Appendix M

Options Report

Town of Collingwood

Type of Document:
Technical Report

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Introduction

The Town of Collingwood's Master Mobility & Transportation Plan (MMTP) establishes a long-term framework for developing a reliable and connected transportation network through 2051. As an attachment to the MMTP, this report is developed to define, assess and select options that inform recommended policies, programs and projects presented in 2025 MMTP. It is connected to relevant municipal and provincial documents that oversee transportation policy and long-range planning in the Town of Collingwood.

As Collingwood evolves and travel patterns change Collingwood will face increased transportation pressures, including congestion on Highway 26, rising active transportation demand, expanded rural transit needs, and mobility requirements for an aging population. The options outlined in this report detail opportunities to meet these challenges and select appropriate solutions attend to Collingwood's transportation needs and achieve overall strategic goals for the next planning horizon. The report examines potential impacts of increasing road infrastructure investments, active transportation investments and offering different transit service models as proposed through the 2025 MMTP. All outlined options are articulated based on defined needs and opportunities, based on existing transportation conditions and stakeholder/public consultation from the Town of Collingwood.

This report is divided into the following sections:

- Context
- Existing Conditions
- Needs & Opportunities
- Options
- Conclusions

Context

The options evaluated in this report are shaped by the 2025 MMTP's Mobility Pillars and Strategic Goals articulated per project priorities, goals and objectives for Collingwood's Street Network, Active Transportation Infrastructure and Transit Network. Both Mobility Pillars and Strategic Goals are to align progress with project priorities, and create actionable, forward-thinking recommendations to produce desired outcomes.

Mobility Pillars

The four Mobility Pillars; ***Sustainability***, ***Health***, ***Accessibility*** and ***Flexibility*** are the MMTP's main focus areas and provide the framework for planning Collingwood's transportation system. They reflect community priorities and ensure infrastructure and policy directions support long-term goals. Each of the MMTP's Mobility Pillars are defined as follows:

SUSTAINABILITY

"Supporting the development of transport infrastructure and land use patterns that respond to public concerns, economic and environmental changes"

HEALTH

"Developing initiatives to improve and protect the health of people and their communities by emphasizing the convenient, safe and comfortable travel"

ACCESSIBILITY

"Reduce transportation barriers and tackle the diverse needs and challenges of road users of all ages and abilities"

FLEXIBILITY

"Linking communities to services and goods by ensuring barrier-free travel and maintaining a balanced, connected transportation system"

Each of these pillars inform each of the strategic goals presented in the next subsection and provide the framework for achieving planning objectives towards 2051.

Strategic Goals

The MMTP's Strategic Goals align with the Town's Official Plan (2024), Community-Based Strategic Plan (2024–2028), and other regional planning documents. Over the next planning horizon, Collingwood aims to:

1. Continue to develop an integrated multi-modal transportation network that alleviates congestion, improves traffic flow and efficiently facilitates the movement of goods, vehicles and people

2. Invest in innovative transportation technologies and build policies that reduce negative environmental impacts, manage goods movement and foster future economic growth.
3. Maintain a mode-inclusive transportation network that emphasizes physical activity, is health conscious and attentive to the existing community's character, resident and visitor needs
4. Protect the community's transportation interests by promoting urban growth policies that preserve local and regional connections to employment, existing and planned residential neighbourhoods, education, natural resources, tourism and recreation
5. Create a transportation network that reduces transportation barriers, remains affordable and commits to a vison-zero approach to enhance safety and comfort for all multi-modal users
6. Enhance public transit by ensuring that service is frequent, accessible, demand responsive and effective. Seek opportunities to enhance service through partnering with local municipalities and the region to extend coverage and provide efficient connections between service providers
7. Mitigate congestion related issues and reduce green house gas emissions to maintain a resilient, high-quality, responsible transportation network

Existing Conditions

Following the MMTPs assessment of current existing conditions, existing conditions according to multi-modal splits, network performance, active transportation and transit conditions are examined in the following subsections.

Multi-Modal Split

Collingwood's current multi-modal split was derived from the 2016 Transportation Tomorrow Survey (TTS) for the PM peak period of travel, between 3 PM and 7 PM on a weekday. The 2016 TTS is a comprehensive travel survey that is conducted every five years to collect urban travel data describing regional travel patterns and mode shares within municipalities in the Greater Golden Horseshoe Area.

The data extracted from the 2016 survey highlights that approximately 90% of trips are completed by private vehicles, while 10% are completed by non-auto transportation in Collingwood. The non-auto mode share is divided evenly between active transportation (3.5% walking and 1.7% cycling) and buses (1.1% public transit and 3.9% school bus). The survey found that most active transportation trips originate and end within municipal boundaries, while 70% of transit trips begin or end outside of the Town. The current multi-modal split as per the 2016 TTS data is illustrated in Figure 1.

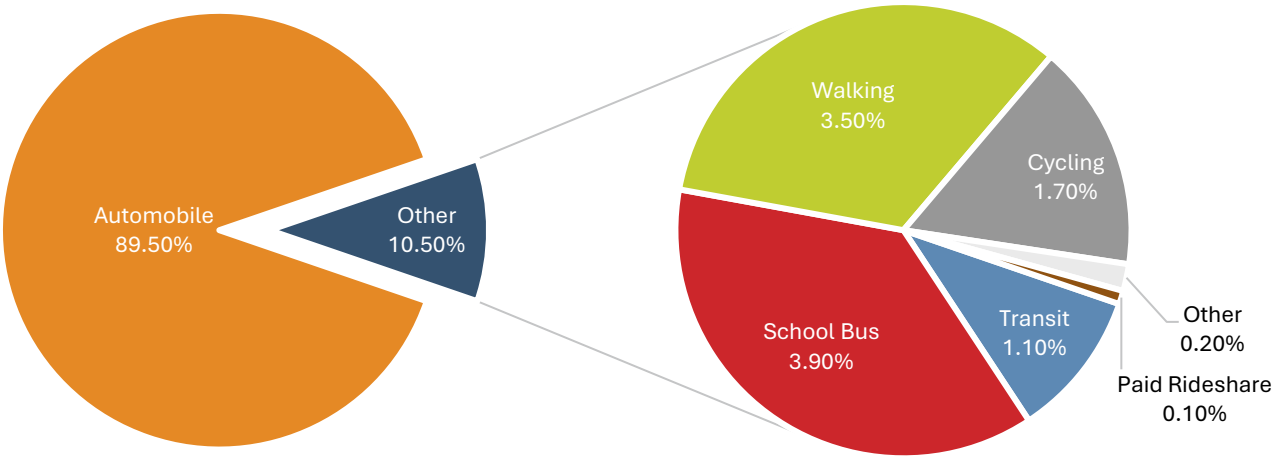

Figure 1: Multi-Modal Split, 2016 Transportation Tomorrow Survey

Level of Service

Travel demand was forecasted by applying a VISUM model to measure the Town's Volume-to-Capacity (v/c) ratio on major roads and the associated Level of Service network during PM peak hours. PM peak hours are typically selected for this analysis as these estimates convey worst-case scenarios and the highest congested conditions a network will face.

Table 1: Volume-to-Capacity (v/c) ratios and Level of Service (LOS) Thresholds

v/c ratio	LOS	General Traffic Condition
0.00 - 0.20	LOS A	Outstanding
0.20 - 0.40	LOS B	Excellent
0.40 - 0.60	LOS C	Good
0.60 - 0.80	LOD D	Fair
0.80 - 1.00	LOS E	Poor
>1.00	LOD F	Failure

The generally accepted goal is to maintain a LOS A to D on road networks, address LOS E conditions on affected roads and avoid any LOS F conditions over long term periods through addressing capacity constraints via enhancement and applying Transportation Demand Management (TDM) actions. Thresholds depicting general traffic conditions on a scale from 'Outstanding' to 'Failure' are seen in Table 1.

The LOS analysis reveals that corridors within the Town of Collingwood operate under acceptable conditions, indicating LOS between A and C. Corridors categorized under A and C are regarded as having stable and manageable traffic conditions. When the LOS approaches D, a noticeable decrease in vehicle speed, maneuverability in traffic, and higher delays resulting from minor incidents will be prevalent.

For segments experiencing moderate congestion, (yellow and orange, LOS C & D) optimizing traffic signals is a cost-effective and practical approach. Adjusting signal timings to better match traffic patterns or implementing adaptive signal control systems can improve throughput without requiring physical road modifications. Enhanced coordination between signals along major corridors – especially where congestion builds up, can prevent delays from worsening, particularly during peak travel times. Effective access management strategies, such as consolidating driveways, installing medians, and minimizing conflict points, further enhance traffic efficiency and safety along congested corridors.

Another important strategy involves aligning transportation planning with future land-use development. This prevents new growth from exacerbating existing traffic issues and contributes to sustainable long-term congestion management. In addition to capacity and signal improvements, promoting alternative transportation modes is essential for reducing single-occupancy vehicle reliance. Enhancing public transit options by introducing dedicated bus lanes and prioritizing transit at signals can reduce vehicle volumes on key corridors, easing congestion and supporting more sustainable urban mobility.

Figure 2: Existing (2024) Volume-to-Capacity Ratio – Weekday PM Peak Hour – Summer Season

Figure 3: Existing (2024) Volume-to-Capacity Ratio – Weekday PM Peak Hour – Winter Season

The VISUM analysis reveals that the corridors within the Town of Collingwood are operating under acceptable conditions, indicating Level of Service (LOS) between A and C. These zones are generally characterized by stable and manageable traffic conditions. As the LOS approaches D there will be noticeable decrease in vehicle speed, maneuverability in traffic, and higher delays resulting from minor incidents.

For segments experiencing moderate congestion, indicated in yellow and orange (LOS C & D), optimizing traffic signals is a cost-effective and practical approach. Adjusting signal timings to better match traffic patterns or implementing adaptive signal control systems can improve throughput without requiring physical road modifications. Enhanced coordination between signals along major corridors—especially where congestion is beginning to build can prevent delays from worsening, particularly during peak travel times. Effective access management strategies, such as consolidating driveways, installing medians, and minimizing conflict points, further enhance traffic efficiency and safety along congested corridors.

Another important strategy involves aligning transportation planning with future land-use development to prevent new growth from exacerbating existing traffic issues, contributing to sustainable long-term congestion management. In addition to capacity and signal improvements, promoting alternative transportation modes is essential for reducing single-occupancy vehicle reliance. Enhancing public transit options by introducing dedicated bus lanes and prioritizing transit at signals can reduce vehicle volumes on key corridors, easing congestion and supporting more sustainable urban mobility.

Active Transportation

Collingwood's existing active transportation network consists of a pedestrian network, cycling network and an additional trails and multi-use pathway network. The overall network provides facilities for users to walk, cycle and complete any transportation activities that involve micro-mobility and other forms of human-powered travel.

Collingwood has an extensive network of sidewalks and trails throughout the Town, but there are some gaps and inconsistencies, especially within the local street network. Local streets within Collingwood typically have a sidewalk on at least one side of the street. The 'tree' streets (e.g. Pine Street, Maple Street, Walnut Street) have some inconsistencies between sidewalk infrastructure – with some streets having sidewalks on both sides, some with one sidewalk, while others have no sidewalks independent of the street's classification. Throughout this study, the need for new sidewalks on existing streets has been evaluated while considering future capital plans for street repaving and reconstruction.

In terms of cycling infrastructure, the Town's cycling network consists of on-street bike routes, dedicated painted bike lanes, and on/off street trails. The town's cycling routes and infrastructure is partially connected, where gaps are prevalent within the tree streets and around the periphery of Town, along the major arterial roads.

Collingwood's trail network provides over 60 km of safe and comfortable routes for active transportation users that are complete and separated from vehicular traffic. The Train Trail is the primary north-south spine of the trail network traveling through the length of the town from the waterfront and Harbourview Trail/First Street, making connections to the neighbouring community of Stayner. The Harbourview Trail/First Street runs east-west through the downtown core and connects to the Georgian Trail and Mountain Road Trail to the west. The Collingwood to Blue Mountain Village Trail Study (2017) identifies a future route for extending the Mountain Road Trail to Blue Mountain. This route will provide a trail connection for residents travelling between Collingwood and Blue Mountain. Various spurs and short neighborhood connections provide active transportation connections between residential areas where there are gaps in the street network, such as the Walnut Trail.

Transit

Colltrans is the public transit provider that serves the Town of Collingwood and the Town of Blue Mountains to facilitate a loop to the Blue Mountains Region. The main transit hub is located at the corner of Second Street and Pine Street in Collingwood, where three local transit routes operate at 30-minute intervals and two regional routes operate at one-hour intervals.

In 2021 Colltrans underwent a review which considered transitioning transit service to a full on-demand model and expanding service coverage. The review revealed that network coverage is adequate, but areas near the southern (between Findlay Drive/Tracey Lane and Poplar Sideroad) town limits are inaccessible via direct routes. In most cases, access to transit stops around the southern town limit exceed 1 km in walking distance. Establishing target walking distances to access transit in these neighbourhoods and future residential developments should be developed to provide sufficient access to existing and future services.

Annual transit boarding data for individual stops (September 2023 – September 2024) has been provided by Collingwood. The data reveals that the busiest transit stops are located at the Second Street transit station, the Blue Mountain resort,

the Blue Mountain Centre, and Sixth Street. As the boarding data shows that the busiest transit stops are located near the southern Town limits, options to address service coverage around the southern town limits should be considered.

Needs & Opportunities

Transportation Needs and Opportunities were defined through evaluating transportation trends and existing conditions and reviewing stakeholder comments and public input from the first stage of the MMTP study period. Identifying needs are the starting point for determining future recommendations for actionable projects, policies and programs to implement over the next planning horizon.

Based on what the project team heard and evaluated, several key needs were highlighted. These have been broadly summarized to indicate the following needs:

- Provide more transportation opportunities for those unable to drive;
- Expand the transportation network to accommodate more growth and employment;
- Provide regulation for new transportation technology;
- Optimize current network conditions;
- Improve network safety conditions; and
- Encourage more active transportation and transit use.

To address the listed ***needs***, the following opportunity statements have been developed to ensure that real community issues, concerns and priorities are addressed. Each opportunity statement is classed based on mode, according to each Mobility Pillar and identified ***need***. These statements are used as the foundation for developing options to shape mode-specific recommendations in the MMTP.

Street Network

Optimize Current Network Conditions

- Investigate roadway conditions to ensure that roadway conditions and multi-modal network conditions remain maintained for convenient four-season travel.
- Use Complete Street policies to apply mode-inclusive street design strategies, increase modal integration and decrease congestion.

Expand the Transportation Network to Accommodate more Growth and Employment

- Optimize existing intersection conditions to address capacity constraints and support future traffic growth.

Improve Network Safety Conditions

- Proactively respond to safety concerns and safely facilitate movement in the shared network by modifying network characteristics where required.

Active Transportation

Encourage more Active Transportation and Transit Use

- Rebalance network conditions and boost active transportation mode-shares.

Provide more Transportation Opportunities for those unable to Drive & Expand the Transportation Network to Accommodate more Growth and Employment

- Progress the implementation of all-ages and abilities design strategies, and prioritize the needs of interested, but concerned users to and facilitate safer design

Improve Network Safety Conditions

- Invest in active transportation infrastructure improvements that will improve road safety conditions for vulnerable road users and active transportation users.
- Progress the implementation of all-ages and abilities design strategies, and prioritize the needs of interested, but concerned users to and facilitate safer design

Transit Network

Encourage more Active Transportation and Transit Use

- Coordinate transit planning with active transportation planning to enhance bus stop connectivity.

Provide more Transportation Opportunities for those unable to Drive

- Expand on-demand and fixed route service coverage and introduce walkshed targets for bus stops within new developments.
- Use integrated platforms to offer synchronized digital trip-planning, booking and fare payment solutions.

Expand the Transportation Network to Accommodate more Growth and Employment

- Introduce asset and fleet management strategies and inter-municipal partnerships to guide investments for long-term planning.

Options

Options for both street and active transportation network improvements and future transit service delivery are described and evaluated in this section of the report. Through analysing existing conditions, the following options have been developed to determine preferred options for developing holistic recommendations to support future planning decisions, network conditions and boost active transportation and transit mode shares in the 2025 MMTP. The implications, advantages and disadvantages of selecting each option have been considered to ensure that selected options present opportunities align with each Mobility Pillar and the MMTP's strategic goals.

Options for Street and Active Transportation Network Improvements

Through analysing existing conditions pertaining to street and active transportation conditions, options shown in Table 2 have been considered. These options specify focus areas for the future planning horizon based on critical needs that have been observed through analysing existing conditions. Based on the implications each option will have on the overall network, advantages and disadvantages with each option are summarized in Table 3. Subsequently, each option will be ranked based on suitability, infrastructural and financial feasibility according to each Mobility Pillar in Table 4. A preferred

option is identified, however selection and implementation of one or more of these options can be implemented based on scheduling in the MMTP.

Table 2: Recommended Street & Active Transportation Network Improvement Options

	Street & Active Transportation Network Option	Network Impact
1	Focus on Road Widening to Improve Capacity Constraints	Increased Auto mode share
2	Active Transportation Network Expansion & Gap Coverage	Increased Active Transportation mode share (potential transit mode share increase) as connectivity may be enhanced
3	Network Balancing for Accommodating Growth	Increase in Active Transportation and Transit mode shares, declining in auto mode shares

The details of each option presented in Table 2 are described below.

Option 1: Focus on Road Widening to Improve Capacity Constraints

The primary objective of Option 1 is to accommodate current vehicle demand and widen key corridors to increase vehicle capacity. Through focusing on Option 1, potential benefits indicate that congestion can be significantly reduced and access for goods movement may increase.

However, solely focusing on road widening requires substantial capital investments in roadway infrastructure and maintenance. More vehicle lanes may not decrease traffic as time progresses as the construction of more vehicle lanes induces demand, creating further congestion. As such, it is likely that auto mode shares may increase above 90%, which diverges from established MMTP goals concerned with increasing the level of active travel in Collingwood. As priorities under this option are primarily concerned with expanding roadway capacity, projects pertaining to road widening and intersection modifications will be prioritized rather than active transportation projects. Active transportation projects that are likely to be completed within this option will predominantly be completed alongside proposed roadway projects for cost-effective purposes. This does not remove the basis for completing other active transportation projects but rather pushes local improvement projects and smaller network expansion projects to the medium- and long-term.

Projects that will be prioritized under this option include:

Road Widening

High Street from Chamberlain Cresent to Poplar Sideroad **– Completed by 2034**
Sixth Street between Tenth Line and High Street **– Completed by 2044**

Active Transportation

Mountain Rd. between Cambridge St. & Tenth Line **– Completed by 2034**
Chamberlain St. trail connection **– Completed by 2044**
High St. on the west from Third St. to Fifth St. **– Completed by 2044**
High St. on the east between Fifth St. and Sixth St. **– Completed by 2044**
High St. from Chamberlain Cres. to Poplar Sideroad **– Completed by 2044**

Option 2: Active Transportation Network Expansion and Gap Coverage

This option prioritizes the expansion of Collingwood's active transportation network and the closure of critical network gaps within the local street network. The option is centered on creating a complete and connected active transportation system for all ages and abilities and will invest in providing more active transportation infrastructure to positively support a modal shift as the network expands to areas outside the existing active transportation network. As Collingwood's vehicular mode share is approximately 90%, this option may provide the means to change current travel habits and increase active transportation and possibly transit mode shares to a score above 11%.

Option 2 also focuses on improving local active transportation connectivity. Maintaining and completing local connections enhances neighbourhood connections and creates opportunities for residents to comfortably complete short trips via walking, cycling or other modes that fall under active transportation.

Typical projects associated with network expansion and catering to local needs would include completing sidewalk gaps, enhancing multi-use pathways, implementing traffic calming measures, improving crossings, and expanding the coverage of cycling infrastructure. Investments concerned with this option are generally smaller in scale and are focused on either expansion or local street improvements.

Active Transportation projects that fall under this option will be prioritized based on two focus areas: completing local network gaps and network expansion. Under the MMTP's implementation plan, active transportation projects have been scheduled to complete network gaps over the short- and medium-term, while the medium- and long-term cover network expansion projects.

Projects expected to be completed under this option include all active transportation projects listed in the 2025 MMTP.

Option 3: Network Balancing for Accommodating Growth

Option 3 applies a system-wide approach to managing growth by balancing investments across roadways, transit, and active transportation. Rather than prioritizing a single mode, Option 3 focuses on optimizing the performance of the entire transportation network through reallocating space, managing demand, optimizing systems and aligning infrastructure investments with land-use and growth patterns.

This option encourages efficient use of existing roadway infrastructure through strategically reallocating road space to active transportation where appropriate and improving the long-term sustainability and adaptability of both roadway and active transportation investments. With this option, the goal is that active transportation and transit mode shares will increase above 11%, while auto shares decline as auto trips are replaced by active transportation.

A key aspect of this option also includes monitoring traffic flow and continuously optimizing signal timings to improve intersection performance and improve traffic flow. Under this option, measures that are proposed and will be carried out include signal timing optimization, intersection reconfigurations and upgrades and the construction of additional turn lanes at intersections with a reported history of delays and congestion.

Projects that will be prioritized under this option include all those related to signal optimization, intersection modification and active transportation listed in the 2025 MMTP. Projects pertaining to road widening will be reserved as long-term projects.

Advantages and disadvantages of each option are summarized in Table 3 and each option is evaluated in Table 4.

Table 3: Advantages and Disadvantages of Options for Street & Active Transportation Network Improvements

Advantages	Disadvantages
Option 1: Focus on Road Widening to Improve Capacity Constraints	
• Immediate capacity increases and congestion reduction • Supports and facilitates more goods movement	• Additional capacity from widened corridors may induces more vehicular demand within the affected location and elsewhere in the Town • High capital and maintenance costs
Option 2: Active Transportation Network Expansion and Gap Coverage	
• Expansion of active transportation network can replace existing demand from private vehicles • Congestion can be reduced through providing active transportation facilities at high-demand locations • Through offsetting demand from private vehicles, active transportation expansion can decrease cost investments for road widening projects • Accommodates the use of micromobility • Improves local connectivity, safety and access for short trips • Encourages active transportation use within neighbourhoods • Impacts the perceived safety and comfort of travel within residential neighbourhoods • Low capital and maintenance costs	• Peak congestion may not be resolved due to local improvements and network expansion • Does not account for goods movement • Peak congestion may not be resolved due to local improvements and network expansion • Limited impact on regional travel
Option 3: Network Balancing for Accommodating Growth	
• Holistic approach that balances active transportation, transit and vehicle needs to promote sustainable, multi-modal travel • Increases resilience towards future demand, providing options to offset vehicular traffic • Can improve network efficiency through reducing congestion • A focus on intersection improvements provides a cost-effective solution for managing capacity constraints over time • Improvements at selected intersections can address capacity issues over time as adjustments are made • Supports long-term sustainability	• Long-term planning and few immediate results • Limited capacity gains • Requires continuous updates and optimization as intersection conditions worsen and growth accelerates

Table 4: Evaluation of Options for Street Network and Active Transportation Improvements

Mobility Pillars	Option 1	Option 2	Option 3
	Focus on Road Widening to Improve Capacity Constraints	Active Transportation Network Expansion & Gap Coverage	Network Balancing for Accommodating Growth
Sustainability	○	◕	●
Health	○	●	●
Accessibility	◔	●	◕
Flexibility	◑	◕	●
Rating	◔	◕	●
			Preferred Option

● → ◕ → ◑ → ◔ → ○

Least Preferred → Most Preferred Option

Preferred Option for Street and Active Transportation Network Improvements

Based on Table 4, Option 3 is recommended as the preferred investment direction for street and active transportation network improvements. Balancing network needs provides a holistic framework for allocating street space across modes and aligning transportation investments with land-use patterns and growth areas. This approach considers all aspects of Collingwood's transportation system and allows the transportation system to respond to evolving demand and policy objectives. While Option 3 alone does not represent a discrete capital program, it strengthens sustainability and accessibility outcomes by ensuring that investments are coordinated and apply a multimodal approach. In this option considerations will be made to address existing active transportation network gaps, while managing congestion and demand to ensure that the transportation system operates efficiently. From a sustainability perspective, this option supports a long-term mode shift and provides the means to gradually increase active transportation and transit mode shares, while decreasing auto mode shares in tandem.

Secondary Option

Option 2 is considered as secondary option that can support Option 3. Expanding the active transportation network and addressing existing gaps creates a continuous, safe transportation network that enables walking and cycling for a broader range of trip purposes and users. By prioritizing network continuity in the active transportation network, Option 2 enhances accessibility for all ages and abilities and provides a flexible foundation that can adapt to future growth and changing travel behaviour.

Least Preferred Option

Focussing solely on Option 1 is not recommended. While Option 1 offers cost-effective and short-term operational benefits, including localized efficiency improvements, this option does not meaningfully expand network connectivity or support long-term mode shifts. As Option 1 is only concerned with road widening, it is likely that projects active

transportation projects that coincide with road widening projects will only be prioritized between 2025 to 2034. With this approach it is likely that the option may induce more traffic before required active transportation projects are implemented and

can offset vehicular traffic and increase active transportation mode shares. As the MMTP's strategic goals are more concerned with increasing active transportation and transit use, it is likely that this option will not help achieve established goals.

Options for Future Transit Service Delivery

Based on the evaluation of existing ridership and service delivery conditions, the following options have been proposed. Based on the implications each option will have on the overall network, advantages and disadvantages with each option are summarized in Table 6. Subsequently, each option will be ranked based on suitability, infrastructural and financial feasibility according to each Mobility Pillar in Table *7*. A preferred option is identified; selection and implementation of these recommended options are scheduled as quick-win actions to be completed within the next 1 to 5 years.

Table 5: Recommended Transit Service Delivery Options

	Transit Service Delivery Option	Affected Routes
1	Stretching existing resources	All Fixed Routes (2 buses)
2	Extend Service to the South and Add a Resource	All Fixed Routes (3 Buses)
3	Operate a hybrid on-demand service	2 Buses

Details for each of the options presented in Table 5 are detailed below.

Option 1: Stretching Existing Resources

To accommodate existing service by stretching existing resources, changes will be required on all fixed routes operating through Colltrans. This would entail the following:

- Discontinue the existing on-demand pilot project on weekends.
- Extend service south to Findlay Drive on **West Route**
- Extend service south to Dey Drive, Kirby Avenue, Tracy Lane on **East Route**
- Remove service from Cameron Street on **West Route** (customers walk to either Oak or Hurontario)
- Remove service from 5th Street on **West Route** (customers walk to 3rd)
- Adds 0.5 km or 1 min. to the **West route**
- Adds 1.5 km or 3 min. to the **East route**
- Extend service to Blue Shores along Highway 26 on **Crosstown East Route** in counterclockwise loop.
- Remove service on Poplar Sideroad and 6th Line on **Crosstown East Route**
- Remove service from St.Clair Street (optional), customers have to walk out to Highway 26, but do not need to cross the highway.
- Schedules remain the same, but with less recovery/lay-over time on **East** and **West** Routes (i.e. less reliable schedule adherence on East and West Routes)
- **Crosstown East** and **West** routes depart from the Terminal on the hour, **Crosstown West** and **East** routes depart on the half-hour.

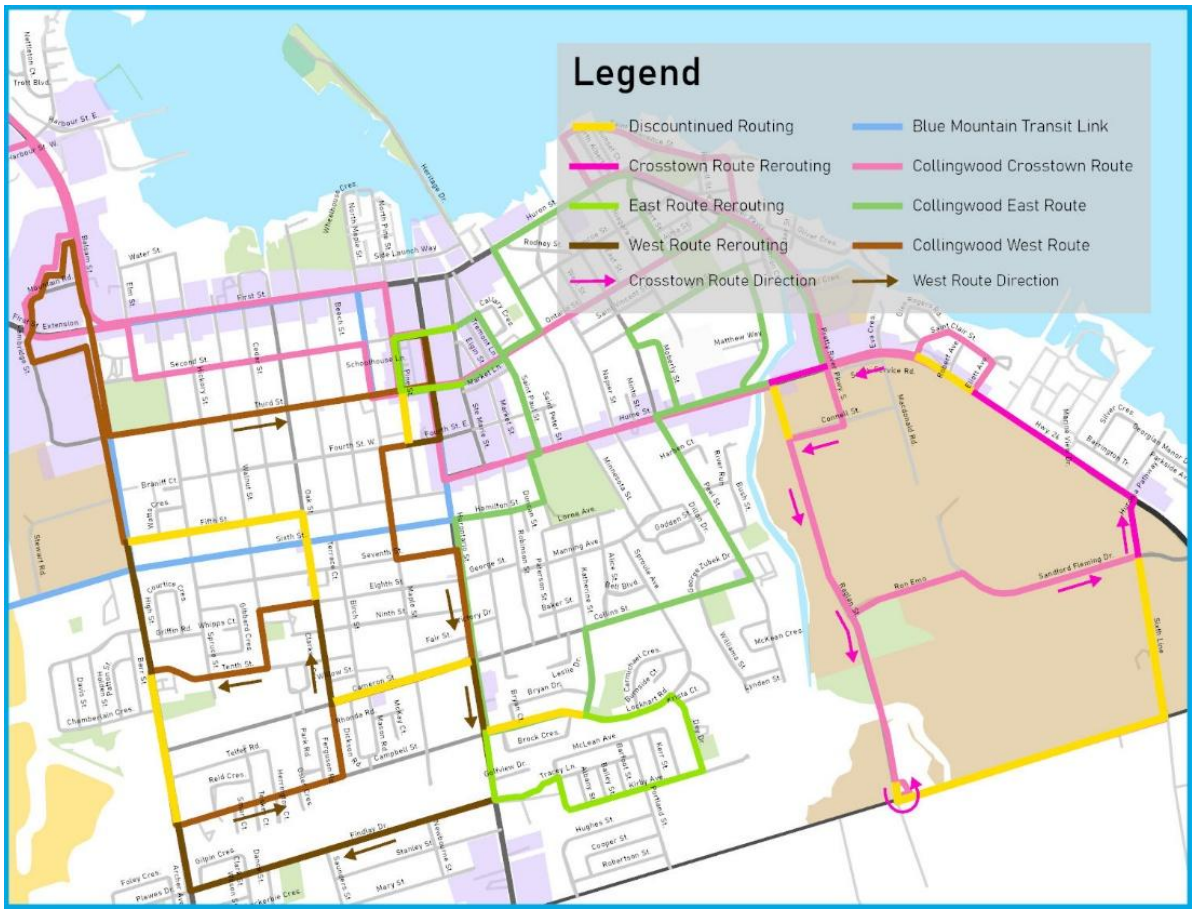

Figure 4: Option 1

Option 2: Extend Service to the South and Add a Resource

For the option of extending service to the South, all routes will undergo service changes. This option requires the Town to consider purchasing another vehicle to add to their existing fleet. Selecting this option would entail the following:

- Discontinue the existing on-demand pilot project on weekends.
- A new route would operate between the Downtown Terminal and Nottawa via Blue Mountain Centre and Georgian College in the return direction.
- The bus would depart the Terminal on the hour, travel to Blue Mountain Centre and Nottawa. Return trip would serve Georgian College.
- In combination with the **Crosstown West** route, there would be a 30-minute frequency between the Blue Mountain Centre and the Terminal.
- Service to Nottawa would require an agreement with the neighbouring Clearview Township, which could also be provided as a jointly funded initiative.
- Eventual need to serve Georgian College in both directions may create scheduling challenges.

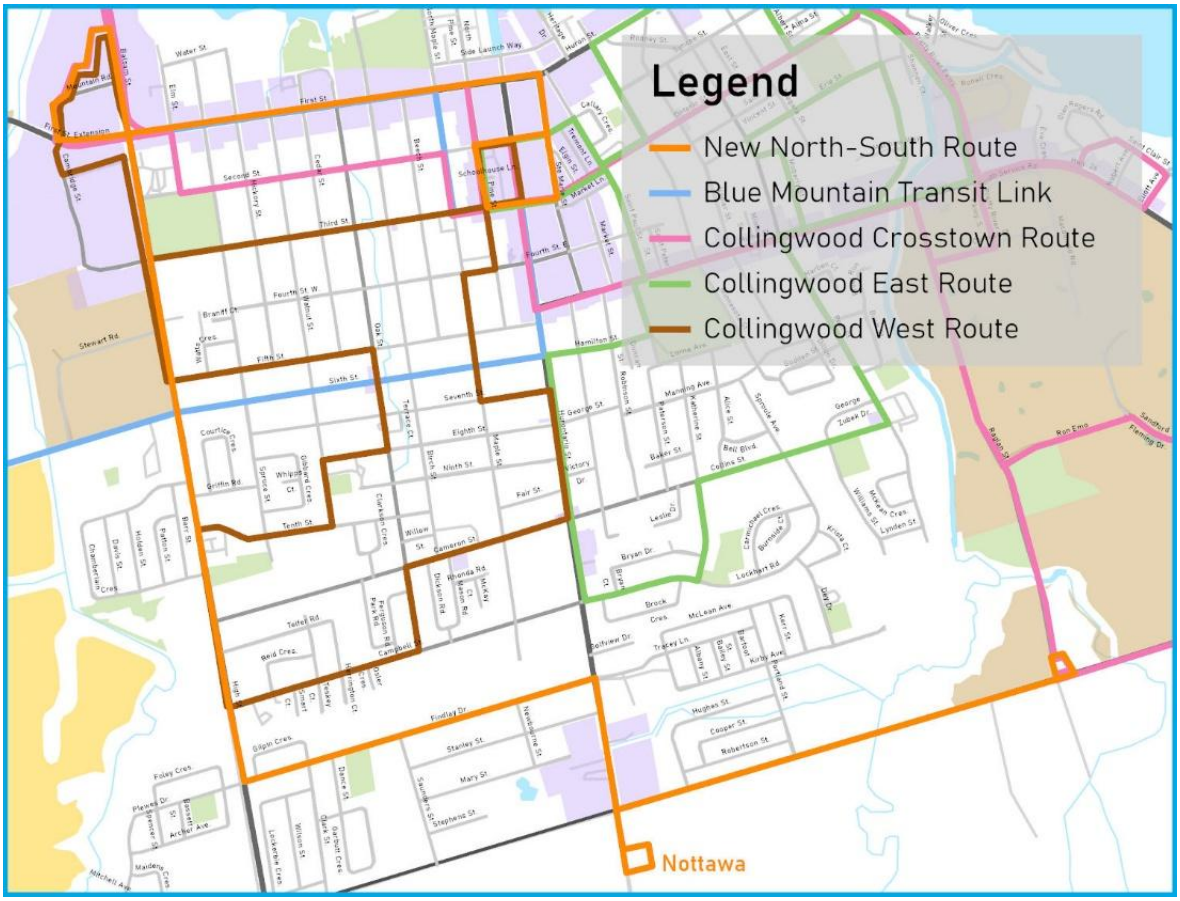

Figure 5: Option 2

Option 3: Operate a Hybrid On-Demand Service

The ***Hybrid On-Demand Service*** option maintains current, On-Demand services, and provides opportunities to expand service coverage and operation over time. As this is a hybrid option, some fixed routes will be discontinued to expand On-Demand service to improve efficiency in underserved areas. The following is proposed for this option:

- **Crosstown East** and **Crosstown West** routes would be retained at all times.
- On-demand transit would expand to operate 7 days a week but restricted to residents travelling to and from the on-demand transit zone.
- The **Crosstown West** Route would travel eastbound on 3rd Street instead of on 2nd Street.
- Transit would no longer operate on 2nd Street, Simcoe Street, St. Paul Street, Minnesota Street, Huron Street, Albert Street, Erie Street, Maple Street, and 5th Street.
- On-demand service would be offered within a defined on-demand transit zone south of Fifth and Hume Streets.
- On-demand service trips would travel to/from the Terminal to pick-up or drop off within the on-demand service zone.
- Customers crossing between the fixed route and on-demand transit areas would need to transfer at the downtown transit terminal.
- The on-demand transit zone could include the Nottawa area, subject to an agreement with Clearview Township.

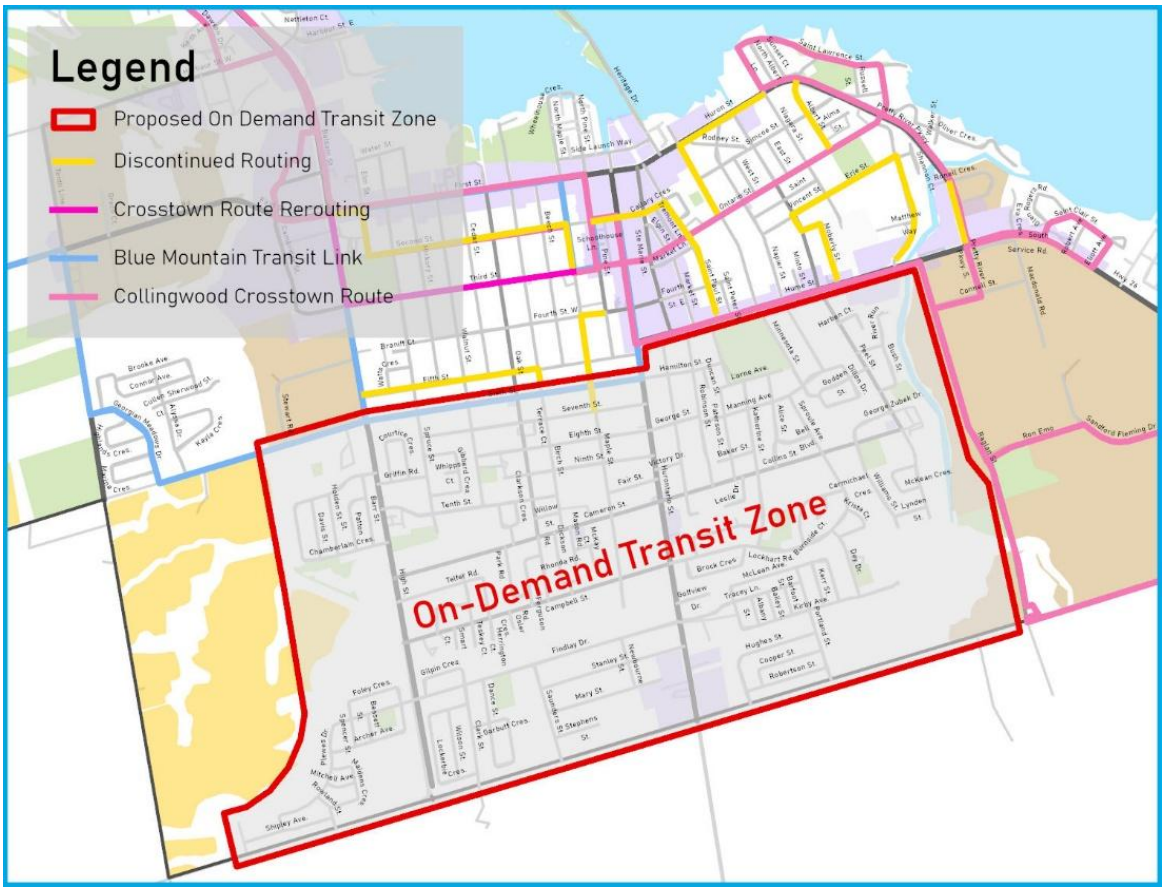

Figure 6: Option 3

Advantages and disadvantages of each option are summarized in Table 6 and each option is evaluated in Table 7.

Table 6: Advantages and Disadvantages of Transit Service Delivery Options

Advantages	Disadvantages
Option 1: Stretching Existing Resources	
• Provides the lowest operating costs	• Limited-service coverage and possible reduced frequency/reliability which may impact ridership
Option 2: Extend Service to the Southern Limit and add a Resource	
• Maintains the existing fixed-route service, while expanding service	• Cost of the additional service will not be offset by a significant increase in ridership. May induce higher operating costs • The new route would serve Findlay Drive, but other underserved areas would remain underserved. • Some duplication of existing services along First Street and High Street.

Advantages	Disadvantages
Option 3: Operate a Hybrid On-Demand Service	
• Reduces underutilized service within the fixed-route network • Customers travelling within the on-demand transit zone would have door-to-door or stop-to-stop service.	• The dynamic schedule of on-demand service may be less convenient for some customers who must adhere to a fixed schedule. • On-board travel times may vary significantly depending on peak travel demands. • Possible difficulties for customers to access booking and scheduling systems

Table 7: Evaluation of Transit Service Delivery Options

Mobility Pillars	**Option 1**	**Option 2**	**Option 3**
	Stretching Existing Resources	Extend Service to the Southern Limit and add a Resource	Operate a Hybrid On-Demand Service
Sustainability	◕	◑	◔
Health	◕	◕	○
Accessibility	◑	◕	○
Flexibility	◔	◔	◔
Rating	◕	◕	◔
	Preferred Option		

● → ◕ → ◑ → ◔ → ○

Preferred Option → Least Preferred Option

Preferred Transit Service Delivery Option

Option 1 has been identified as the preferred option based on this assessment. Both Option 1 and Option 2 are tied in this assessment. However, as Option 2 generates additional capital expenses due to the purchase of a second bus, Option 1 is preferable for the short-term and into the medium term. As Collingwood transit demand increases over the next years, Option 2 may become more feasible. by purchasing a third bus, service coverage may be improved, and additional routes could be introduced to cover underserved areas. In the long-term, it is likely that Option 2 should be used to complement Option 1 transit service becomes more accessible to growing residential communities.

Least Preferred Option

Collingwood has previously run hybrid service models through integrating fixed-route service with on-demand operations. Although studies show that this option has the potential to maximize service coverage and transit use by providing demand-responsive, door-to-door transit, the service has been quite unsuccessful. Issues pertaining to scheduling, booking and access have hindered the effectiveness of this service within the community. From conclusive council reports, the Town has stated that it will proceed with service models that prioritize improving and expanding current fixed-route services. As such it is not recommended that Collingwood moves forward with any recommendations that accommodate On-demand service, beyond that which is offered through existing specialized services.

Conclusions

The evaluation of street and active transportation network improvement options identified ***Option 3: Network Balancing for Accommodating Growth*** as the preferred approach. This option provides the greatest long-term benefits by holistically considering all network needs and prioritizing them in a phased manner that aligns transportation investments with land-use patterns and incremental growth. By using this approach as the framework for phasing scheduled transportation activities over the next planning horizon, Collingwood will be able to develop a transportation system that acutely responds to evolving demand and policy objectives while applying a multimodal approach. With targeted operational improvements at both corridor and intersection levels, the implementation of this approach provides the framework to maximize system performance, generate and maintain long-term mode shifts.

Further, the evaluation of transit service delivery options identified ***Option 1: Stretching Existing Resources*** as the preferred approach. This option offers the most effective balance between cost efficiency, service accessibility, and adaptability by maximizing the use of existing resources while improving coverage and responsiveness. The recommended approach enhances access to transit and provides a service model that can evolve with changing travel demand and growth patterns.

Together, these recommended options position Collingwood to respond to future growth in a responsible and sustainable manner, while advancing health, accessibility, and long-term network resilience.