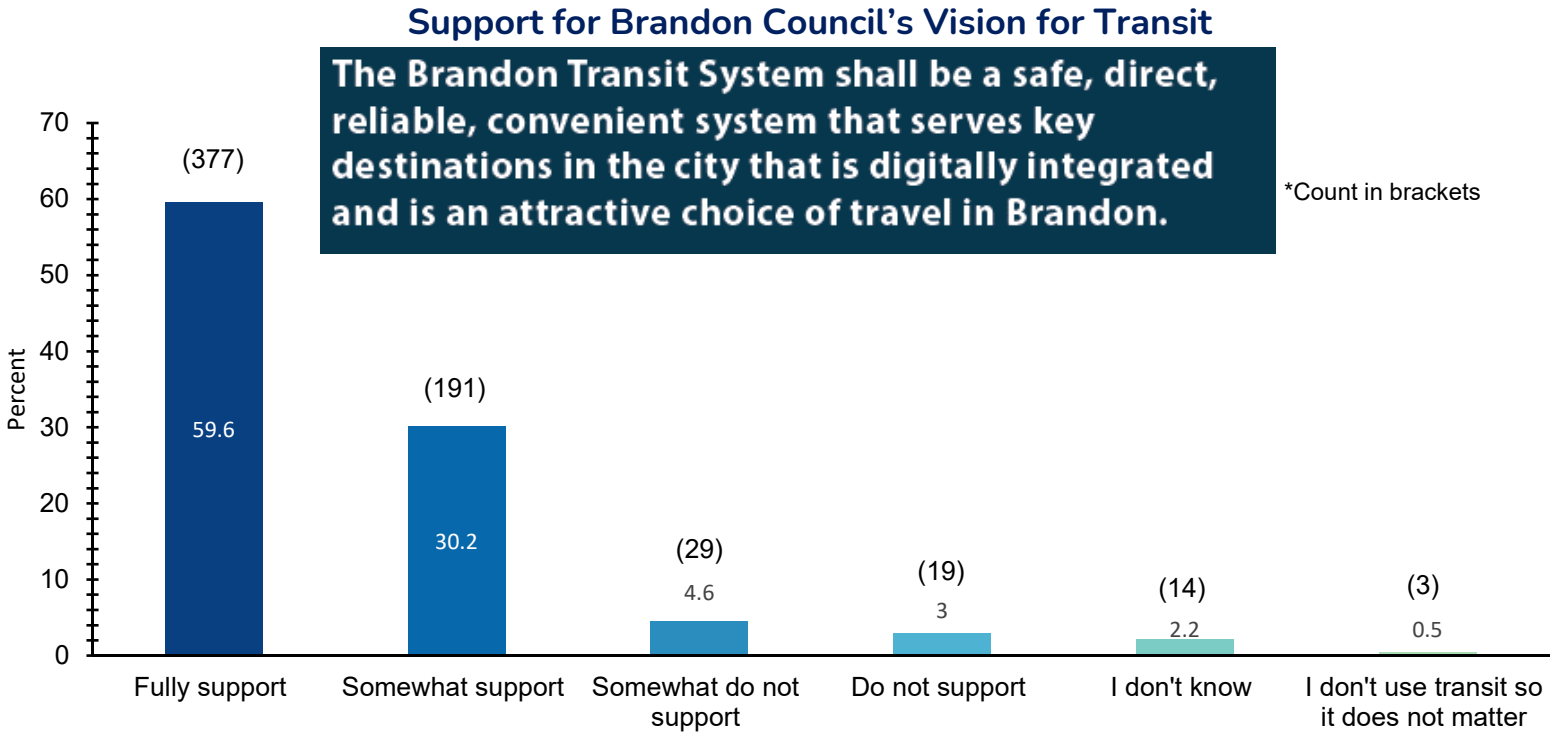
Potential Change	Percent	Count
More direct service	58.9%	119
More frequent service	54.0%	109
Provision of amenities (e.g. bus shelters, bicycle racks)	55.9%	113
More Stop locations	47.0%	95
Terminal location / safety	48.0%	97
Bus live-tracking system	51.0%	103
All of the above	8.9%	18
None of the above	2.0%	4
Other:	16.3%	33

"Cheaper rates"
"Earlier start time – I need to be at work by 6 am most mornings"
"More accommodations for those with mobility issues"
"Mobile payment options"

SURVEY RESULTS

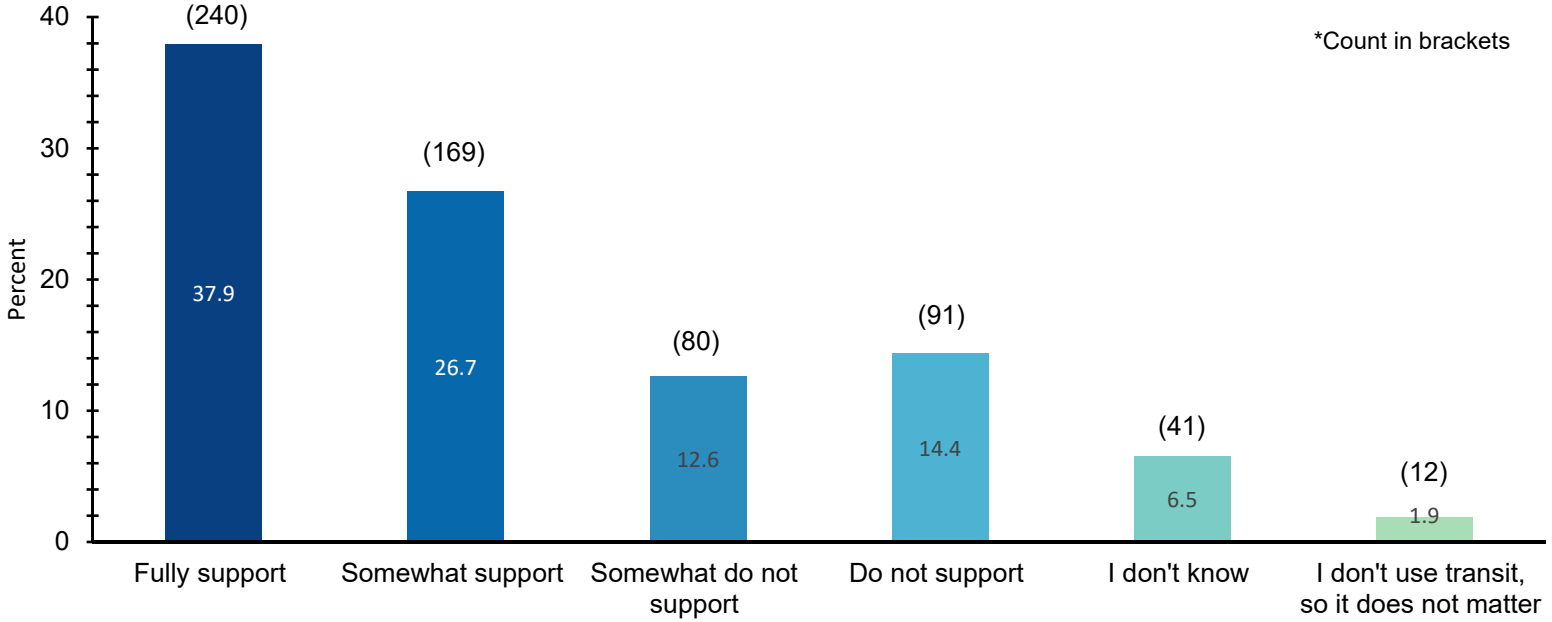
The remainer of the survey was completed by **all** respondents

Visions for Transit



Visions for Transit

Support for Route 14 Resource Allocation, a strategy that will utilize these resources in routes that are more heavily used(Route 17 and Route 15), this will result in the Route 14 running at an hourly frequency at some periods during the day as opposed to at a half hour frequency as it currently does.



OPEN HOUSES

255 people were engaged across
6 open houses over 3 days

Open Houses: Key Themes

Date	Time	Location	Attendees
May 15th	10:00 am - 12:00 pm	Downtown Terminal	70
	2:00 pm - 4:00 pm		80
	5:30 pm - 7:30 pm	Sobey's South	30
May 16th	2:00 pm - 4:00 pm	Shoppers Mall	30
	5:30 pm - 7:30 pm	Sobey's West	40
May 17th	10:00 am - 12:00 pm	Kirkcaldy stop by Corral Centre	5
Total Attendees (approximate)			**255**

Key Themes

Successes

- Positive reception of increased security presence at the Downtown Terminal
- Many drivers are friendly and responsive
- The low fare rate is appreciated by many

Challenges

- Some buses are often empty, some are usually full
- Buses are perceived as old and unclean
- The system generally runs late, with some routes performing especially poorly
- There are not enough bus shelters
- The transfer system does not work for many

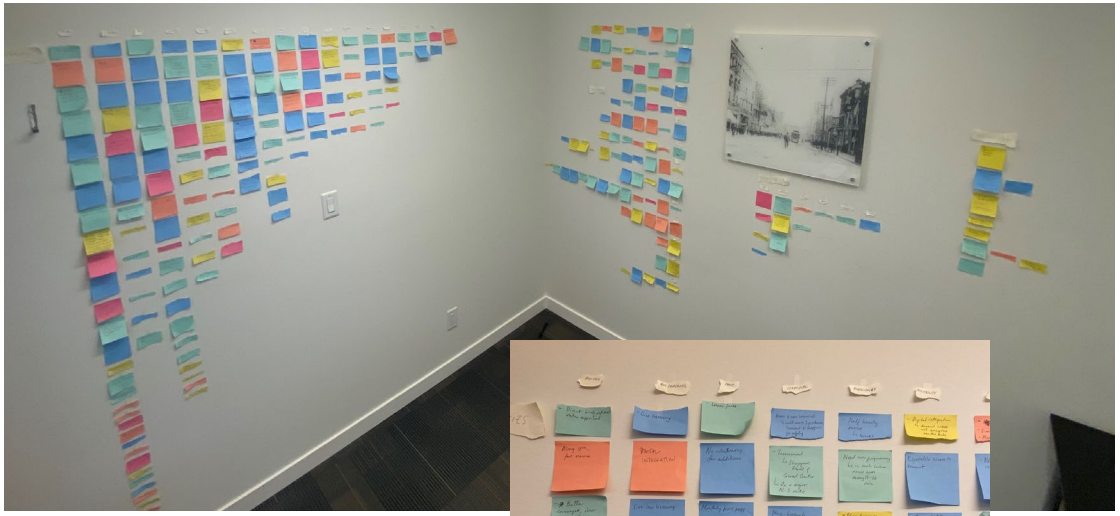
Open Houses: Key Themes

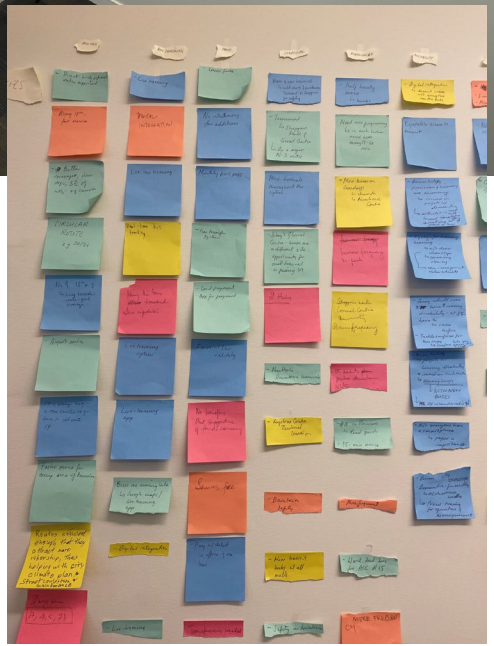
Opportunities

- Routing changes, including the potential for bi-directional service, to make the system more equitable and accessible
- Ability to live-track buses
- More frequent and expanded bus service (e.g., on Sundays)
- Increase security presence at existing Downtown Terminal, look at other locations for terminal, and explore adding terminal options
- Information about the system and schedules needs to be improved

COMMENTS & THEMES

from the survey and open houses





TOTAL COMMENTS: **705**

Survey Comments: **441**
Open House Comments: **264**

Comments: Key Themes

General Comments

Many Brandonites rely on transit for access to their daily needs. Examples of cargo that people typically bring with them on the bus include bicycles, packages, and groceries

Areas of Brandon that contain high densities of seniors and areas of low-income housing were identified

On-Demand Service is helpful to many respondents

New developments in Brandon are being built with narrow streets to maximise land usage, and it will likely prove difficult to get buses down to those new areas

TOTAL COMMENTS: **10**

Successes

Many people in Brandon like the system and the fact that it is accessible, sustainable, and a good option for those without a car

Most bus drivers are perceived as friendly and helpful

Adding security at the Downtown Terminal increased rider's feelings of safety. Location provides easy access to many services utilized by some riders, such as the Salvation Army

People enjoy the low single ticket fare

The UPASS program is a feature that many students entirely depend upon and appreciate

TOTAL COMMENTS: **25**

Comments: Key Themes

Challenges

The entire system is perceived as constantly running late, with specific problem routes, such as Route 17 & Route 15, highlighted

Whilst some buses are perceived as empty, some are often so full that they have to leave people behind

The lack and low frequency of service on weekends, early in the morning, and late at night is prohibitive

Many bus stop locations, shelters, and buses themselves are inaccessible, especially during wet/snowy weather and at night

Incidents of physical unsafety and racial abuse have led to a perception of discomfort and danger for those waiting at the Downtown Terminal

TOTAL COMMENTS: **214**

Opportunities

There is a clear desire for more direct, efficient service that provides better overall coverage in Brandon, with key areas suggested for service expansion, such as along 18th Street and to the airport

General overall increase in frequency is encouraged, with calls for Route 17 & Route 15 to run every 15 minutes

Buses need to have priority lanes or traffic signal priority so that they do not run late because of general traffic

People want to be able to pay for their transit fare / pass with a bank card (contactless payment) on buses and at pass purchase locations

Many people would like to see transfer fares in place to avoid having to pay multiple times during one trip

Issues with lateness and frequency would be more bearable if buses were able to be live-tracked, such as through Google Maps

TOTAL COMMENTS: **456**

STAKEHOLDER INTERVIEWS

29 stakeholders were engaged across 8 meetings over 5 days

Date	Stakeholders	Attendees
May 9	Brandon School Division; Westman Immigrant Services	2
May 16	Brandon Regional Health Centre	1
May 16	Prairie Mountain Health	6
May 16	Brandon University	11
May 16	Transit Champions	2
May 22	Assiniboine Community College	1
May 24	Maple Leaf	1
May 30	Assiniboine Community College Students' Union	4
Aug 15	Age Friendly Committee	9
Total attendees		**29**

Stakeholder Interviews: Emerging Themes

Transit Successes

- Vulnerable and marginalised populations are **able to access essential services**, such as the 7th Street Health Access Centre, and the Salvation Army, using transit
- Many **bus drivers** are polite and try to accomodate peoples' needs
- Many people find the **transit website** straightforward and easy to use

Transit Challenges

- Vulnerable and marginalised populations are not always able to **afford** the transit fare, and thus expose themselves to adverse weather conditions to move around the City
- Increased immigration to Brandon presents challenges for employers who **struggle to find housing near transit routes** as not all new immigrants have Canadian drivers' licenses
- **Transit scheduling** does not align with early morning / late night shift schedules, leading some to pay for a taxi or walk in the dark in order to get to work on time
- **Communication** between Brandon Transit and organisations that use Access Transit is not consistent; coordination of pick-up times, scheduling, prioritisation and drop-off policies is not standardised
- **Perceptions of unsafety** at the Downtown Terminal lead many to avoid using transit altogether
- Consistent issues with **lateness**, waiting for up to 30 minutes for a bus, and being unsure of when the next bus arrives makes transit an unattractive choice
- ACC students consistently arrive late to their morning classes due to **overcrowding and lateness** on Route 15, sometimes even being left behind at bus stops
- Many, especially new immigrants, are **unclear as to how the transfer system works** as the information available is not accessible

Stakeholder Interviews: Emerging Themes

Opportunities for Transit

- Agreements with key community partners and stakeholders to **develop passes for low-income and marginalised populations** are encouraged
- **Enhanced security and lighting** could encourage transit uptake amongst employees who have early morning / late night shifts
- University and school students **need targeted materials** about the system designed for them, which could be undertaken through collaboration with the institutions, for example, a Co-op program
- **Landmark-oriented transit maps and materials in different languages**, as well as transit orientation days, could help new arrivals in Brandon better understand the system and feel confident in using it
- There is support for **express service** along 18th Street and Victoria Avenue combined with existing loop routes with the understanding that more logical and expedient routing will increase transit uptake
- General **revitalization of Downtown Brandon** would help people view the Terminal as pleasant place to wait and transfer buses
- Routing needs to be expanded to **Indigenous communities** to ensure they have access to universities and essential services with transit
- There could be **multiple Terminals**, or the existing one could be moved.
- People would be willing to pay a higher fare if **transfers were included**, for example, a ticket valid for one hour

Stakeholder Interviews: Age Friendly Report Summary

Age Friendly Committee Report on Transportation in Brandon

As part of reaching out to Stakeholders in Brandon, WATT had the opportunity of speaking with the Age Friendly Committee of Council. Below is a synopsis of the work they have been doing behind the scenes to identify issues and opportunities with respect to transportation for the segment of the Brandon community that is 65 and older, these recommendations serve as feedback gathered in the Phase 1 engagement process and so have been included in this report.

Report Recommendations Focus Area Recommendations

Accessibility challenges

- Develop a subsidy program for those on fixed incomes (i.e., reduced rates during non-peak hours)
- Medical questionnaire for Access Transit needs to be revised (i.e., too much red tape, too restrictive, and/or discriminatory)
- Develop Handi-Van service that more closely models that of the Town of Stonewall that that of the City of Winnipeg
- Consider “older adult” bus service using vans similar to that currently used by assisted living residences
- Shuttle service between senior residences and popular stops
- Free shuttle service between one pick up location (e.g., the mall) and destination (e.g., Riverbank Discovery Centre) during special events such as Canada Day or Multicultural Day

Safety while on transit and at bus stops

- Explore public transit safety initiatives in other age-friendly communities

Limited number of stops and length of rides

- Conduct public consultation regarding bus routes, number of stops, length of trips, and related amenities (including bus shelters)
- Conduct an environmental scan of features of public transportation systems in similar types of age-friendly communities in Canada (e.g., Moose Jaw)

Key Takeaways

Overall, the majority of survey respondents are **satisfied with the Brandon Transit System**

Survey respondents are mostly travelling to **south-central Brandon, including Valleyview and Richmond Park**

Routes 15, 8 and 17 are **most frequently** used to travel by survey respondents

The system is perceived to be **consistently running late,** with additional issues of overcrowding on specific routes

Bus stops and shelters are not always accessible and need better amenities

There is support for the introduction of **north-south and east-west express service** alongside the traditional **loop routes**

Increases in frequency and expanded / modified routing are identified as most needed to meet travel needs

The introduction of **contactless payments, transfer fares, and bus live-tracking**, among other improvements, would **help incentivize transit uptake**

Brandon Transit
Route Planning and Long-term Strategy

Round 2 Engagement Results

WATT Consulting Group

City of BRANDON

April 2025

Contents

1. CONTEXT & ENGAGEMENT SUMMARY

3 About the Project
4 About Brandon Transit
5 Round 1 Engagement Recap
6 Round 2 Engagement Methods
7 Options Overview: Routes & Braecrest Service
10 Key Round 2 Engagement Findings

2. SURVEY RESULTS

12 Survey Engagement: By the Numbers
13 Feedback on Route Options
15 Common Themes for Both Route Options
16 Missing Destinations
17 Feedback on Improving Proposed Route Options
19 Feedback on Braecrest Service Options
21 Additional Survey + Social Media Comments

3. OPEN HOUSE RESULTS

23 Open House Overview
24 Feedback on Route Options
25 Feedback on Braecrest Service Options
25 Supporting Priorities

4. INTEREST GROUP INTERVIEW RESULTS

26 Interest Group Interview Overview
27 Feedback on Route Options
28 Feedback on Braecrest Service Options
28 Supporting Priorities

5. SUMMARY & CONCLUSION

29 Summary of Voting Results by Engagement Method
30 Conclusion & Next Steps

About the Project

Every day, Brandon Transit connects residents to vital economic, social, educational, and recreational opportunities. However, the lingering impacts of the COVID-19 pandemic, along with local shifts in demographics and travel patterns, underscore the necessity for a thoughtful re-evaluation and redesign of the transit system to better serve the diverse and growing needs of the community.

Since Spring 2024, the City of Brandon has been undertaking a comprehensive review of its public transit system and services to better serve Brandon. This project is focused on understanding how transit can best meet local travel demands and evolving mobility patterns, culminating in the creation of a Brandon Transit Route Planning & Long-term Strategy. This Strategy will include realistic and thoughtful recommendations for short, medium, and long-term changes that will enhance the transit system, improve the rider experience, and attract new transit users.

The development of the Brandon Transit Route Planning and Long-term Strategy involves continued outreach to residents, businesses, and community groups. The first round of engagement occurred in May 2024 at the beginning of the planning process and focused on understanding local transit needs. Feedback gathered helped to inform the development of preliminary transit system options. The second round of engagement occurred in January and February 2025, allowing the project team to listen to community feedback on overall route options and area-specific service options and further refine them.

Council's Transit Vision

The Brandon Transit System shall be a safe, direct, reliable, and convenient system that serves key destinations in the city, is digitally-integrated, and is an attractive choice of travel in Brandon.

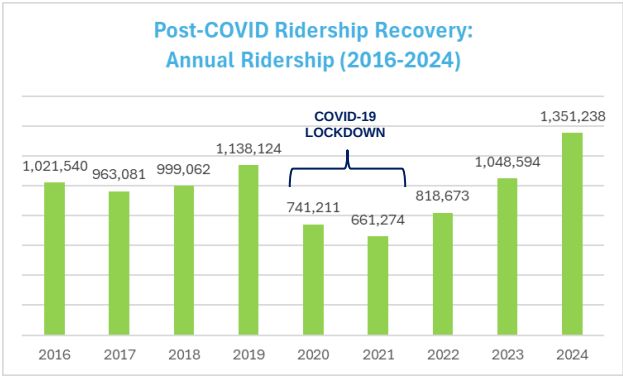
About Brandon Transit

Brandon Transit services a region of 79 square kilometers with a population of 51,000, and provides both conventional and specialized accessible transit services across 8 fixed routes. It currently follows a hub-and-spoke model and achieved a ridership of 1,048,594 passenger trips in 2023, which is almost recovered to pre-pandemic ridership levels (1,138,124 passenger trips in 2019).

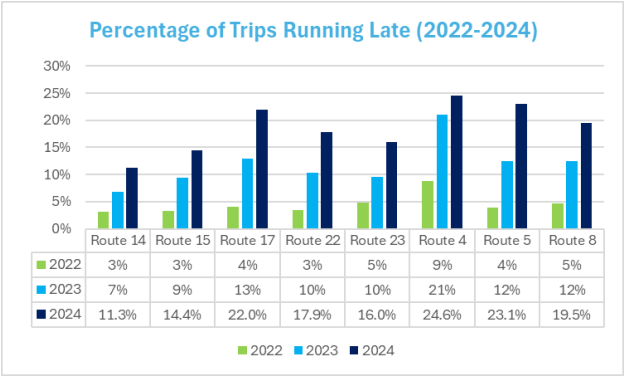
Key Stats:

- **8** fixed routes
- Serves a population of **51,000** across an area of **79 sq km**
- Currently operates under a **hub-and-spoke** model
- **Busiest routes:** 17, 15, 8, and 4
- **22 accessible transit buses** in the Brandon Transit fleet
- Network of **300 bus stops** (53 accessible, 51 with shelters, and 10 Access Transit loading zones)
- **U-Pass available** to students of local educational institutions (such as Brandon University and Assiniboine College)

What is working **well**?



What could be **improved**?



	Route 14	Route 15	Route 17	Route 22	Route 23	Route 4	Route 5	Route 8
2022	3%	3%	4%	3%	5%	9%	4%	5%
2023	7%	9%	13%	10%	10%	21%	12%	12%
2024	11.3%	14.4%	22.0%	17.9%	16.0%	24.6%	23.1%	19.5%

Round 1 Engagement Recap

WHAT WE'VE HEARD SO FAR

The first round of public engagement for the Brandon Transit Strategy took place in May 2024 and involved three main activities:

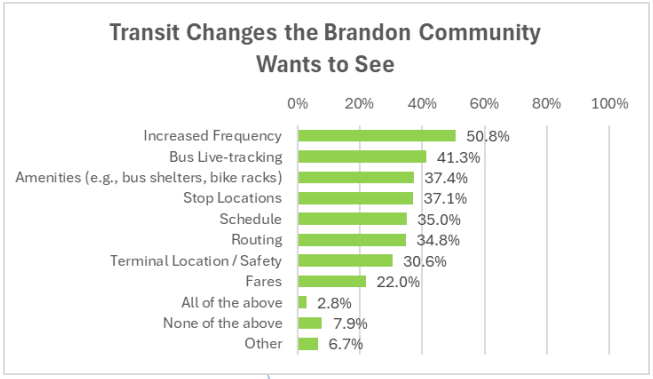
- 633 responses — **Online Survey**
- 29 attendees — **Interviews with Local Community Partners + Organizations**
- 255 attendees — **Pop-up Events + Open Houses**

Key Themes

The Brandon community wants to see...

- Frequent and expanded bus service (e.g., north-south and east-west service)
- Accessible bus stops and shelters
- Less crowding on buses
- Improved transit reliability and safety
- Clear and accessible transit information
- Contactless payments, transfer fares, and bus live-tracking

"Being skipped because the bus is too full"
"Buses that don't get maintained"
"Rude bus drivers"



"A more rider-friendly culture"
"Ability to pay fares by bank card"
"Free passes for certain community groups (e.g., children; homeless population)"

Round 2 Engagement Methods

- Available online via Bang the Table from **February 3 – 23, 2025**
- Paper copies were available at the Transit Information Centre, on transit buses, and at open houses
- **235 responses**

- **December 18, 2024 & February 12, 2025**
- Workshops / interviews with local business owners, community organisations, educational institutions and members of the public
- **6 organizations interviewed** (28 invitations sent out)

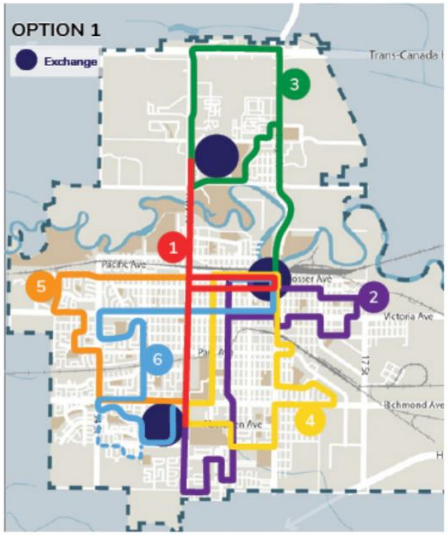
- **February 3 – 6, 2025**
  - Superstore (2 sessions): ~30 attendees
  - Brandon University: ~25 attendees
  - Walmart (2 sessions): ~30 attendees
  - Assiniboine College: ~50 attendees
  - Shoppers Mall (2 sessions): ~50 attendees
- **Approx. 185 attendees**

Route Options Overview

Both options offer **3 exchange points** for the system: 1) the existing downtown exchange, 2) a proposed exchange near Shoppers Mall, and 3) a proposed exchange at the Corral Centre. Exact locations are TBD.

Option 1

Option 1 seeks to provide similar coverage to the existing system, but with more direct service to key destinations in Brandon.



Highlights

- Bi-directional service
- Frequencies vary from 30 to 60 minutes, similar to the existing network, with Route 1 likely going up to 15-minute frequency
- Route 1 is the main north/south connection (Rapid/Express route)
- Route 2 provides south/east connection
- Route 3 consolidates existing Routes 4 and 5 for efficient service on the Hill
- Routes 4, 5, and 6 provide connection from residential neighbourhoods to Route 1 and major destinations

Option 2

Option 2 seeks to make existing connections more direct, shifts focus to Route 1 and starts to build a route serving Braecrest and a potential major east-west connection.

Highlights

- Bi-directional service
- Route 1 is the main north/south connection (Rapid/Express route)
- Route 2 provides south/east connection and north/south connection via 1st Street and Braecrest Drive, but does not serve downtown (potential for 15-min frequency)
- Route 3 consolidates existing Routes 4/5 for efficient service on the Hill and stays there as a North Hill route
- Proposed Routes 4/5 are interlined (connect to each other) and provide connections from residential areas to Route 1 and major destinations
- Proposed Route 6 has the potential to develop into an east/west Express route along Victoria Avenue in the future

Route Options Overview

SERVICE CHARACTERISTICS	CURRENT	OPTION 1	OPTION 2
Routes	8	6	6
Exchanges	1	3	3
Peak Buses	8	11	12
Frequency	30 / 60 mins	30 / 15 mins	30 / 15 mins
Serves Downtown?	Yes (8 routes)	Yes (6 routes)	Yes (3 routes)
Serves AC (North/East)?	Yes (1 route)	Yes (1 route)	Yes (2 routes)
Serves Shoppers?	Yes (2 routes)	Yes (5 routes)	Yes (5 routes)
Operational Cost	$	$$	$$$

Braecrest Service Options Overview

Service Highlights

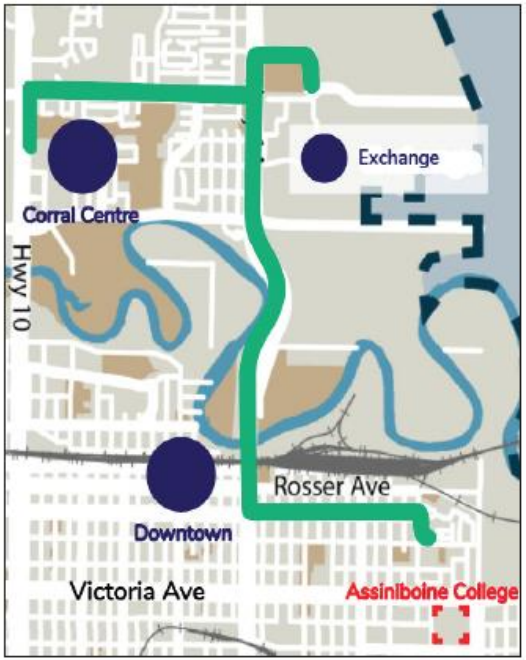
- Connects Braecrest Drive to Corral Centre and Assiniboine College (AC)
- Bi-directional service (buses move both ways)
- Round-trip service will take approximately 50 minutes
- Starts at 1 hour frequency (can be increased in the future)
- Route proposed to start at Corral Centre and end at AC (on 14th Street E)
- Start point at Corral Centre + bus stops along Braecrest Drive are TBD

Option 1

Route Serves Downtown
~25 minutes Round-trip

Option 2

Route Does Not Serve Downtown
~20 minutes Round-trip



Key Round 2 Engagement Findings

With growth and new development coming to Brandon, community members view **building a local transit culture** as vital for the wellbeing and future development of the city

Community members want to see **bi-directional service** with **multiple exchanges**, **improved frequency**, and better **geographic coverage**

Route Option #1 was preferred more by survey-takers (58%), but **Route Option #2** was greatly preferred by Open House attendees and interest group interviewees

Braecrest Option #1 (Downtown Connection) was the most popular option for Braecrest service across all three engagement methods (67% of survey-takers preferred this option)

Designing for user experience is a key aspect of an appealing transit system; **pedestrian-oriented stop locations** and **well-lit, warm bus shelters** would allow more people to use and enjoy transit

Expanded service spans on weekdays and weekends and **affordable/free transfers** are highly requested by transit users and would unlock opportunities for new users to access and continue to use transit

Implementing technology upgrades such as **bus live-tracking** and expanded **contactless payment options** (i.e., credit card, app) would make taking transit easier

East-West service is highly sought-after by transit users and would **provide better connection** and **improve transit accessibility** across the city

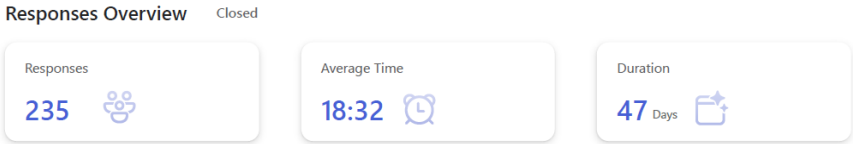
SURVEY RESULTS

Survey Engagement: By the Numbers

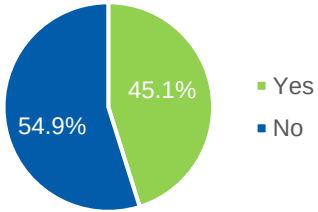
235 survey responses

58% prefer Route Option 1

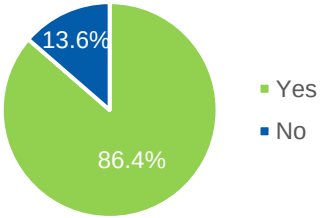
67% support new Braecrest service going downtown



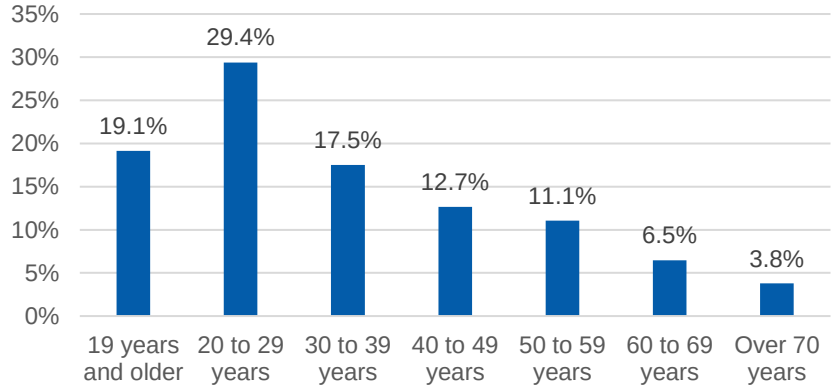
Do you own or have access to a vehicle?



Do you use public transit in Brandon?



Ages in Respondents' Households



Feedback on Route Option #1

58% of survey-takers prefer Option 1

Support for potential future 15-minute frequency on Route 1

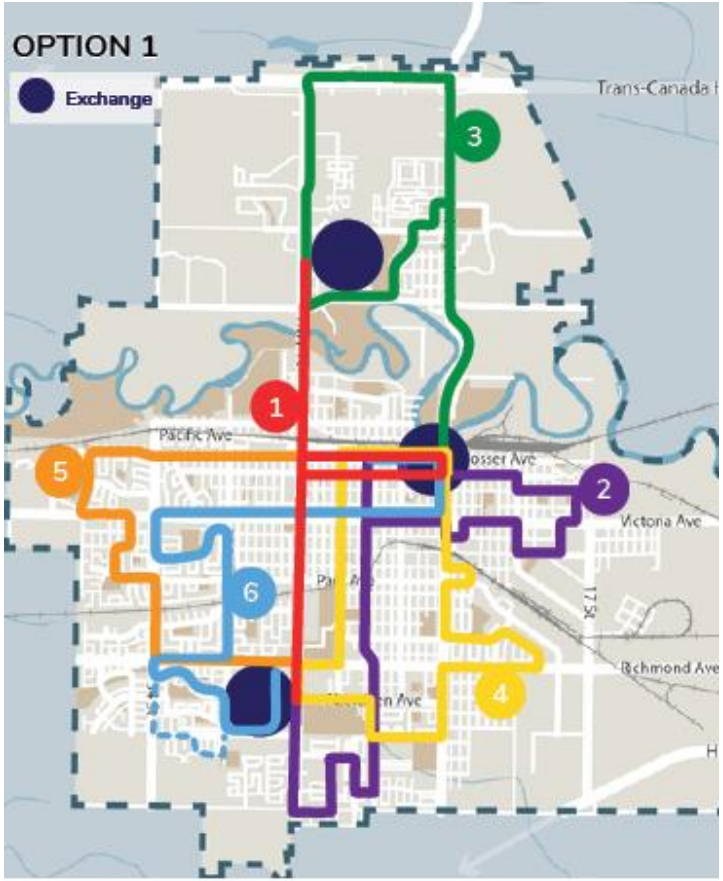
- *More routes downtown and the possibility of 15-minute frequency for Route 1*
- *I like that Routes 4 and 5 will be connected, and the option that the busy north/south will have a rapid or express version*
- *I like the proposal of a 15-min bus frequency*
- *I like the idea of having a North-South express route, as well as an East-West express route*

Support for coverage and connectivity of network

- *It provides better route connectivity and better times across city*
- *It seems to cover more areas, and the cost is less to taxpayers than Option 2*
- *Covers downtown more as well as Shoppers Mall*

Support for service to downtown

- *I like that all connections serve downtown*
- *Looks like most of the routes will still have access to downtown in someway - I think this downtown exchange point is essential for making the core more vibrant, safer, and shopper/service friendly*
- *It serves downtown more*



Feedback on Route Option #2

42% of survey-takers prefer Option #2

Support for East-West Connection
- *Option 2 better serves the east end, which is where I reside*
- *Multiple routes to transit users in the east end, this means more routes can be used with more frequent stop times*
- *East-West on the south end serves my family better*

Support for service to North Hill/Braecrest Drive
- *Covers the entire Braecreast Drive - this is currently a large gap considering the number of apartments that are there*
- *The return of the Braecrest Drive route will benefit a lot of people in the North Hill. It also appears to potentially solve the overwhelming demand for transit both AC campuses and Brandon University*

Support for directness of routes and fewer routes downtown
- *Simple and easy to understand - not everyone needs to go Downtown*
- *Less buses going downtown, more direct routes, less time on the bus*
- *Increased frequency, more direct routes, and less going downtown*

More options for Assiniboine College
- *Having more routes for AC is lovely*
- *it goes to AC on 2 routes - that bus is always full and people get refused from it all the time! I also like that the peak buses is higher :)*
- *More bus service to AC; there are currently not enough buses running regularly to meet the demand for this location*

Common Themes for Both Route Options

Concerns with cost of changes, support for most cost-effective option, desire to keep transit affordable

- *I don't like that it costs more, it's already expensive enough to take the bus everyday for it to be considered "public transit"*
- *Assume cost to ride will be more affordable with the lower operating costs*
- *The operational cost, I want something affordable yet effective*
- *I choose Option 1 because it is less expensive*
- *I am concerned about the higher cost*

Desire for reduced wait times/higher frequency

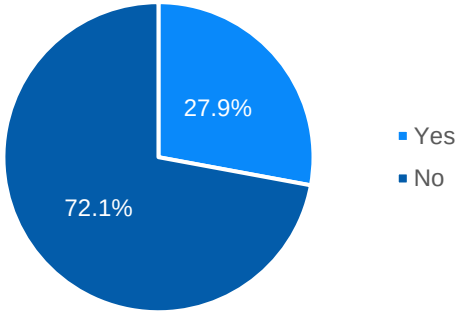
- *I'm looking for reduced wait times and coordinated feeder routes to access main route buses*
- *Better coverage but needs more frequent buses*
- *More peak buses*

Support for multiple exchanges/transfer points

- *I like that all routes still share 1 terminal, reducing the amount of transfers required to get across town - it keeps most of the good traits of Brandon's current transit system*
- *The addition of new hubs allows for increased densification in those areas allowing healthy, safe, and walkable communities throughout the city*
- *I think it's an improvement to have multiple exchange points that are linked so that customers can get to where they need to go but don't necessarily have to go downtown. I also like the potential for more frequent service*

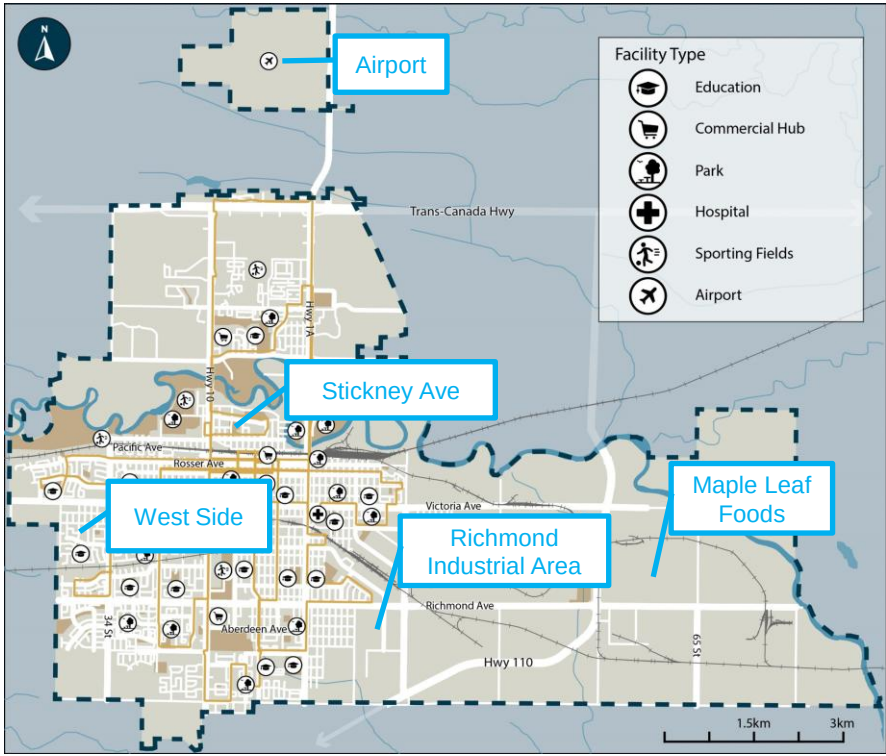
Missing Destinations

Are there any key destinations missing from the proposed transit network option you selected above?



Common Responses:

- Airport
- Stickney Avenue
- Maple Leaf Foods
- Richmond Industrial Area
- West Side, e.g. Brookwood Subdivision, Willowdale Crescent, Lakeview Drive



Improve Proposed Options

Do you have any comments or suggestions on ways to improve the proposed options?

Technology (introduce an app, bus live tracking)

- *Provide live bus tracking and an app to riders to ensure they can efficiently track bus arrivals and departures. Paying fares using the app rather than paying on the bus would be much more efficient and easier to manage*
- *Maybe a way to track transit, is hard to know when the bus will arrive and this is crucial in winter for people waiting*

Improved Fare Payment Options

- *In addition to bank card payment system, maybe an online banking transfer facility to load / recharge the existing transport card system can be included, as currently, these bus card can only be reloaded in selected shops, which may be inaccessible for some*

Allow Fare Transfers

- *With fares this high, please bring back transfers*
- *Use transfer tickets like other cities so you don't have to pay for every bus*
- *With the increase in transfer/exchange locations, a transfer system like Winnipeg's would help (i.e. transfer ticket for 30 minutes as opposed to Winnipeg's hour). Those who use 10 ride passes or single trip fare would therefore not be at as much risk of becoming stranded after a transfer*

Include service on Stickney Avenue

- *As someone living on Stickney where bus 5 is a life saver when it comes to making it easy to get around (we severely miss the bridge to downtown), the new bus system feels like it forgets us. For those who live right near the east end of Stickney, it's a 1.6 km walk to the nearest accessible bus line along 18th. Depending on your speed, that could take around 20 minutes to reach a bus stop. I count on bus 5 to take me to BU and without it, it's going to be much harder for me to get to my classes in a timely manner. If Stickney could at least be partially included in a line, that would make a great improvement for us living here*

Improve Proposed Options

Do you have any comments or suggestions on ways to improve the proposed options?

Bus Driver Conduct

- *The thing that you need to change is the rude bus drivers and the bus drivers that don't drive properly*
- *Friendlier drivers, better service, and more frequency*

Infrastructure

- *About the Downtown Area Terminal, is it possible to locate it in an enclosed area, since passengers will mostly have to wait out here for transfer - and can be agonizing during the winter*
- *We NEED bus shelters. A lot of bus stops in Brandon don't even have benches*

Timeliness and Higher Frequency of Buses

- *Please ensure the bus arrives on time with minimal delays especially during winter seasons. Also make sure the bus drivers are kind enough to wait if they see or hear that someone is running to catch bus*
- *I would love if the buses come on time and more frequent*

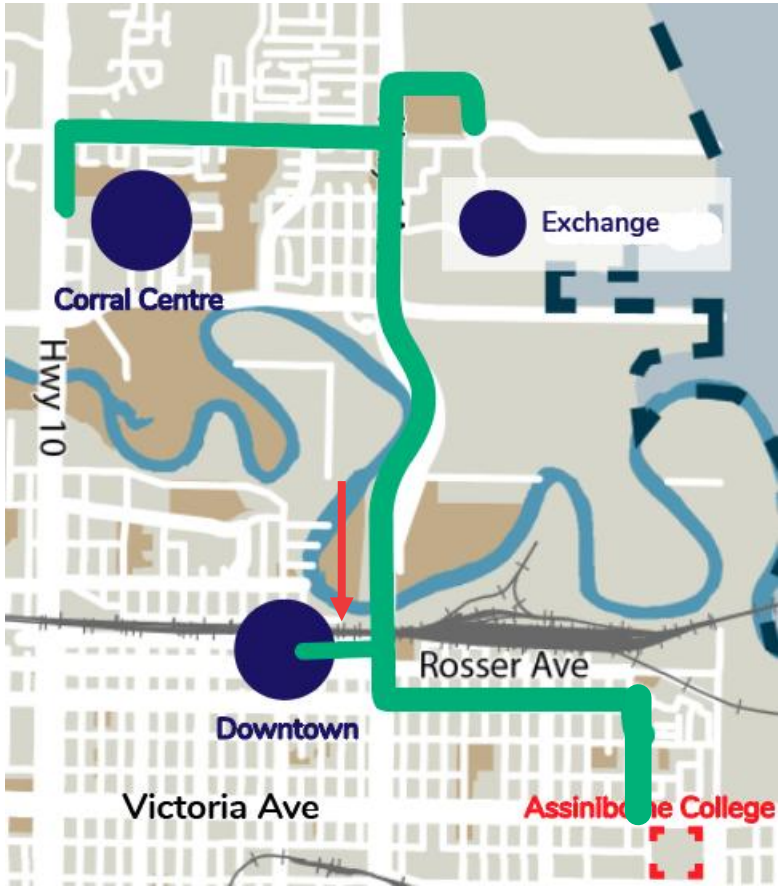
Feedback on Braecrest Option 1

Option 1 - Serves Downtown Exchange

67% of survey-takers prefer this option

Supportive Comments

- *If we're confident we can stick to 25-minute routes, then connect to downtown. If we're going to have trouble hitting that target and making people wait for transfers at exchange, then let's go for 20min*
- *I think it would be more helpful and easy to transfer if downtown service was included*
- *It would make it easier for riders to get to other destinations if need be from the terminal*
- *The ability to transfer to and from campus directly to the other buses at the terminal is crucial. Most people attending on campus who take the bus don't also live on that same route*



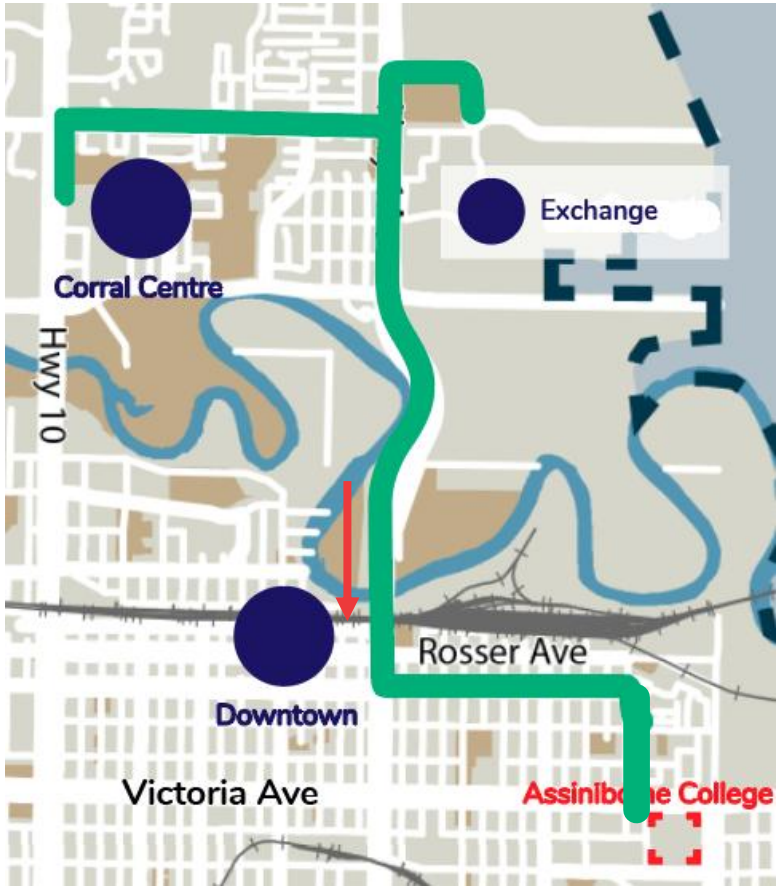
Feedback on Braecrest Option 2

Option 2 – Does Not Serve Downtown Exchange

33% of survey-takers prefer this option

Supportive Comments

- *Downtown is not a critical node*
- *I think that it's close enough to downtown to warrant less downtown options*
- *Enough bus routes already connect to downtown, and transfers can be used to connect to downtown, if required*
- *Instead of connecting every bus to the downtown terminal make routes overlap so if people need to go downtown they can catch a different bus*



Additional Survey Comments

Primary Themes

Are there any other ideas or comments that you have about how to improve Brandon Transit?

Technology (introduce an app, bus live tracking, website improvements, informational materials)

- *Live tracking system will be so good during winter, where you don't have to stand in cold without shelter*
- *A functioning transit website with correct routes and how to use them*
- *Bus Live Tracking options are going to be incredibly helpful*
- *Have some videos on the website to explain to people how to use the new services or to explain the new changes because the drivers have no time to explain and not everyone understands to read the pamphlet*

Improved Fare Payment Options

- *Pay for fares online and/or with a bank card or app on the bus, lower fares, daily/weekly pass options, announce every stop along the routes, move transit hub away from downtown*
- *Payment method at the bus (credit or debit card or apple pay)*
- *More ways to reload smart card fares*

Allow Fare Transfers

- *Introduce the transfer option again please*
- *Adding a way to make a transfer to a new bus without having to pay another fee. Maybe specifically for people with a bus card? To make it easier to deter people from riding without a purpose*

Social Media Ad Results

- Sidewalks and bus stops should be clear of snow and other mobility impediments
- Buses should be reliable, on-time, and frequent
- Bringing service back to Stickney Avenue is important for the local population to have equitable access to the city
- Bus drivers should be kind, courteous, and drop transit users off at the sidewalk (rather than in the roadway)
- Accessibility upgrades to buses/stops for the elderly and those with mobility issues

Additional Survey Comments

Are there any other ideas or comments that you have about how to improve Brandon Transit?

Infrastructure, Winter Conditions

- *Ensuring clear line of site options during winter and after a heavy snowfall, since some bus stops are not cleared right away*
- *Adding heater system at stops for winters*
- *Many current bus stops (like on Richmond near 34th street) have no, or very odd, pedestrian access. We need to think through how people are actually getting to certain bus stops and if it makes sense*
- *Keeping bus stop areas shoveled/plowed out during the winter. Accessing buses at most stops during the winter with strollers or mobility aids is extremely difficult if not impossible. Include bus shelters and benches at all stops*

Timeliness of Buses

- *If a bus is running early on a route there is nothing wrong with slowing up or waiting at a stop for a few minutes*
- *Get timing more accurate if possible*

Higher Frequency

- *Need shorter waiting time… there should be 15-minute frequency for Routes 4 and 5 in the wintertime*
- *15-minute frequency should be in effect during peak weekday hours*
- *Address peak need times and increase bus frequency*

Sunday Service

- *Extend Sunday last bus timing from 6 pm to 11:30 pm*
- *Have buses run longer on Sundays evenings*

Safety & Etiquette

- *Important to consider safety of passengers and drivers*
- *Public service announcements/education on bus etiquette is much needed; buses like the 15 are often full of people shoving and ignoring priority (disabled, elderly, etc.) seating*
- *Is the issue being dealt with concerning customers who are drunk, violent, inappropriate dress etc.? It is scarier to use the bus, especially at night downtown. Is extra security an option? Or is the cost effect too much?*

OPEN HOUSES

185 people were engaged across 8 open houses over 4 days (Feb 3-6, 2025)

Date	Time	Location	Attendees
Mon, Feb 3rd	6 – 8 pm	Superstore	**15**
Tue, Feb 4th	10 am – 12 pm	Brandon University	**25**
	2 – 4 pm	Superstore	**15**
	6 – 8 pm	Walmart	**15**
Wed, Feb 5th	10 am – 12 pm	Assiniboine College	**50**
	2 – 4 pm	Walmart	**15**
	6 – 8 pm	Shoppers Mall	**25**
Thu, Feb 6th	10 am – 12 pm	Shoppers Mall	**25**
		Total Attendees (approximate)	**185**

Open Houses: Route Options

Option 1

- Positive reception of additional exchange / transfer locations at Shoppers Mall and Corral Centre
- Additional frequency and bi-directional service is highly supported
- Lack of East-West connections
- Appreciated the number of routes that service downtown

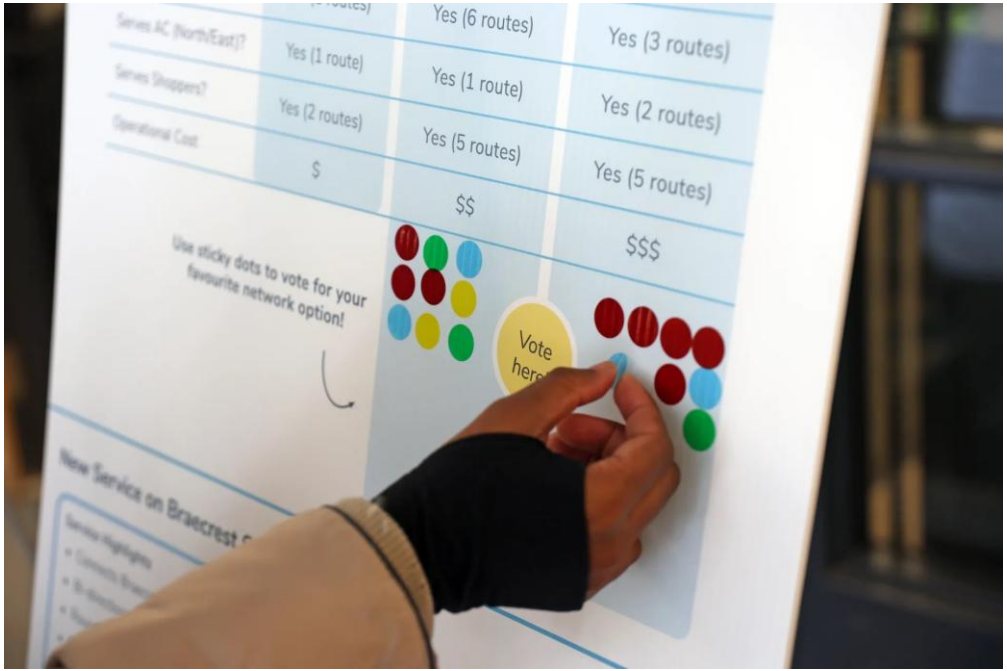
Option 2

- **Most participants voted for Route Option 2**
- Many people want better east-west connections to reduce transfers (especially to AC and the Hospital)
- All of the connections downtown will not be necessary because of the new exchange points, so it is ok that all routes do not connect downtown
- Support for increased frequency and bi-directional service for most routes

Open Houses: Braecrest & Supporting Priorities

Braecrest Service

- **Most participants voted for Braecrest Option 1** to allow for more connections downtown
- Most did not mind an additional 5-minute trip time because of the benefits bringing riders downtown will bring



Supporting Priorities & Other Comments

- Many people want to see more heated shelters around the city because they are often waiting in the cold due of long transfer times
- Shelters and exchanges should be well-lit for safety
- A travel training program would be helpful for new-comers and those wanting to use transit
- Many people want the ability to track the buses in real-time
- More frequent service and expanded service span (i.e. earlier/later in the morning/evening)
- Some community members want to see a bus stop at Portola Drive and Southridge

INTEREST GROUP INTERVIEWS

28 invitations sent out, resulting in 4 meetings attended by representatives from 6 organizations

Date	Interest Groups	Attendees
Dec. 18, 2024	Brandon University	1
Dec. 19, 2024	City of Brandon Age-Friendly Committee	4
Jan. 6, 2025	City of Brandon Accessibility Committee	5
Feb. 12, 2025	Prairie Mountain Health Westman Immigrant Services Brandon Climate Action	3
	Total attendees	**13**

Interest Group Interviews: Route Options

Option 1

- There are a lot of AC students living in BU residences and there is no east-west coverage for them
- Option 1 feels like an increase, but it is still a low ceiling – it's not going to make a difference in the transit culture

Option 2

- **Route Option 2 was preferred by all attendees**
- It's a real step up in capacity for the system and looks more functional for students, professors, etc.
- Much more attractive for casual and everyday riders
- 15-min frequency that's direct without any transfers is great (Route 1)
- Much more attractive for casual and everyday riders
- Attendees appreciated the bi-directional service for most routes
- Three exchange points will make transfers easier and take strain away from the downtown terminal
- East-West connection is so important
- Attendees appreciate the additional service to the hospital (& AC)

Interest Group Interviews: Braecrest & Supporting Priorities

Braecrest Options

- **All attendees preferred Braecrest Option 1 (downtown connection)**
- Connecting to downtown is probably better for AC than BU but routing makes sense in general for the city
- Many routes go downtown so Option 1 gives another option for riders to connect to AC or the North Hill campus
- All attendees agree that service to Braecrest is critical because of the development happening

Supporting Priorities & Other Comments

- The UPass is critical for transit success and support
- Having an exchange at Corral Centre is good, but the stops should not be on the side of the highway
- What is going to happen with the transfer policy? It should be easy and affordable for people to switch buses

Summary of Voting Results by Engagement Method

	Route Options		Braecrest Service Options	
	Option 1	Option 2	Option 1 (Goes Downtown)	Option 2 (Doesn't Go Downtown)
Survey	☑ (58%)		☑ (67%)	
Open Houses		☑	☑	
Interviews		☑	☑	

Conclusion & Next Steps

Brandon Transit's Route Planning and Long-term Strategy is one step closer to completion in Spring 2025! Round 1 Engagement (May 2024) focused on understanding the community's transit needs and challenges, while Round 2 Engagement (January-February 2025) honed-in on gathering community feedback on preliminary options for changes to the transit system.

Overall, Brandonites were happy to hear about proposed transit enhancements, and there was widespread sentiment that both Route Option 1 and Route Option 2 were improvements to the current system. Route Option 1 was preferred by 58% of survey-takers, while Route Option 2 was largely preferred by open house attendees and interest group stakeholders. Many respondents felt that Route Option 2 would provide a better foundation for transit usage and culture in Brandon, and that it could create both positive change and opportunities for the city, now and into the future. However, some respondents cited concerns about increased operating costs being passed down to transit users through increased fares. Brandonites want to see an expanded and responsive transit system, but it must be affordable for users to work.

In terms of new service on Braecrest Drive, most community members, including 67% of survey-takers, support Braecrest Option 1 (Downtown Connection).

Following the gathering of rich feedback from a diversity of community members, the project team is further refining the proposed options and crafting recommendations for the draft Strategy.

Next steps in the plan-making process include:

- Staff to report engagement results to Brandon city council
- Project team to develop an implementation plan and the final report

Appendix E – New Bus Stops Required

Proposed New Bus Stops

Stop Name	Route	Direction
817 Rosser Ave Proposed Route 1 Drop off Stop	1	North
Proposed Route 1 Transfer Stop	1	North
Princess Avenue @ 14th Street	1	North
18th Street N @ Parker Boulevard Proposed Stop	1	North
Corral Centre Proposed Station	1, 2	North
Corral Centre Proposed Station	1, 2	South
18th Street N @ Parker Boulevard Proposed Stop	1	South
817 Rosser Ave Proposed Route 1 Drop off Stop	1	South
Proposed Route 1 Transfer Stop	1	South
Neelin High School - east side	2	North
546 Russell St Proposed BRHA Stop	2	South
812 10th St Proposed 10th Ave @ College Ave	2	South
1200 Sycamore Drive Proposed	2	South
Meadowlark Campground Proposed Stop	3	
Comfort Inn Proposed Stop	3	
Park Ave @ 2nd Street Proposed	4	North
3 Cornell Bay Proposed Crocus Plains High School Stop	4	South
2611 Rosser Ave Proposed Rosser Avenue @ 26th Street	5	West
3574 Park Ave Proposed Park Avenue @ Waverly Drive	5	West
3511 Park Ave Proposed Park Avenue @ Waverly Drive	5	East
8 Patmore Dr Proposed Rosser Avenue @ 34th Street	5	East
2538 Rosser Ave Proposed Rosser Avenue @ 26th Street	5	East
3 Prelude Bay Proposed Durum Drive @ Garnet Place	6	North
927a 26th St Proposed Hillcrest PCH	6	North
20 Durum Dr Proposed Durum Drive @ Neepaw Drive	6	South

Appendix F – Costing

Financial Estimates for Proposed Service Strategies

Service Strategy	Description	Implementation Year	Vehicles	Estimated Annual Service Hours	Estimated Annual Costs*	Revenue
Service Strategy #1	Increase evening frequency to 30 minutes till 9 pm	Fall 2025	0	2,015	$ 252,000.00	$ 57,960.00
Service Strategy #2	Increase span of service on Sunday till 10 pm	Fall 2026	0	280	$35,000.00	$8050.00
Service Strategy #3	Introduce routes 3 and 7 by restructuring routes 4 and 5	Fall 2027	Working within the revenue hour envelope for the Route 4 and 5, no additional resources required			
Service Strategy #4	Restructure the system to introduce Routes 1 and 2	Fall 2027	**3**	12,642	$1,580250.00	$363,457.50
Service Strategy #5	Restructure the system to introduce Routes 4, 5 and 6	Fall 2030	2	6,500	$812,500.00	$186,875.00

- **Costs estimates shown are in addition to the existing transit system budget.** However, the service strategies also consider reallocation of existing system resources and vehicles, where feasible.
- **Estimated costs** shown are high level. Actual costs may vary depending on year of implementation and finalization of operating details at that time. Cost estimates shown include direct requirements like operator staffing, but not additional support staff (dispatch, supervisors, etc.) that may be required over time.
- **Service hour estimates** shown are high level estimates based on the service strategies presented and are each conservatively projected.

In other words, an additional buffer has been built into service hour estimates.

Vehicle estimates are based on operational requirements and also include a provision for spare vehicles. Actual vehicle requirements may vary at the time of implementation based on system fleet standards.

Overall, operating investment to restructure the system including all three phases, **not including cost of vehicles** or stop infrastructure is estimated at an additional $ 2.6 million dollars per year, assuming an operating cost of $125 per service hour. Also, assuming a cost recovery ratio of 23%, there is the possibility of recouping more than half a million dollars annually in fares, assuming fares remain the same. If a fare restructure occurs, then there is potential for higher cost recovery.

If one-time capital costs were to be considered budget impacts for the above costs are summarized in the table below.

It is to be noted that since capital costs are a one-time cost and operating costs are recurring costs, it is not possible to add up the two to project annual costs past the years 2025 to 2030.

Additional capital and infrastructure improvements related to the proposed service improvements are discussed in **Section 8** of the report.

Budget Impacts of Proposed Service Strategies

Service Strategy	Description	Implementation Year	Estimated Annual Costs*	Estimated Additional Budget Impact (Operational)	Estimated Additional Budget Impact (Capital)	Estimated Total Budget Impact
Service Strategy #1	Increase evening frequency to 30 minutes till 9 pm	Spring 2026	$ 252,000.00	$287,000.00	0	$287,000.00
Service Strategy #2	Increase span of service on Sunday till 10 pm	Fall 2026	$35,000.00			
Service Strategy #3	Introduce routes 3 and 7 by restructuring routes 4 and 5	Fall 2027	Working within the revenue hour envelope for the Route 4 and 5, no additional resources required			
Service Strategy #4	Restructure the system to introduce Routes 1 and 2	Fall 2027	$1,580250.00	$ 1,580,250.00	$ 2,400,000.00	$ 3,980,250.00
Service Strategy #5	Restructure the system to introduce Routes 4, 5 and 6	Fall 2028/29	$812,500.00	$812,500.00	$1,600,000.00	$2,412,000.00

Appendix G – Origin-Destination Travel Times

		Destination																			
		ACC						Downtown						Shoppers							
		Existing System		Option 1		Option 2		Existing System		Option 1		Option 2		Existing System		Option 1		Option 2			
		Route(s)	Travel Time (in mins)	Route(s)	Travel Time (in mins)	Route(s)	Travel Time (in mins)	Route(s)	Travel Time (in	Route(s)	Travel Time (in mins)	Route(s)	Travel Time (in mins)	Route(s)	Travel Time (in mins)	Route(s)	Travel Time (in mins)	Route(s)	Travel Time (in mins)		
Origin	Kirkcaldy Heights (Knowlton Drive @ Braecrest Drive)	4 -> 15	34	1 -> 2	37	2	13	5	19	3	18	1	34	5	38	1	42	1	42		
		5 -> 15	36	3 -> 2	23			4	15	1	34	2	20	4 -> 17	34	3 -> 1	25	2 -> 1	21		
		4	47	3 -> 1 -> 2	22									4	40	3 -> 2	47	2	37		
																3 -> 4	24	2 -> 4	38		
																3 -> 5	32	2 -> 5	35		
																3 -> 6	38				
	Riverheights (Victoria Avenue @ 34th Street Stop (east))	22	33	5 -> 2	17	5 -> 2	29	22	17	5	13	5	13	8	28	5	16	5	16		
		14 -> 15	37	5 -> 6	37	6	16	14	18	6	15			22 -> 17	32	6	17	5 -> 1	19		
																		6	17		
	Parkdale Heights (Parkdale Drive @ Durum Drive)	8 -> 15	41	5 -> 2	23	6	19	8	23	5	15	5	15	8	18	5	3	6	8		
		17 -> 15	54	6 -> 2	26			14	27	6	18	6 -> 1	18			6	7	5	3		
		14 -> 15	43									6 -> 5	27			Walk	16				
		22	57																		
	South (9th Street @ Coulter Way)	17 -> 15	26	2	13	2	13	17	10	2	21	2	26	17 -> 17	25	2	14	2	14		
		23	37			4 -> 6	26	23	25	4	18	4	20	17	19			4	10		
	Green Acres (Queens Avenue @ Elderwood Drive)	23 -> 15	28	4 -> 2 NB	14	4 -> 2	12	23	13	4	6	4	6	17 -> 17	44	4	13	4	10		
		23	25	4 -> 2 SB	10	4 -> 6	12	17	27					23	29	4 -> 1	15				
		15	30													4 -> 2	36				
																4 -> 5	21				
																4 -> 6	27				
	East End (Princess Avenue East @ 10th Street East)	Walk	16	2	9	2	9	15	9	2	6	2	15	15 -> 17	29	2	29	2	29		
										6	19			15 -> 8	35	2 -> 6	27	2 -> 1	24		
										4	19			17	40	2 -> 5	21	2 -> 4	24		
														15 -> 23	29			2 -> 5	30		
														23	37			2 -> 6	26		