
Application Process

- Applications will be accepted after December 1, 2017 and before 5:01 pm (EST) on February 28, 2018.
 - Applicants must review the Community Transportation Grant Program – Municipal Stream Application Guidelines and Requirements 2017 (Guide) prior to submitting their applications. The Guide is available through the Grants Ontario portal www.grants.gov.on.ca.
 - All applicants will receive a decision regarding their application subject to Government decision making.
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Submitting the Application

Applicants must be registered on the [Grants Ontario System](#) to apply. The CT Program consists of two levels of funding for two types of projects: local and long-distance projects. This application form can be used for both.

The full application package consists of the following:

- Grants Ontario Application Form – basic organization and contact information;
- Community Transportation Grant Program (CT) Form – Municipal Stream – project proposal description and details;
- Project Work Plan;
- Project Budget;
- Letters of support from municipalities (required only for long-distance CT Projects).

This completed form, the Project Work Plan and the Project Budget, and letters of municipal support, if applicable must be attached to the Grants Ontario submission, in Step 3 of the Grants Ontario application process. Do not attach scanned documents. Please refer to the Program Guidelines for full instructions.

For More Information

For technical assistance and more information about the Grants Ontario Application Form or process, contact:

- Grants Ontario Customer Service at 1-855-216-3090 or at
- GrantsOntarioCS@ontario.ca.

For more information about the CT Program or the CT Program Form, contact:

- 416-585-7362 or at
- CTProgram@ontario.ca.

Freedom of Information and Protection of Privacy Act

All applications submitted to the Ministry are subject to the *Freedom of Information and Protection of Privacy Act*. Applicants are advised that the names of funding applicants and recipients, the amount of funding awarded, and the purpose for which Community Transportation Program grants are awarded is information that the Ministry can make available to the public.

Section 1. Applicant Information

Applicant Name and Contact Information

Name of the Municipality

City of Stratford

Municipal Contact

Last Name

Horne

First Name

Rob

Position

CAO

Phone number

519-271-0250

Email Address

rhorne@stratford.ca

1. Project was previously funded by the Community Transportation Pilot Grant Program

Yes No

2. Indicate the level of funding requested. Applicants may apply for both levels of funding in one application.

- Maximum of \$500,000 for local CT Project
 Maximum of \$1,500,000 for long-distance CT Project

Indicate the amount of funding requested. If applying for both levels of funding indicate the amount for each level.
(Each application may not receive the full amount requested.)

Local CT Project ▶

Long-distance CT Project ▶ **\$1,449,345.00**

3. Does the municipality (applicant) operate or contract with a third party to provide transit services? (Applicants are not required to operate a public transit system to be eligible for CT Funding.)

Yes No

If yes, name of transit agency ▼

Stratford Transit

4. What region of Ontario will the project serve? See Figure One for regional boundaries.

- Northwest
 Northeast
 Central
 Southwest
 East
-

5. For local CT Projects: what is the approximate population of the service area the proposed project will serve?

- Less than 10,000
 10,001 to 50,000
 50,001 to 100,000
 100,001 to 500,000
 Greater than 500,000
-

The CT Program requires the participation of a community organization or support of other municipalities. See Part 4: General Eligibility Requirements of the Guide for details.

6. **For local CT Project applications**, list the partner community organization(s) and indicate type of organization: health service agency, social service agency, District Social Service Administrative Board, seniors' organization, registered charity, Friendship Centre, school bus operator, other municipality, public transit agency (serving another municipality).

Name of Community Organization	Type of Organization	Contact for Community Organization (Name, telephone, email)	Address

For long distance CT Project applications, list the municipalities to be served by the proposed route. Attach letters of support from municipalities in Step 3 of the Grants Ontario application process.

Municipality	Contact for Municipality (Name, telephone, email)
City of Stratford	Rob Horne, CAO 519.271.0250 rhorne@stratford.ca
Municipality of North Perth	Kriss Snell, CAO 519.291.2950 krissnell@northperth.ca
Town of St. Marys	Brent Kittmer, CAO 519-284-2340 bkittmer@town.stmarys
City of London	Edward Soldo, Director of Roads and Transportation 519.661.4920 esoldo@london.ca
Region of Waterloo	Thomas Schmidt, Commissioner Transportation & Environmental Services 519.575.4734 tschmidt@regionofwaterloo.ca

Section 2A. Project Proposal for Local CT Projects. (For Long-distance CT Projects complete Section 2B)

7. Describe the transportation challenges facing the community and the mobility needs of residents that are not currently being met by conventional forms of public transportation service (for example, municipal transit, intercommunity coach or rail, regional transit systems). **Include in the description:**
- a. Any data and/or research that support the identified mobility needs, and
 - b. How unmet transportation needs affect individuals, and the community/region.

8. Provide a description of the proposed CT Project. **Include in the description:**
- a. The overall coordinated transportation service proposed to be in place within one year, for example, type of passengers served; hours and frequency of service, vehicle(s) used, destinations, the type of service (on-demand, fixed route, flex-route) the approach to coordinated service, etc. (If the project is implemented in phases, describe the phases of service.)
 - b. Indicate how the CT Project meets the objectives of the program in Part 3 of the Guide. Applications that include service to Indigenous communities or connect to intercommunity service or local transportation hubs will score higher.
 - c. If applying for both local and long-distance project funding, describe how each component aligns with the other.

9. Describe how the CT project addresses the mobility needs and service gaps identified in Q7. If the project was previously funded by the Community Transportation Pilot Program, describe how this proposed project will improve on the previous project or meet other mobility needs.

10. Describe how partner community organizations will collaborate on the project and service. Include in your description:

- a. Partner roles in the project or service, any shared resources, shared service delivery;
- b. How partners' existing transportation service and/or transportation needs will fit into the coordinated service; and
- c. How the community organization(s) and its clients will benefit from CT service.

11. Indicate the coordination approaches your project will employ (check all that apply)

Centralized Functions

- Information and referral
- Intake, registration
- Trip bookings
- Scheduling, dispatching
- One number to call
- Integrated website
- Other: _____

Sharing of Resources

- Vehicles
- Paid drivers
- Volunteers
- Trip booking, scheduling technology
- Facilities
- Staff, administration
- Training
- Vehicle storage
- Vehicle Maintenance

Joint Procurement

- Insurance
- Vehicles
- Fuel
- Consultant services
- Computer hardware, software
- Technology (automated vehicle location, GPS)
- Training
- Transportation provider
- Other: _____

Section 2B. Project Proposal for Long-distance CT Projects

12. Describe the transportation needs for long-distance intercommunity transportation service in your community that are not currently being met by intercommunity transportation services, such as passenger rail, commuter rail, or intercommunity coach bus. **Include in the description:**

- a. Any data and/or research that support the identified mobility needs, and
- b. The impact of unmet transportation needs on the community/region.

13. Indicate the service coverage of proposed route(s). Routes that cover priority areas score higher:

- Covers a priority area indicated in Appendix A of the Guide
- Covers other areas outside of the priority areas indicated in Appendix A of the Guide.

14. Describe the proposed intercommunity bus route(s) by providing the following information:

- a. The route the service will take, identifying the highways and the start location and final destination of a one-way trip. Describe the return trip if it takes a different route.
- b. The distance of a one-way trip in kilometers.
- c. The location of regular stops, the municipalities the service connects, and any connections to local transportation services that would support the route.
- d. The major destinations to be served, such as hospitals, employment areas, transportation hubs, colleges, etc.
- e. The vehicle(s) to be used, indicating number of passenger seats and whether it is wheel-chair accessible.
- f. The service level proposed and how it meets travel needs indicated in Q12 (service is 5 days/week, 2 return trips per day where feasible within business hours.)
- g. Service is available to the general public.
- h. The means for customers to purchase fares.
- i. Whether the proposed route is being regularly served by other transportation services (e.g., Greyhound, ONTC, or other services). The CT Program will not fund duplicated services. If other services are being provided on the proposed route, describe how the proposed service provides more convenience and meets unmet mobility needs. This answer should tie in with answers to Q12.

The goal is to provide inter-regional bus access to intermodal hubs in Kitchener and London so as to support:

- Business activities
- Hospital & Medical appointments
- Accessing Government Agencies and other services
- Shopping
- Industry/Employment
- Enhancement of regional transportation links and corridors across Southwestern Ontario.

The proposed project is to establish a Stratford/Perth Regional Intermodal Service using scheduled bus runs to connect the Perth County transportation hubs of Stratford, Listowel, and St. Marys to intermodal services in London and Kitchener. The project will enable improved commuter movements while enhancing development of a comprehensive Southwestern Ontario community transportation network. The City of Stratford is leading the project with support from the Town of St. Marys and the Municipality of North Perth.

Currently no interregional bus service connects any of the communities within Perth County, including the City of Stratford, to the intermodal hubs in London and Kitchener. The proposed scheduled bus services would connect commuters in Stratford, St. Marys and North Perth with early morning and early evening GO Train transit in Kitchener. All routes would offer midday travel to support medical appointments, access to government services and training, shopping, and visiting. All routes will use 20/24 passenger mini-buses. The St. Marys/Stratford/Kitchener route could also provide interregional transportation services for the communities of New Hamburg and Baden in the Region of Waterloo.

A total of 23 service hours will be offered each day over an average of 252 service days each year. With an estimated operating cost of \$75 per hour, the annual operating total will be \$434,700.

Based upon data from other interregional transportation systems, it is calculated that the proposed project will deliver 60-90 rides daily for an estimated 15,800 rides annually.

- Three routes x 20 riders x 5 days x 52 weeks = 15,600 rides
- Estimated 200 annual referrals/transfers from EasyRide

Using an average fare realized of \$12 per ride, annual farebox revenue of \$181,440 is projected.

The Regional Transportation Service would be implemented after issuing an RFP and selecting a vendor. Complete workplan details are attached. An existing transportation provider would be the preferred operator because the company will have existing expertise and infrastructure (vehicles, maintenance facilities, on-line booking software, etc).

Three routes are proposed.

Route A: (total 8 hrs operation daily) Listowel-Kitchener return

- o Depart Listowel downtown parking lot at 05:40, arriving Kitchener GO train station 06:30 (in time for the 06:47 GO train departure to Union Station in Toronto).
- o Return to Listowel.
- o Depart Listowel downtown parking lot at 09:20, arriving Kitchener bus terminal 10:05
- o Depart Kitchener bus terminal 10:30, arriving Listowel downtown parking lot 11:15
- o Depart Listowel downtown parking lot at 13:20, arriving Kitchener bus terminal 14:05
- o Depart Kitchener bus terminal 14:30, arriving Listowel downtown parking lot 15:15
- o Depart Listowel downtown parking lot at 17:20, arriving Kitchener bus terminal 18:05
- o Depart Kitchener GO train station 18:50, arriving Listowel downtown parking lot 19:40 (corresponds to 16:50 GO train departure from Union Station, arriving Kitchener at 18:45).

Route B: (total 7.5 hrs operation daily) St. Marys-Stratford-Kitchener return

- o Depart St. Marys Town Hall 05:15/Stratford Transit Hub 05:40, arriving Kitchener GO train station 06:30 (in time for the 06:47 GO train departure to Union Station).
- o Depart Kitchener bus terminal 08:00, arriving Stratford Transit Hub 09:00/St. Marys Town Hall 09:20
- o Depart St. Marys Town Hall 11:25/Stratford Transit Hub 11:45, arriving Kitchener bus terminal 12:45
- o Depart Kitchener GO train station 18:50, arriving Stratford Transit Hub 19:40/St. Marys Town Hall 20:05 (corresponds to 16:50 GO train departure from Union Station, arriving Kitchener at 18:45)
- o Depart St. Marys Town Hall 21:10/Stratford Transit Hub 21:30, arriving Kitchener bus terminal 22:30

Route C: (total 7.5 hrs operation daily) Stratford-St. Marys-London

- o Depart London Downtown 06:00, University Hospital 06:15, Masonville Mall 06:25, arriving St. Marys Town Hall 06:55/Stratford Transit Hub 07:15
- o Depart Stratford Transit Hub 09:00/St. Marys Town Hall 09:20, arriving London - Masonville Mall 09:50, London - University Hospital 10:00, London Downtown 10:15
- o Depart London Downtown 10:30, London - University Hospital 10:45, Masonville Mall 15:55, arriving St. Marys Town Hall 11:25/Stratford Transit Hub 11:45
- o Depart Stratford Transit Hub 13:30/St. Marys Town Hall 13:50, arriving London - Masonville Mall 14:20, London - University Hospital 14:30, London Downtown 14:45
- o Depart Stratford Transit Hub 19:30/St. Marys Town Hall 19:50, arriving London - Masonville Mall 20:20, London - University Hospital 20:30, London Downtown 20:45
- o Depart London Downtown 20:15, London - University Hospital 20:30, Masonville Mall 20:40, arriving St. Marys Town Hall 21:10/Stratford Transit Hub 21:30

Distances

- Stratford – St. Marys – 19 km
- St. Marys to London Intermodal (205 York St.) – 43km
- Stratford to Kitchener (15 Charles St West – GO bus depot) – 48 km
- Listowel to Kitchener – 55 km

Tickets will be booked on-line or through local businesses contracted as ticket agents. Books of tickets will offer 10 rides for the cost of nine so frequent travellers are acknowledged with a discount. If warranted, a monthly pass will also be developed.

The proposed Stratford/Perth Regional Transportation Service project will:

- Improve mobility options for individuals who need access

Because the vehicles used to support the Stratford/Perth Regional Transportation Service will meet AODA standards for accessibility, the new regional bus services provide an affordable option for people with minor mobility problems to access medical services in Kitchener-Waterloo and London. EasyRide will continue its service for seniors with significant mobility problems and individuals with cognitive or physical disabilities. It is estimated that EasyRide could transfer 200 riders annually to the Stratford/ Perth Regional Intermodal Service.

- Build or enhance capacity to meet local, regional and/or intercommunity transportation demands

Since both Stratford and St. Marys are served by Via Rail, adding a regional bus service will transform these communities into intermodal hubs with a range of connections to London and Kitchener (and Toronto). Morning bus departures are timed to leave North Perth and St. Marys/Stratford so as to enable connections with GO transit from Kitchener to Toronto. The value of these regional transportation connections will be further enhanced

if the proposed 'Perth County Transit System' is established because the proposed Transit System will enable riders from all parts of Perth County to connect Monday-Friday with the proposed interregional bus service. For the first time in many years, a resident of rural Perth County will be able travel to a major urban centre using only public transportation and at an affordable cost.

- Create or contribute to networks of transportation services

Creating scheduled regional bus service from Stratford and Listowel to Kitchener will facilitate development of two transportation corridors - Highway #7/8 and Perth Line #86.

People travelling Highway #7/8 from Goderich/Huron County will be able to connect with the proposed Perth County Transit in West Perth (Mitchell) to travel to Stratford to connect with intermodal transportation services to London and Kitchener as well as to future high-speed rail service in Woodstock, London and Kitchener. Similarly, Listowel will be positioned as a connecting hub for regional bus passengers flowing from Wingham, Kincardine, Walkerton, Hanover, and Harriston to Kitchener and its expanding GO transit service.

- Improve service delivery and efficiency

Currently no scheduled regional bus service exists in Stratford, St. Marys or Perth County so the implementation of Stratford/Perth Regional Intermodal Service can only improve the available transit options.

It should be noted that Perth County is also seeking to establish a Perth County Transit System. The proposed community Transit System, combined with the proposed two regional bus routes the Via Rail stations in St. Marys and Stratford, provides the opportunity to establish two new intermodal hubs. The Perth County Transit System would harmonize its scheduling with the regional bus and Via Rail schedules so as improve service delivery and efficiency.

It is estimated that EasyRide could transfer 200 less challenged riders annually to the Stratford/Perth Regional Intermodal Service, thereby opening new capacity in the EasyRide system for more challenged riders.

Affordability

It is proposed that a one-way fare from Listowel to Kitchener-Waterloo, from Stratford to Kitchener-Waterloo, or from Stratford-London will average \$12 one way when frequent user discounts are factored in.

Consistency

There will be scheduled, consistent daily runs from Monday-Friday. Users will be able to book on-line or purchase tickets from a local agent. Local travel times will align as frequently as possible with the transit timing at the intermodal points of destination.

Improved Access to Hospitals, Post-Secondary Education and Skills Training

The Stratford/St. Marys/London run will offer stops at University Hospital and Western University in London. The Kitchener/ Stratford run will support students travelling to the University of Waterloo-Stratford campus. All three proposed services will enable people to access employment training workshops in London and/or Kitchener-Waterloo.

Improved Access for Tourists

The Stratford Festival bus service operates only part of the year (April-November) and is restricted to Stratford Festival patrons. Scheduled interregional bus access would enable more tourists during the non-Theatre season.

Section 3. Project Implementation – Complete for both local and long-distance CT Projects

15. Indicate who (or which community organization, if not the applicant) will be leading the implementation of the CT Project. Describe the qualifications of the lead coordinator, and other team members (as applicable): their experience in leading and managing projects and in collaborating with community partners to undertake initiatives (if applicable).

The project partners - the City of Stratford, the Town of St. Marys and the County of Perth - will establish a Community Transportation Steering Committee comprised of each experienced project management and transportation staff to provide overall Project guidance. City of Stratford CAO, Rob Horne, is the project lead. Mr. Horne possesses over thirty years of municipal experience and has served on numerous Boards across the Province. Most recently, he was the Chair of the Regional Planning Commissioners of Ontario, as well as a long serving Board member of the University of Waterloo Accelerator Centre, fostering new start-ups in the tech sector.

Mr. Horne holds undergraduate and graduate degrees from the University of Waterloo, a diploma in Public Administration from the University of Western Ontario, and is a Registered Professional Planner.

The City will prepare and issue required RFPs and then work with the successful service provider(s) to implement and monitor the system and to encourage efficiencies, awareness, and collaborations. All three project partners will dedicate resources to assist with marketing and communication outreach to potential users.

16. Create a Work Plan detailing the following:

- a. Project milestones and major tasks to implement the project with start and end dates.
- b. The transportation service that will be in place within one year from the effective date of the Agreement. (Assume April 1, 2018 as the effective date.)
- c. Indicate any other phases of implementation and services.
- d. Incorporate the tasks of performance monitoring and reporting over the five-year period.
- e. If applying for both local and long-distance project funding, provide separate work plans.

Use the Work Plan template in the Grants Ontario “Apply for Grant” tab. Attach the Work Plan in Step 3 of the Grants Ontario process.

Section 4. Funding Requirements/Budget – Complete for both local and long-distance CT Projects

17. Indicate the amount of funding required for the first program year to fund upfront implementation costs. (Funding in the first year may not exceed 25% of total funding request. The remainder of funding will be allocated in equal amounts over the next four years.) Funding may also be requested in equal amounts over the five-year period.

Funding for first program year ► **\$300,000.00**

18. Indicate the estimated average fare per passenger:

For local CT service (For local CT Projects, fares may be subsidized or waived) ►

For long-distance service (For long-distance CT Projects, fares may be subsidized, but not be waived) ► **\$12.00**

Provide information that supports the affordability of the proposed fare to the community.

A transportation survey conducted in 2012 by United Way Perth-Huron's Transportation Task Force indicated that 38% of respondents would be willing to pay up to \$10 one way for a local transit fare. After examining long-distance rider fares charged by services in other areas, possible frequent rider discounts, and the lower-than-average median income for the area, it was decided that an average fare of \$12 would be accepted by the general public.

19. Create a Project Budget for implementing the project and operating service to the end of the program period. Provide costs for each item. Indicate any funding from other sources, including estimate of fare revenues or in-kind contributions. If applying for both local and long-distance project funding, provide separate budgets.

Use the Project Budget template in the Grants Ontario “Apply for Grant” tab. Attach the Project Budget in Step 3 of the Grants Ontario process.

Section 5. Performance Measurement – Complete for both local and long-distance CT Projects

20. CT Program recipients are required to report annually on the performance of the CT project. The required performance measures to be reported are indicated in Part 8b of the Guide.

Describe the plan for monitoring and reporting on the performance indicators. Address the following in the plan:

- a. Project team member responsible for performance measurements and reporting.
- b. Process for collecting data, for reviewing service, and for adjusting service to meet changed travel demands or operational needs.
- c. Service targets over the five-year period and the steps to achieve targets.

Stratford Transit Manager Mike Mousley will lead the performance evaluation process, initially assisted by the contracted Transit Co-ordinator who will be tasked with project implementation.

Performance Measures (monthly – to be totalled for previous 12 month period for each Annual Report)

- total number of boardings per month
- average number of boardings per one-way trip
- number of one-way trips/round trips
- days per week that service is available
- service schedules
- municipalities/destinations served by each route (could change over five years)
- # of passengers connecting to other transportation services (i.e. Stratford Transit, Via Rail, proposed Perth County Transit Service)
- percentage of trips on time
- cost per trip
- boardings per revenue vehicle hour
- revenue/cost ratio
- others as identified by Transit Steering Committee

Data will be collected through driver records, rider surveys, and the on-line booking site. The Steering Committee will meet monthly to examine data, respond to rider concerns, monitor performance measures & to recommend changes/adjustments to the Regional Intermodal System.

Service Target:

Based upon data from other interregional transportation systems, the service target is 60-90 rides daily for an estimated 15,800 rides annually.

- Three routes x 20 riders x 5 days x 52 weeks = 15,600 rides
- Estimated 200 annual referrals/transfers from EasyRide

Using an average fare realized of \$12 per ride, the target for annual farebox revenue of \$181,440.

If all projections materialize as stated in the Budget template attached, then at the end of March 2023 the City of Stratford, the Municipality of North Perth, and the Town of St. Marys will be tasked with subsidizing the proposed Regional Intermodal Service with approximately \$290,000 annually or about \$18.35 per ride. This would be a substantial amount for the municipalities involved. An acceptable subsidy would be \$3-\$5 per ride. To reach the desired level of subsidy, three actions are planned.

The first involves the rising volume of employee transportation being organized and paid for by large manufacturers in the area. The Steering Committee will meet with employers to determine if an additional transportation service could be provided which would focus on the specific needs of shift workers. If such a service can be developed, the revenues realized would be used to offset Monday-Friday operating costs.

The second action will involve close examination of cost-sharing with the University of Waterloo. Such a conversation is difficult until the Stratford/Perth Regional Intermodal Service is established and data concerning both costs and ridership available. It is anticipated that by Year 3, such dialogue will be possible. UW currently provides the following transit for its students:

- Tuesdays – 3 buses transferring students from main campus to UW Stratford and return – aligning with daytime

hours of academic programming

- Fridays – 4 buses transferring students from main campus to UW Stratford and return – aligning with daytime hours of academic programming
- Wednesdays – shuttle leaves Stratford for main campus at 5pm, departing the main campus at 11pm for Stratford
- Sundays – shuttle leaves Stratford campus at 11am, departing the main campus at 11pm for Stratford.

The third action will involve intense marketing/commuter education, particularly in North Perth, throughout the five year pilot so as to encourage bus commuting. Perth Line 86 is heavily congested and any relief developed would not only benefit the Regional Intermodal Service, but also reduce accidents and road wear.

Section 6. Application Certification

The declaration/certification in Section Z (Declaration/Signing) of the Grants Ontario Application Form also applies to the information provided in this form.

Figure 1. Regional Boundaries Map

