



HSR Next: Moving Hamilton Forward

Final Report

Submitted to:
City of Hamilton

Submitted by:
Arcadis Professional Services (Canada) Inc.
7th Floor - 55 St. Clair Avenue West
Toronto, ON, Canada - M4V 2Y7

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Executive Summary

There have been ongoing plans since 2013 to reconfigure the current Hamilton Street Railway (HSR) bus network to improve the overall transit system while also supporting the future Hamilton Light Rail Transit (LRT). This report marks the most recent step in these plans, serving as a road map for moving the current HSR transit network to the redesigned network, developed through the (Re)envision the HSR: the HSR (re)Designed Report (2023).

Service changes are more than just shifting route alignments. Each modified route is comprised of multiple existing routes, so one route change will trigger numerous other route changes. There is significantly more service that will be provided by the new network, which requires additional operators and vehicles, which in turn require additional maintenance staff, administrative staff, supervisory staff, and infrastructure. Therefore, this implementation plan outlines the yearly route adjustments as well as the yearly staffing and infrastructure requirements needed to implement the service changes. Resource requirements for the LRT are not included within this implementation plan and will be determined independently.

Background

Hamilton City Council approved the “Rapid Ready – Expanding Mobility Choices in Hamilton” report in 2013, which outlined measures for high performing rapid transit through conventional public transit service improvements. This report ultimately led to the development of the [10 Year Local Transit Strategy](#) (10YLTS) (2015), which was paused twice since approval, in 2017 and 2020.

In response to the 2013 report and 10YLTS, HSR was directed in 2018 to review and redesign Hamilton’s transit network to be “rail ready”, with a network structured around the LRT and to reach modal split targets set out in the City’s Transportation Master Plan (TMP). The network concept is intended to be fully implemented by the start of revenue service of the LRT and was approved by Hamilton City Council in April 2023.

The redesigned network, or HSR Next: Moving Hamilton Forward, is designed to provide an improved customer experience that is fast, frequent, and reliable, and minimizes the number of required transfers while traveling. It represents a transit transformation, revitalizes the 150-year-old network, and prepares for the Hamilton of the future. Despite being integrated with the LRT, the new network is specifically designed to enhance the entire transit network and will provide benefits to residents whether or not the LRT is in place. Staff were directed to report back a phasing and implementation strategy of the concept network, and a financial strategy for phasing and implementation, following network concept approval. This report delivers these strategies.

Purpose and Objectives

HSR Next: Moving Hamilton Forward outlines the recommended phasing and required resources to implement the new network. To this end, this report:



- **Recommends a year-by-year overview** of service changes and associated capital (hubs, fleet) requirements.
- **Estimates the associated ridership demand** from service changes.
- **Provides design drawings of new hubs** to be implemented alongside service changes.
- **Outlines the staff and organizational structure** to implement the plan and ensure the efficient and effective operation of the new system.
- **Provides updated transit service guidelines** that reflect the new network and modernize guidelines in line with evolving transportation planning principles.
- **Outlines the associated capital and operating budget forecasts** of service changes, fleet requirements, hub construction, and staffing expansion.

Summary of Future Services

The HSR Next network involves about a **55% increase in service compared to the current network**. However, the increase in service for HSR Next in comparison to the previously approved 10YLTS final state is only about 30%. Neither of these service increases include the costs to operate the LRT as these are independent costs. Some new routes are identical or similar to existing routes, while others are completely new services. The service hours and routes differ slightly from the final numbers identified in the original (Re)envision the HSR report (2023) due to refinement of the new network based on resources and operational feasibility. A by-the-numbers comparison of the future network is shown in Exhibit ES-1, and the new network is illustrated in Exhibit ES-2.

The new network was developed with several major features in mind to improve customer experience:

- **Hub connectivity:** Strategically located transit hubs across the city to minimize transfers and provide more direct trips.
- **Improvements to the rapid transit network:** Access to rapid transit is provided for all communities, new connections between communities, and direct connections between hubs and other rapid routes.
- **Standard service hours:** As a minimum, all routes operate all day, every day, with no seasonal variations to create equal access to service.
- **New route types:** Different route categories that are intended to serve as specific function in the network and achieve certain standards for frequency and speed.
- **Maximized connectivity with LRT:** The new network is reconfigured so that most fixed route services would connect directly to the LRT, and others would only require one transfer.
- **Connectivity with regional transit:** Significantly more service connects to regional transit, particularly at West Harbour GO and Confederation GO.

As noted in the list above, hub connectivity is a major feature of HSR Next. These hubs are distributed strategically throughout the city at major trip generators. This includes hub placement on the periphery of the urban area to connect rural residents to the system.



Exhibit ES-1. Comparison of current HSR network to HSR Next network

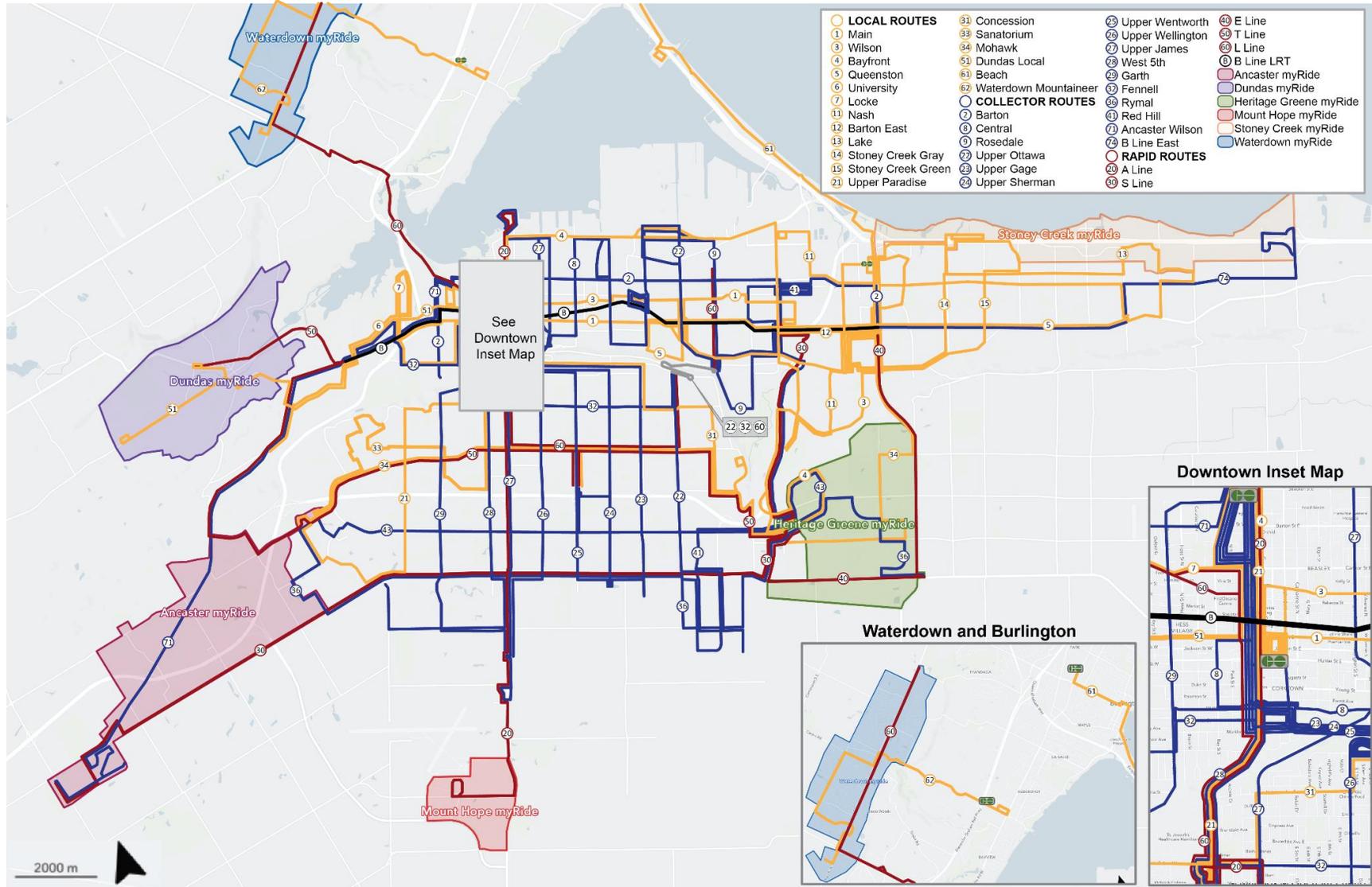
	Current HSR Network (2025)	HSR Next Network	Increase
Service Hours	1,024,500	1,608,150	+583,650
Conventional routes	34	40	+6
On-Demand zones	1	6	+5
30-foot buses*	11	48	+37
40-foot buses	246 (increased to 260 in 2025)	260	0
60-foot buses	49	91	+42
Terminals/hubs/loops	Terminals and loops throughout the city, plus 3 GO stations managed by Metrolinx (Confederation, Hamilton, West Harbour)	Additional 13 on- and off-street hubs Metrolinx-led expansion of Confederation GO and West Harbour GO 2 terminals constructed with LRT (Eastgate Terminal and McMaster University Terminal)	13 new hubs 2 GO station expansions 2 new terminals

**Note: 30-foot buses are used as a generalized term for smaller size buses. Smaller buses purchased for the service expansion may fall within the 25-to-35-foot range, depending on which vehicle is purchased.*

Vehicle requirements are for the total required vehicles, including spares, and excluding replacement vehicles.



Exhibit ES-2. Future HSR Next Network





Annual Service Phasing Plan

Due to the complexity and scale of the network redesign, an immediate change to the new network is not feasible. Changes will require significant public and internal communication and resources that will be provided through a phased approach, allowing for a gradual transition from the current network to the future network that can be effectively communicated and properly funded and operated. The phasing plan for the future network is assumed to occur over a 7-year period, beginning in 2026. All service changes are planned to occur in the Fall of each year.

Exhibit ES-3. Summary of service increases from 2026 to 2032.

Year	Total Service Hours	Service Hour Increase
1 (2026)	1,060,200	35,680 (+3.5%)
2 (2027)	1,170,050	109,850 (+10.3%)
3 (2028)	1,279,850	109,810 (+9.4%)
4 (2029)	1,371,620	91,770 (+7.2%)
5 (2030)	1,451,840	80,230 (+5.9%)
6 (2031)	1,535,560	83,720 (+5.8%)
7 (2032)	1,596,610	61,050 (+4%)
7 (2032) no LRT	1,607,750	72,190 (+4.7%)
NET INCREASE	-	572,090 (+55.8%)
NET INCREASE (no LRT scenario)	-	583,240 (+56.9%)

Ridership Forecast

Forecasted yearly ridership (linked trips) is provided in Exhibit ES-5. Forecasted linked trips account for population growth as well as the associated growth from service adjustments and increases, with the major driver being the significant increase in service, although this is a conservative forecast. Additional externalities and factors will impact the actual ridership achieved beyond population growth and service increases.

The full realization of ridership also does not occur the same year that service increases occur as it takes time for people to shift their travel habits and the introduction of changes occurs in the Fall of each year. There will be fluctuations in ridership as services change and will likely settle as changes are finalized.

The ridership forecast used for budgeting purposes, being a conservative estimate, assumes a low ridership elasticity rate in relation to service increases, and similar urban development patterns to the present. Under optimal circumstances, such as significant and well-located new growth, and greater ridership elasticity in relation to service increases (i.e. greater modal shift), the forecasted ridership could be up to 50% greater in the final year of the plan (38,727,000 linked trips in 2032 or 23.6 riders per hour).

Organizational Structure Review

A review of HSR's current organizational structure was conducted to identify how the structure can be adjusted to align with this implementation plan as well as industry standards. The high-level recommendations for HSR's future organizational structure are:

- Develop a new, simpler structure that can scale with consistency as HSR grows rapidly, enables sufficient senior level oversight and aligns better with HSR's priorities.
- Introduce a new structure for the Transit Division that includes appropriate sectional oversight to support scope of operations broken into functional areas: Business Initiatives, Transit Operations and Fleet Maintenance.



- Establish span of control criteria and policies to apply now and as HSR scales operations.

Capital and Operating Costs

The seven-year phasing plan includes the following budget implications:

- **\$115,895,600** capital cost over the seven-year horizon.
- **\$118,965,400** gross increase to operating cost over the seven-year horizon.
- **\$288,244,100** total operating cost in the seventh year of the plan.
- **\$10,892,200** gross increase to operating revenues over the seven-year horizon.
- **\$80,749,500** total operating revenues in the seventh year of the plan.
- **\$108,073,200** net operating cost increase over the seven-year horizon.
- **\$207,494,600** net operating costs in the seventh year of the plan.

The capital and operating budgets are summarized in the tables below.


Exhibit ES-4. 7-Year Capital Budget for Transit (Dollars in Thousands)

	2026	2027	2028	2029	2030	2031	2032
CAPITAL DETAILS							
Growth CNG Bus – 30-foot	8	11	15	3	0	0	0
Growth CNG Bus – 40-foot	0	0	0	0	0	0	0
Growth CNG Bus – 60-foot	20	10	1	1	1	9	0
Bus Signposts	51	33	26	139	8	43	0
Bus Concrete Pads for new stops	51	33	26	139	8	43	0
On-Street Hub Construction	2	1	2	1	1	0	0
Off-Street Hub Construction	3	1	0	0	1	0	0
CAPITAL COSTS							
Growth CNG Bus – 30-foot	\$5,960	\$8,359	\$11,627	\$2,371	\$0	\$0	\$0
Growth CNG Bus – 40-foot	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Growth CNG Bus – 60-foot	\$27,460	\$14,004	\$1,429	\$2,914	\$1,457	\$13,643	\$0
Bus Signposts	\$31	\$20	\$16	\$83	\$5	\$26	\$0
Bus Concrete Pads for new stops*	\$1,040	\$687	\$552	\$3,009	\$177	\$969	\$0
On-Street Hub Construction	\$449	\$101	\$144	\$269	\$295	\$0	\$0
Off-Street Hub Construction	\$11,952	\$3,458	\$0	\$0	\$4,818	\$0	\$0
TOTAL	\$46,892	\$26,629	\$13,768	\$8,673	\$6,752	\$14,638	\$0

Note: There are alternative plans for bus layovers in 2031 if expansion of the West Harbour GO bus area is not completed as expansion plans are in the concept stage. An on-street layover area would be constructed on Stuart Street. This would cost HSR an additional \$384,000 in capital costs that are not included in the table above.


Exhibit ES-5. 7-Year Operating Budget for Transit (Dollars in Thousands)

	2026	2027	2028	2029	2030	2031	2032
Population	618,838	625,215	631,591	637,967	644,343	653,823	657,095
Service Hours (000s)	1,060	1,170	1,280	1,372	1,452	1,536	1,597
Total Linked Trips Forecast (000s)	22,138	22,814	23,477	24,069	24,617	25,198	25,711
Net New Transit Division Staff (FTEs)	30	94	93	72	48	65	41
OPERATING REVENUES							
Fare Revenue	\$54,658	\$56,831	\$59,012	\$61,071	\$63,065	\$65,169	\$67,147
Provincial Gas Tax	\$15,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000
Advertising Revenue	\$950	\$950	\$1,008	\$1,028	\$1,049	\$1,070	\$1,091
Shelter Advertising Revenue	\$417	\$431	\$445	\$479	\$490	\$509	\$512
TOTAL	\$71,025	\$70,212	\$72,465	\$74,579	\$76,604	\$78,747	\$80,750
OPERATING EXPENDITURES							
Direct Costs	\$134,999	\$151,967	\$169,553	\$185,345	\$200,109	\$215,880	\$228,953
Indirect Costs	\$9,607	\$9,799	\$9,995	\$10,195	\$10,399	\$10,607	\$10,819
Second Garage Operating Costs	\$6,630	\$6,763	\$6,898	\$7,036	\$7,177	\$7,320	\$7,467
Fuel	\$8,886	\$10,613	\$12,239	\$13,353	\$14,465	\$14,822	\$15,693
Transfer to Reserve for Bus Replacement	\$15,606	\$18,658	\$20,872	\$22,375	\$23,139	\$23,724	\$25,313
Transfer to Reserve for 30-foot bus expansion	\$487	\$683	\$950	\$194	\$132	\$0	\$0
Transfer to Reserve for 40-foot bus expansion	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Transfer to Reserve for 60-foot bus expansion	\$2,243	\$1,144	\$117	\$119	\$121	\$1,115	\$0
TOTAL	\$175,729	\$197,799	\$219,557	\$238,303	\$255,289	\$272,353	\$288,244
NET OPERATING SPENDING							
Net Municipal Spend	\$104,704	\$127,587	\$147,092	\$163,724	\$178,684	\$193,607	\$207,495
Per Capita ^{6F1}	\$169	\$204	\$233	\$257	\$277	\$296	\$316
Cost Recovery Ratio	40%	35%	33%	31%	30%	29%	28%

¹ Dollars are not in thousands



Next Steps

Following approval of this implementation plan, additional steps are required to implement the first year of the new HSR Next network and subsequent years. These are outlined below. It should be noted that due to the expected delivery timeframe for a new bus, and works required prior to new hub construction, the first year of changes may not be achievable by Fall 2026. If these key actions are not achieved in time, contingencies have been considered.

- Detailed design and construction of hubs to be opened in 2026. Detailed design must be completed prior to construction of new and expanded transit hubs, and construction must occur before the start of Fall service when they are required. Detailed design should occur in the year prior to its scheduled opening.
- Growth buses must be ordered 18 months in advance of being placed into revenue service. If the required vehicles for Fall 2026 will not be delivered in time, service changes may either be deferred to Winter 2027, or a combination of deferrals and temporarily reducing the spare vehicle ratio may be explored.
- Hiring and training of required operators and other FTEs as outlined in the staffing expansion plan. Sufficient lead time must be provided to hire and train operators and staff for increased service.
- Bus stops and related infrastructure may need to be added, altered, and/or removed prior to each year's service changes. An annual inventory of required bus stop poles and signs for new stops, any relocated shelters or benches, signage at bus stops to be closed, and other details as necessary will need to be prepared by staff prior to service implementation.
- A communications and promotions plan will be required that outlines how changes will be communicated to the public each year in an easy-to-understand format in a timely manner. A series of campaigns will need to be employed to ensure the changes are communicated to diverse audiences, regardless of age, income, or circumstance. Part of the plan should incorporate identifying demographic groups that may be harder to contact and strategies to reach them. A communications consultant may be warranted to assist in the development of this plan.

These same steps will need to be undertaken each subsequent year of the plan. Furthermore, additional clarification will be required on the following items to ensure the effective implementation of the new network. HSR's plans may be adapted to best mitigate any impacts from these considerations through early identification of constraints and risks. At the time of completing this implementation plan, detailed scheduling/phasing/construction for the Hamilton LRT is not available and could not be fully incorporated into the plan. HSR will need to work closely with Metrolinx. Risks to the implementation of HSR Next include:

- Construction timing and opening date of the Hamilton LRT, including Eastgate Terminal and McMaster Terminal, needs to be confirmed.
- Detours will be required during LRT construction. This may require additional buses and operators to accommodate any additional travel time associated with the detour. Timing and impacts to the streetscape will determine the required resources. HSR should work with Metrolinx to determine the best construction phasing to minimize the number of required detours as well as the length and complexity of detours.
- Several routes are assumed to operate in both directions along Main Street. If Main Street has not been converted to two-way traffic by the time these routes are introduced, alternative routings that utilize King Street will be required.
- The bus facilities at Confederation GO and West Harbour GO are planned to be expanded but are in the concept stage only. This would be a Metrolinx funded project with collaboration from HSR. However, if the bus areas have not been expanded by the time more routes will be servicing them, alternatives will need to be considered. Alternate layover locations may be required, which may result in additional capital costs.



Section 1: Introduction

There have been ongoing plans since 2013 to reconfigure the current Hamilton Street Railway (HSR) bus network to support the future Hamilton Light Rail Transit (LRT) and improve the overall transit system. This report marks the most recent step in these plans, serving as a road map for moving the current HSR transit network to the redesigned network, developed through the (Re)envision the HSR: the HSR (re)Designed Report (2023).

Service changes are more than just shifting route alignments. Each modified route is comprised of multiple existing routes, so one route change will trigger numerous other route changes. There is significantly more service that will be provided by the new network, which requires additional operators and vehicles, which in turn require additional maintenance staff, administrative staff, supervisory staff, and infrastructure. Therefore, this implementation plan outlines the yearly route adjustments as well as the yearly staffing and infrastructure requirements needed to implement the service changes. Resource requirements for the LRT are not included within this implementation plan and will be determined independently.

1.1 Background

Hamilton City Council approved the “Rapid Ready – Expanding Mobility Choices in Hamilton” report in 2013, which outlined measures for high performing rapid transit through conventional public transit service improvements. This report recommended reconfiguring the transit network to feed into rapid transit corridors and new neighbourhoods and to advance planning for transit and mobility hubs to facilitate seamless transportation connections. The [10 Year Local Transit Strategy](#) (10YLTS) was subsequently approved by Hamilton City Council in 2015 to grow the transit system. This plan was paused twice since approval, in 2017 and 2020. For this reason, the plan is currently in Year 8, with Year 9 in front of Council for the 2025 budget cycle.

In response to the 2013 report and 10YLTS, HSR was directed in 2018 to initiate “A Systemic Assessment and Optimization of the Hamilton Street Railway (HSR) Network”, which came to be known as (Re)envision the HSR. This review was intended to redesign Hamilton’s transit network to be “rail ready” with a network structured around the LRT and to reach modal split targets set out in the City’s Transportation Master Plan (TMP). With a 2041 population of 800,000 expected, shifting travel to transit will be essential to addressing and supporting growth as soon as possible. Being “rail ready” requires a full redesign that maximizes benefits of the LRT while still accommodating current travel needs.

The redesigned network, HSR Next, is intended to be fully implemented by the start of revenue service of the LRT. Due to the cancellation and later renewal of LRT plans, the new network went through several more iterations, with the ultimate network concept being approved by Hamilton City Council in April 2023. The HSR Next network is designed to provide an improved customer experience that is fast, frequent, and reliable, and minimizes the number of required transfers while traveling. Despite being integrated with the LRT, the new network is specifically designed to enhance the entire transit network and will provide benefits to residents whether or not the LRT is in place. Following approval of the concept network in 2023, staff were directed to report back on a phasing and implementation strategy, including a financial strategy. This report delivers these strategies, accounting for the complex and inter-dependent service changes and required resources.



1.2 Purpose and Objectives

HSR Next: Moving Hamilton Forward outlines the recommended phasing and required resources to implement the future network. To this end, this report:

- **Recommends a year-by-year overview** of service changes and associated capital (hubs, fleet) requirements.
- **Estimates the associated ridership demand** from service changes.
- **Provides design drawings of new hubs** to be implemented alongside service changes.
- **Outlines the staff and organizational structure** to implement the plan and ensure the efficient and effective operation of the new system.
- **Provides updated transit service guidelines** that reflect the new network and modernize guidelines in line with evolving transportation planning principles.
- **Outlines the associated capital and operating budget forecasts** of service changes, fleet requirements, hub construction, and staffing expansion.



Section 2: Service Changes

2.1 Summary of Existing Service

HSR currently operates a network of 34 conventional routes and one on-demand zone across the urban transit area, as well as five Trans-Cab service areas. Span of service and days of operations vary between routes. However, maximum service operates generally between 5am to 1am. Some routes have seasonal service reductions associated with secondary and post-secondary school schedules.

The (Re)envision the HSR report (2023) identified several key deterrents affecting customers' use and experience of the current network. These factors include limited first- and last-mile accessibility, particularly on weekends and in certain neighbourhoods, a high number of required transfers, lengthy overall travel times, and regional connectivity.

Currently, the HSR bus network features a mix of service levels throughout the year, with some routes experiencing seasonal reductions. While certain routes operate continuously throughout the day, others are limited to peak periods or only run until early evening. This variability creates an inconsistent customer experience, with significant differences in service depending on the time of day or area of the city. Some areas of the city are well outside walking distance, including much of Stoney Creek, the Meadowlands area in Ancaster, neighbourhoods south of Rymal Road, and parts of Waterdown.

Moreover, many routes funnel riders into Downtown Hamilton for transfers, even when this requires considerable out-of-direction travel. This not only extends overall travel times but also restricts transfers options to a single location. In other parts of the city, routes deviations are often necessary to reach transfer points, prioritizing coverage over directness, which further contributes to longer travel times.

Regional connectivity is a significant concern for Hamilton due to its connections to the GTA and Greater Golden Horseshoe. While regional transportation is not primarily provided by HSR, local connectivity to and integration with regional hubs (i.e. GO stations) and service into neighbouring municipalities is limited.

The current HSR network is shown in Exhibit 2-2 in the following section.

2.2 Summary of Future Service

The HSR Next network involves an overall increase in the number of conventional routes, on-demand zones, transit hubs, fleet, and service levels, as well as the Hamilton LRT, representing about a 55% increase in service in the new network compared to the current network. However, the increase in service for the HSR Next network in comparison to the previously approved 10 YLTS final state is only about 30%. Neither of these service increases include the costs to operate the LRT as these are independent costs. Some new routes are identical or similar to existing routes, while others are completely new services. The future network is shown in Exhibit 2-3. The service hours and routes differ slightly from the final numbers identified in the original (Re)envision the HSR report due to refinement of the new network based on resources and operational feasibility.

The new network was developed with several major features in mind to improve customer experience:

- **Hub connectivity:** Strategically located transit hubs across the city to minimize transfers and provide more direct trips.



- **Improvements to the rapid transit network:** Access to rapid transit is provided for all communities, new connections between communities, and direct connections between hubs and other rapid routes.
- **Standard service hours:** As a minimum, all routes operate all day, every day, with no seasonal variations to create equal access to service.
- **New route types:** Different route categories that are intended to serve as specific function in the network and achieve certain standards for frequency and speed.
- **Maximized connectivity with LRT:** The new network is reconfigured so that most fixed route services would connect directly to the LRT, and others would only require one transfer.
- **Connectivity with regional transit:** Significantly more service connects to regional transit, particularly at West Harbour GO and Confederation GO.

As noted in the list above, hub connectivity is a major feature of the future network. These hubs are distributed strategically throughout the city at major trip generators to facilitate easy transfers between routes while moving away from a “hub and spoke” model. This includes hub placement on the periphery of the urban area to connect rural residents to the system. The intent is to require a maximum of one transfer when traveling between two hubs, with many trips requiring zero transfers. The location of the new transit hubs are shown in Exhibit 2-4.

Exhibit 2-1. Comparison of current HSR network to future network

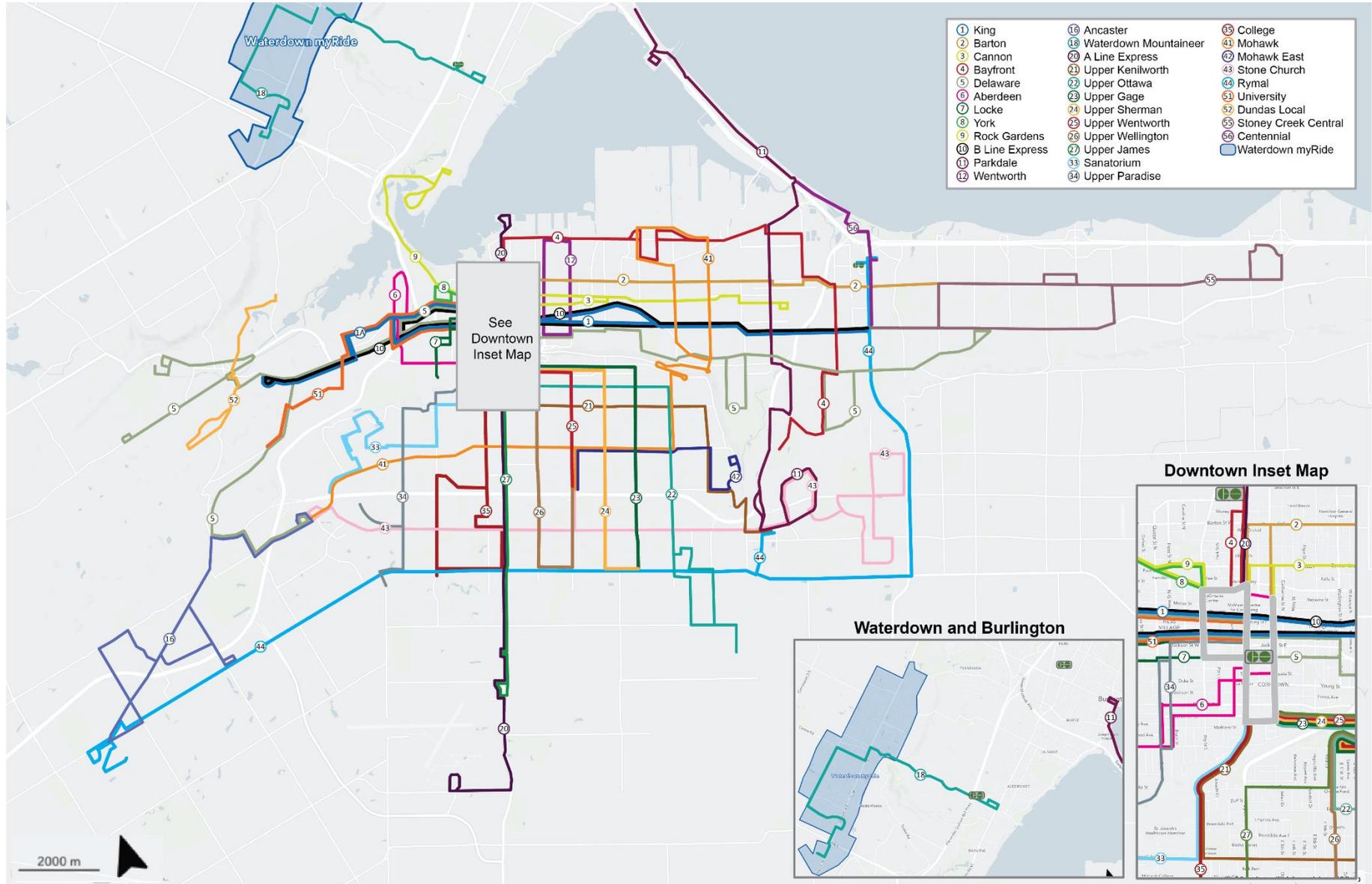
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Conventional routes	34	40	+6
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30-foot buses*	11	48	+37
40-foot buses	246 (increased to 260 in 2025)	260	0
60-foot buses	49	91	+42
Terminals/hubs/loops	Terminals and loops throughout the city, plus 3 GO stations managed by Metrolinx (Confederation, Hamilton, West Harbour)	Additional 13 on- and off-street hubs Metrolinx-led expansion of Confederation GO and West Harbour GO 2 terminals constructed with LRT (Eastgate Terminal and McMaster University Terminal)	13 new hubs 2 GO station expansions 2 new terminals

*Note: 30-foot buses are used as a generalized term for smaller size buses. Smaller buses purchased for the service expansion may fall within the 25-to-35-foot range, depending on which vehicle is purchased.

Vehicle requirements are for the total required vehicles, including spares, and excluding replacement vehicles.



Exhibit 2-2. Current HSR Network*



*99 Waterfront shuttle not shown



Exhibit 2-3. HSR Next Transit Network

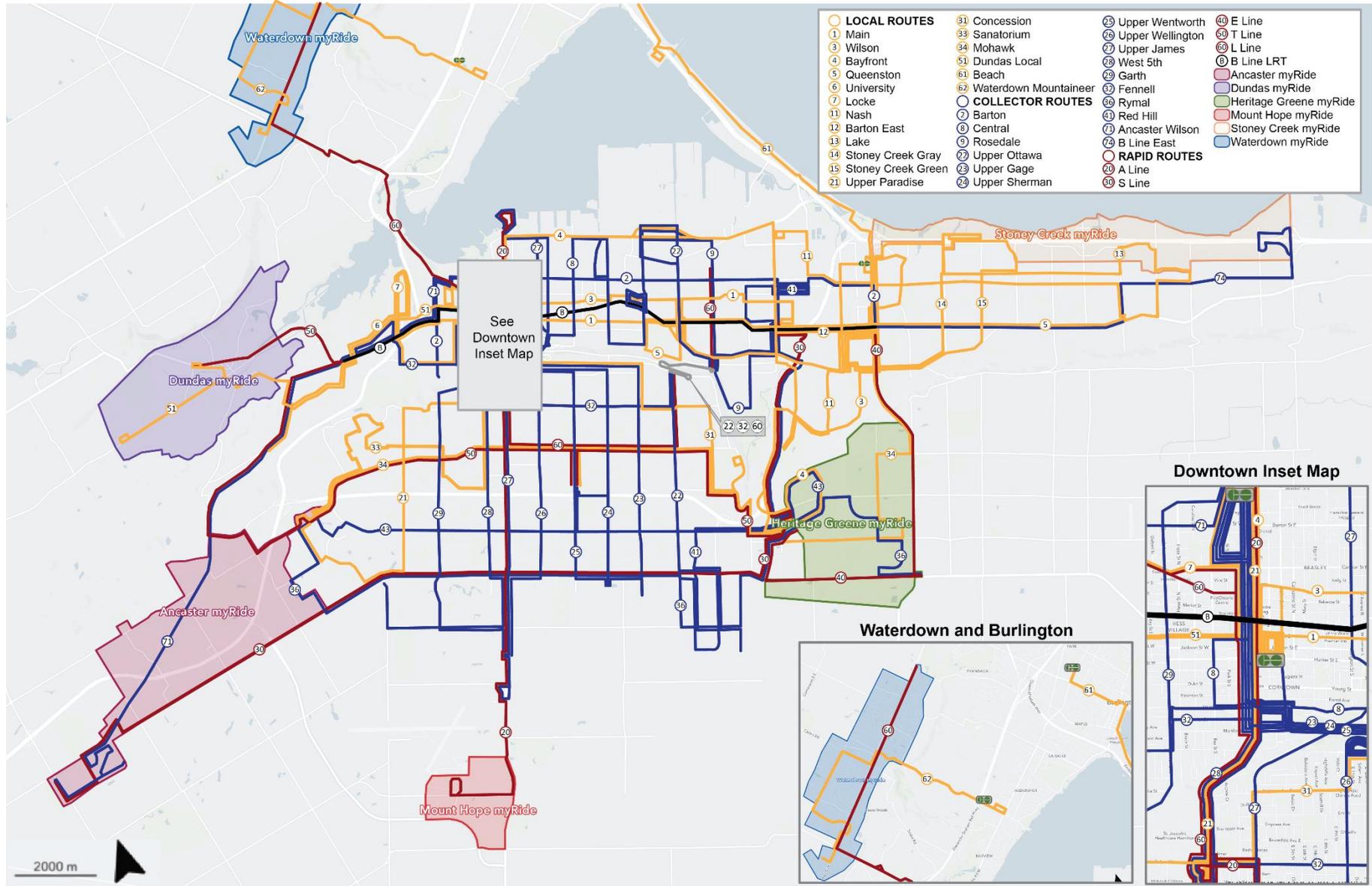
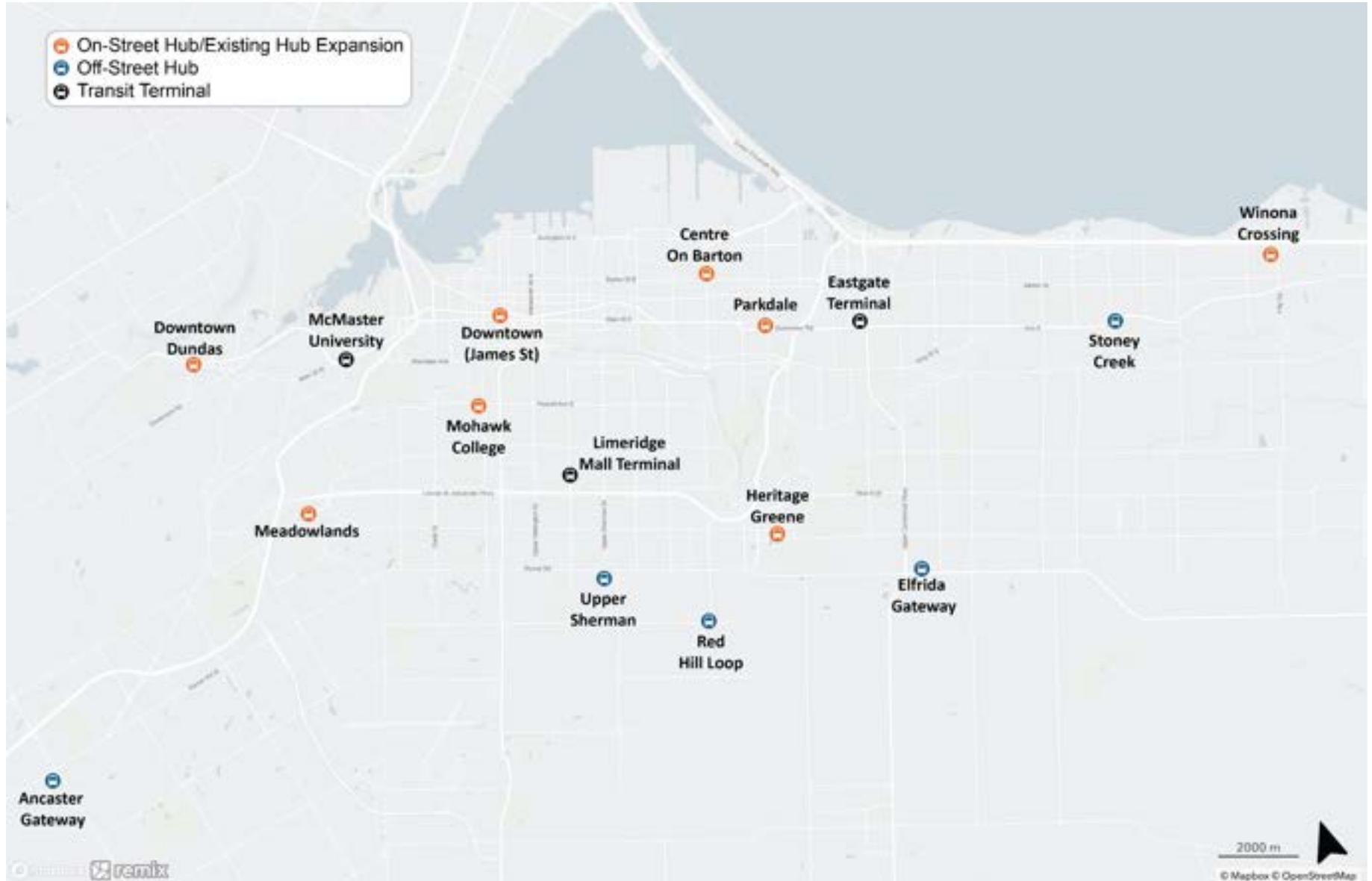




Exhibit 2-4. HSR Next Network New or Expanded On- and Off-Street Hub Locations





Section 3:

Annual Service Phasing Plan

Due to the complexity and scale of the network redesign, changes cannot be made overnight. Many route changes are interrelated, resulting in one change necessitating another change within the network. Changes will require significant public and internal communication and resources that will be provided through a phased approach, allowing for a gradual transition from the current network to the new network that can be effectively communicated and properly funded and operated. The phasing plan for the future network is assumed to occur over a 7-year period, beginning in 2026.

3.1 Assumptions

Several assumptions were made when developing the annual service phasing plan:

- All changes will occur in the Fall Board Period of each year of the plan. Cost and revenue impacts begin at this time. However, actual changes may take place through the year as board periods allow.
- The organizational structure review of HSR will provide the staffing capacity to implement service changes at their planned time.
- Expansion plans and their timing for GO Station bus areas are unknown at this time. Any services to these locations have alternative routings if they are not constructed in time.
- The B Line LRT is assumed to begin operation in Fall 2032, however, any construction plans leading up to 2032 are not known at this time. Therefore, the construction timing of end termini for the LRT, including bus facilities are unknown.
- Hamilton GO, Mountain Transit Centre, and CF Lime Ridge Terminal have sufficient capacity in their current configurations to accommodate service changes.
- The Frank A. Cooke Transit Terminal will be decommissioned when the Downtown (James Street) Hub is constructed or LRT construction around the terminal begins, whichever is first.
- New routes do not have seasonable schedule variation and no routes are interlined except Route 14 and 15 in Stoney Creek. There are potential savings by continuing seasonal scheduling until ridership and demand increase, along with interlining routes, but this will be at the discretion of HSR Scheduling at implementation.
- Main Street will be converted to two-way operations by 2030.

3.2 Methodology

3.2.1 Technical Methodology

The technical methodology employed to develop the annual service phasing involved a detailed analysis into each individual change proposed in the future network and programming changes in such a way as to reduce customer impacts and meet external constraints. These constraints included several factors designed to ensure that the recommended plan was efficient, pragmatic, and could be easily communicated to both internal stakeholders and HSR customers. These considerations include:

- Whenever possible, full route changes and service levels are implemented in one year to reduce travel pattern disruptions and confusion for customers from multiple changes. This was not always possible due to costs.



- Costs are distributed as evenly as possible across each year, although there is a greater concentration of costs in the first several years of the plan to allow for associated changes in subsequent years.
- There is no temporary removal of service coverage. Existing service coverage is maintained wherever changes are made if this coverage will be present in the ultimate network.
- Duplication of service between new and existing routes is removed as much as possible to avoid providing a higher level of service for a temporary period of time that will ultimately be removed.
- Changes that allow for efficient reallocation of existing fleet are prioritized to avoid unnecessary vehicle purchases and more evenly distribute costs across the implementation timeline.
- Changes that allowed for a more even distribution of hub construction are prioritized to avoid unreasonable levels of construction and associated logistics in a single year.

In order to calculate the net increase in service hours each year, an annualized estimate of 2025 service hours was calculated based on the most recent bus schedules, accounting for seasonal variations, to serve as a baseline set of service hours. This baseline does not include the service changes planned as part of Year 9 of the 10YLTS as schedules are not available for precise comparison. The actual baseline will be higher than calculated for this phasing plan. As changes were implemented, the savings associated with discontinued routes were used to offset the costs of new or modified routes.

3.2.2 Staff Workshops

Service changes were also informed by a series of three workshops conducted with the participation of staff representing several departments within the City and HSR. Departments represented at the workshops included Health & Safe Communities – Public Health, Accessible Transit Services, HSR Customer Experience & Innovation, HSR Director's Office, HSR Operations, HSR Scheduling & Infrastructure, HSR Strategy, HSR Support Services, HSR Vehicle Maintenance, Development Planning, Economic Development, Policy Planning, Sustainable Mobility, Tourism, Zoning & Committee of Adjustment, and Zoning Reform:

- The first staff workshop focused on identifying priorities for network implementation and identified any constraints or opportunities to consider when developing the plan.
- The second staff workshop built upon the results of the first workshop and presented different groups of interrelated network changes that staff then placed in priority order.
- The third and final workshop presented a concept phasing plan adapted from the results of Workshop 2 to receive general comments, as well as neighbourhood-by-neighbourhood feedback. The final concept phasing plan incorporates the results of this workshop.



Exhibit 3-1. Scenes from Workshop 2





3.3 Year 1 (2026)

This is the first year of the service implementation plan. The new transit garage will be operationally ready and will allow for increased fleet. The main features of this year are partly implementing major changes that will have significant impact to the network and create a base grid, as well as introducing replacing Trans-Cab service in Stoney Creek, around the airport with myRide on-demand service, along Upper James Street, and to Countrywide Recycling.

3.3.1 Service Changes

The following routes are discontinued, to be replaced by other services:

- Route 18 Waterdown Mountaineer
- Route 21 Upper Kenilworth
- Route 41 Mohawk
- Route 42 Mohawk East
- Stoney Creek Trans-Cab
- Glanbrook Trans-Cab around airport and along Upper James Street
- Countrywide Recycling Trans-Cab²

The following routes and changes are introduced this year, to replace the above services, and increase overall service³:

Rapid Routes

Modification

- **Route 20 A Line Express:** Late-night service is increased, and the vehicle type used is changed from a standard 40-foot bus to an articulated 60-foot bus.

Collector Routes

New

- **Route 9 Rosedale (short-turn):** Operates between Tim Horton's Field and the Kenilworth Access Roundabout as a temporary routing to avoid service duplication and reduce costs. This route will be extended in later years when service coverage is removed from another route. The route has connections to the new Centre on Barton.
- **Route 32 Fennell (short-turn):** Operates between Mohawk College and the new Parkdale Hub via Fennell Avenue as a temporary routing to avoid service duplication and reduce costs. This route will be extended in later year when service coverage is removed from another route.

Modification

- **Route 22 Upper Ottawa:** Service is removed from Downtown Hamilton and shifted to Ottawa Street in the north end, and the south end service is extended into new employment lands south of Twenty Road (if constructed by 2026). Service is temporarily maintained on Unsworth Drive, Hempstead Drive, and Nebo Road north of Rymal Road, as well as Twenty Road east of Dartnall Road and Glover Road until a new route is introduced in a later year. Service levels are also adjusted.
- **Route 27 Upper James:** Modified and extended north toward Hamilton Harbour. Service levels are also adjusted.

² Only discontinued if 22 Upper Ottawa is extended south on Nebo Road. Dependent on new extension of Dartnall Road. Will be discontinued whichever year this road is constructed to permit fixed-route service.

³ See Appendix A for new route maps and service levels.



- **Route 43 Stone Church:** Maintained except for service removed from Mud Street east of First Road, Upper Centennial Parkway north of Mud Street, Green Mountain Road west of Upper Centennial Parkway, and First Road south of Green Mountain Road to avoid a temporary increase in service that will be removed in the following year.

Local Routes

New

- **Route 31 Concession:** Operates between Mohawk College and Mohawk Sports Park via Concession Street.
- **Route 34 Mohawk:** Operates between Meadowlands Terminal and Eastgate Terminal via Mohawk Road and Upper Centennial Parkway, with connections to Mohawk College, St. Joseph's Hospital-Hamilton, Lime Ridge Mall Terminal, and Heritage Greene Terminal.
- **Route 62 Waterdown Mountaineer:** Replaces Route 18. Service is extended to Harry Howell Arena.

myRide On-Demand

New

- **Mount Hope myRide:** Service area providing coverage around the John C. Munro International Airport.
- **Stoney Creek myRide:** Service area providing new service coverage to Stoney Creek along the lakefront and employment lands south of the QEW.

Route numbering adjustments

Throughout the implementation of new services, there will be overlap between some existing route numbers and new route numbers. This section, and in subsequent years, outlines any numbering duplication and how it is addressed.

- Existing Route 9 Rock Gardens will be renumbered to 72 Rock Gardens to avoid duplication with the new Route 9 Rosedale.
- Existing Route 34 Upper Paradise will be renumbered to Route 21 Upper Paradise to avoid duplication with the new Route 34 Mohawk and in advance of renumbering the route in future years when it is modified.

3.3.2 Hub Requirements

The following hubs must be constructed prior to Fall 2026⁴:

- **Centre on Barton:** New on-street facility located adjacent to the Centre Mall on Kenilworth Avenue. The new Route 9 Rosedale will service this hub this year.
- **Parkdale Terminal (partial):** New on-street facility located next to Parkdale Park with bays and stops on Parkdale Avenue. Only the laybys, washroom, and one shelter will be constructed for Fall 2026 to accommodate Route 32 Fennell and growth in the following year. Additional stops and a second shelter will be constructed in later years. Existing bays on Queenston Road will be maintained as is or replaced through LRT construction.
- **Red Hill Loop:** New off-street facility located at the corner of Dartnall Road and Twenty Road. The modified Route 22 Upper Ottawa will service this hub this year.

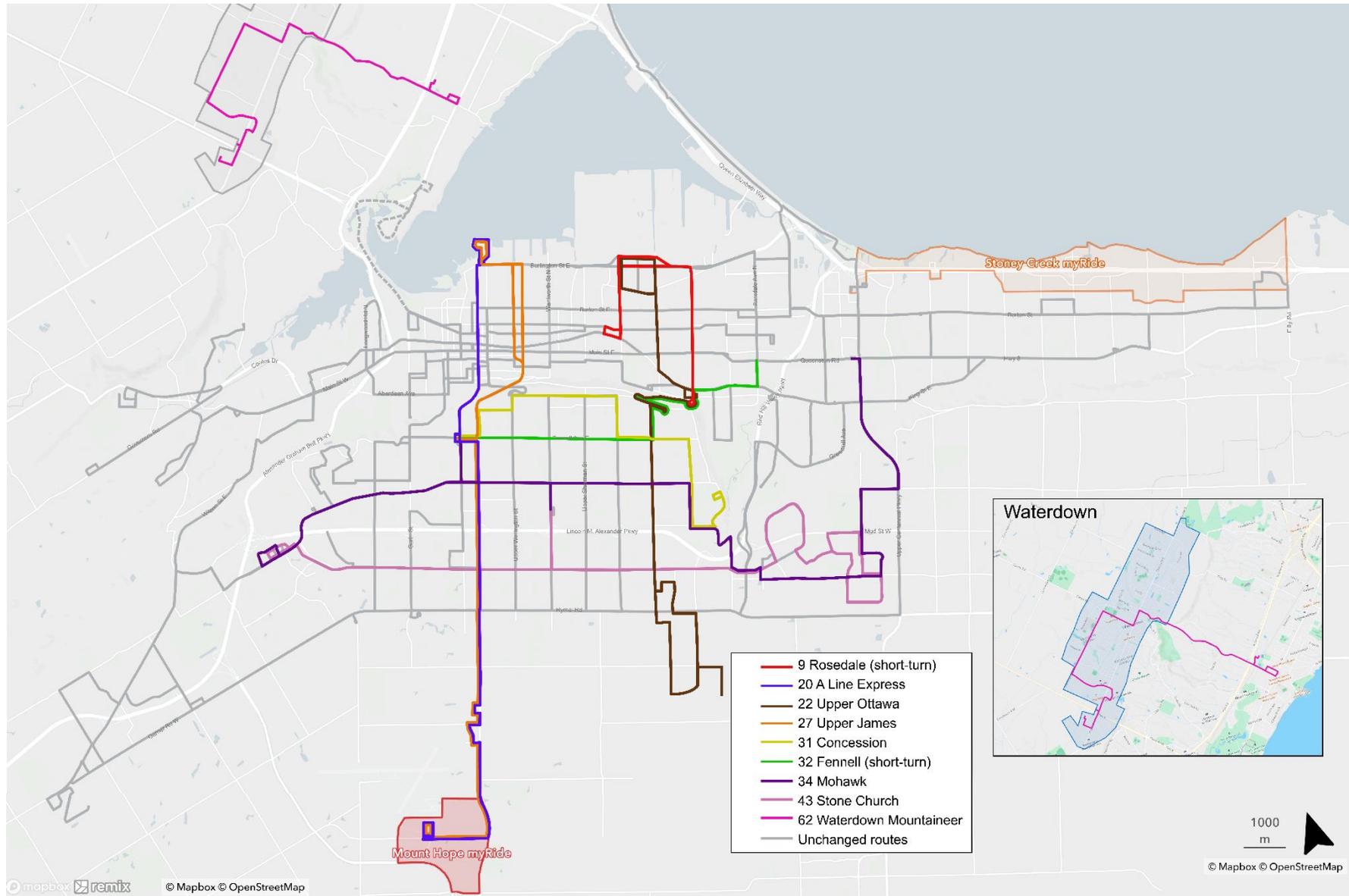
The following adjustments will be made to existing hubs in Fall 2026:

- **Confederation GO:** Stoney Creek myRide service will provide service to the station on a requested basis.

⁴ See Chapter 4 for hub design drawings.



Exhibit 3-2. Overview map of 2026 route changes





3.4 Year 2 (2027)

The main features of this year are further implementing major changes that will have significant impact to the network and create a base grid, particularly through the introduction of 2 rapid routes, as well as 2 new myRide on-demand service areas. Only partial service levels are introduced on new routes to reduce capital and operating costs.

3.4.1 Service Changes

The following routes are discontinued, to be replaced by other services:

- Route 16 Ancaster
- Route 44 Rymal

The following routes and changes are introduced this year, to replace the above services, and increase overall service:

Rapid Routes

New

- **Route 30 S Line:** Operates between Ancaster Fairgrounds and Eastgate Terminal via Rymal Road and Red Hill Valley Parkway with connections to Heritage Greene Terminal. Peak service levels are introduced at every 15 minutes and will be increased in later years.
- **Route 40 E Line:** Operates between Heritage Greene Terminal and Confederation GO via Upper Centennial Parkway with connections to the new Elfrida Gateway Hub. Peak service levels are introduced at every 15 minutes and will be increased in later years. A mixture of 40 and 60-foot buses will be used this year.

Collector Routes

Modified

- **Route 43 Stone Church:** Truncated to operate between Meadowlands Terminal and Heritage Greene Terminal with connections to Lime Ridge Mall Terminal. Midday service is adjusted to operate every 30 minutes and will be increased in later years.

New

- **Route 71 Ancaster Wilson:** Operates between Ancaster Fairgrounds and West Harbour GO via Wilson Street with connections to McMaster University. Peak service levels are introduced at every 20 minutes and will be increased in later years.

Local Routes

New

- **Route 36 Rymal:** Operates between Meadowlands Terminal and the new Elfrida Gateway Hub via Rymal Road with connections to the new Red Hill Loop and Heritage Greene Terminal. Midday service levels are introduced at every 30 minutes and will be increased in later years.

myRide On-Demand

New

- **Ancaster myRide:** Service area providing service coverage in Ancaster. 2 30-foot vehicles will be used to operate the service and additional vehicles will be introduced in later years to reduce wait times.
- **Heritage Green myRide:** Service area providing service coverage in the Heritage Green area. 2 30-foot vehicles will be used to operate the service and an additional vehicle will be introduced in later years to reduce wait times.



3.4.2 Hub Requirements

The following hubs must be constructed prior to Fall 2027:

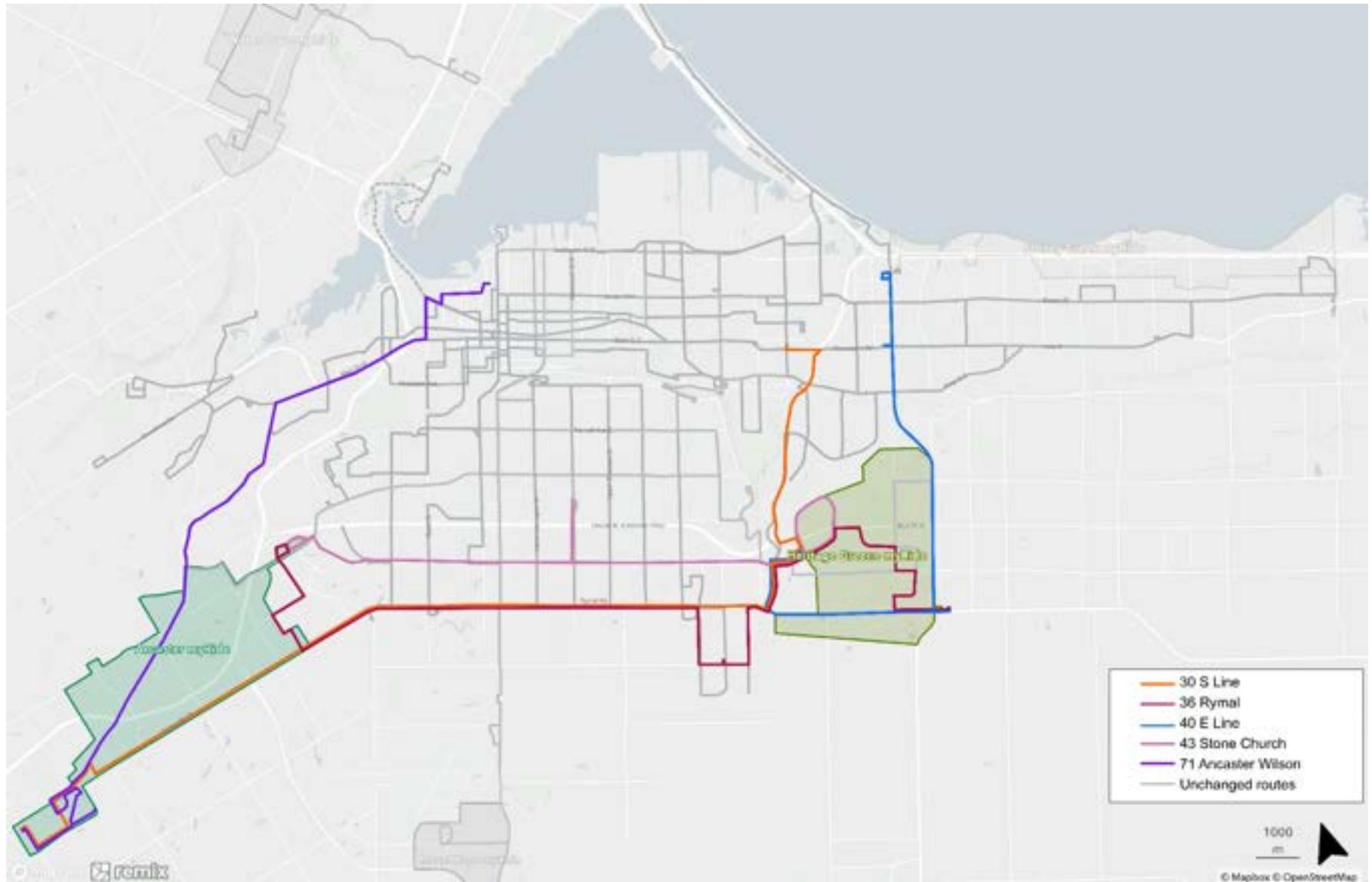
- **Ancaster Gateway:** New off-street facility located near the Ancaster Fairgrounds with the exact location to be finalized. The new routes 30 S Line, 71 Ancaster Wilson, and Ancaster myRide will service this hub. DARTS specialized service will share a layover bay with myRide service.
- **Elfrida Gateway:** New off-street facility located at the corner of Rymal Road and Upper Centennial Parkway. The new routes 36 Rymal, 40 E Line, and Heritage Green myRide will service this hub. DARTS specialized service will share a layover bay with myRide service.
- **Heritage Greene Terminal:** New on-street expansion of the existing terminal. The new routes 30 S Line, 36 Rymal, 40 E Line, and Heritage Green myRide will begin operating out of this terminal in addition to existing routes. DARTS specialized service will have its own layover bay.

The following adjustments will be made to existing hubs in Fall 2027:

- **West Harbour GO:** Route 71 Ancaster Wilson is planned to terminate at West Harbour GO. This route will layover on-street until construction of the new bus terminal.



Exhibit 3-3. Overview map of 2026 route changes





3.5 Year 3 (2028)

The main features of this year are further implementing higher service levels on previously introduced routes, as well as new fixed-route service in Stoney Creek and the partial introduction of a new rapid route.

3.5.1 Service Changes

The following routes are discontinued, to be replaced by other services:

- Route 72 Rock Gardens (formerly 9 Rock Gardens)

The following routes and changes are introduced this year, to replace the above services, and increase overall service:

Rapid Routes

Modified

- **Route 40 E Line:** The route is now serviced by only 60-foot buses.

New

- **Route 60 L Line (short-turn):** This is a new rapid route that operates between Cityview Park in Burlington and Lime Ridge Mall Terminal via Waterdown, York Boulevard, and Mohawk Road as a temporary routing and operating every 30-minutes all-day to reduce costs. This route will be extended, and service levels increased in later years when additional resources are available.

Collector Routes

Modified

- **Route 43 Stone:** Church: Midday service levels are increased from every 30 minutes to every 20 minutes.
- **Route 71 Ancaster Wilson:** Peak service levels are increased from every 20 minutes to every 15 minutes.

Local Routes

Modified

- **Route 36 Rymal:** Midday service levels are increased from every 30 minutes to every 20 minutes.

New

- **Route 13 Lake:** Operates between Eastgate Terminal and the new Stoney Creek hub via Lake Avenue and Arvin Avenue in Stoney Creek.

myRide On-Demand

Modified

- **Ancaster myRide:** 2 additional 30-foot vehicles for a total of 4 vehicles will be used to operate the service to reduce wait times.
- **Waterdown myRide:** Additional vehicle added to the service to decrease wait times.

3.5.2 Hub Requirements

The following hubs must be constructed prior to Fall 2028:

- **Mohawk College:** Expansion of the existing off-street terminal. The new Route 60 L Line will begin operating out of this terminal in addition to existing routes.



- **Stoney Creek Hub:** New off-street facility located in the Stoney Creek Library parking lot at the corner of Hwy 8 and Jones Road. The new 13 Lake will service this hub this year in addition to the existing Route 55 Stoney Creek Central. DARTS specialized service will share a layover bay with myRide service.

The following adjustments will be made to existing hubs in Fall 2028:

- **Confederation GO:** Route 13 Lake will stop on-street to service the terminal until the new terminal is constructed.



Exhibit 3-4. Overview map of 2028 route changes





3.6 Year 4 (2029)

The main features of this year are interrelated routing adjustments in the lower city triggered by new services in Stoney Creek, as well as further implementing higher service levels on previously introduced routes.

3.6.1 Service Changes

The following routes are discontinued, to be replaced by other services:

- Route 11 Parkdale
- Route 55 Stoney Creek Central
- Route 56 Centennial

The following routes and changes are introduced this year, to replace the above services, and increase overall service:

Rapid Routes

Modified

- **Route 30 S Line:** Peak service is increased from every 15 minutes to every 10 minutes. The route is serviced by a mixture of 40 and 60-foot buses.

Collector Routes

Modified

- **Route 2 Barton:** Extended in the west via West Harbour GO to Dundurn at the Mountain and also extended in the east to Eastgate Terminal. Service levels are also adjusted.
- **Route 5 Delaware:** Route branch from St. Joseph's Hospital-King Campus to Hwy 8 and King Street in Stoney Creek is removed and replaced by other service. All other branches remain.

Local Routes

Modified

- **Route 4 Bayfront:** Removed from the Quigley Road-Greenhill Avenue-Mt Albion Road area and is extended to Heritage Greene Terminal.
- **Route 7 Locke:** Removed from Dundurn Street and is extended west to service Longwood Road and Macklin Street.

New

- **Route 11 Nash:** Operates between Glow Avenue at Parkdale Avenue and Glendale Golf and Country Club via Woodward Avenue and Nash Road with connections to Confederation GO.
- **Route 12 Barton East:** Operates between Parkdale Terminal and Stoney Creek Hub via Barton Street with connections to Eastgate Terminal and Confederation GO.
- **Route 14 Stoney Creek Gray:** Operates between Eastgate Terminal and South Service Road at Green Road in Stoney Creek via Gray Road with connections to St. Joseph's Hospital – King Campus. This route continues as Route 15 Stoney Creek Green at South Service Road and Green Road.
- **Route 15 Stoney Creek Green:** Operates between Eastgate Terminal and South Service Road at Green Road in Stoney Creek via Green Road with connections to St. Joseph's Hospital – King Campus. This route continues as Route 14 Stoney Creek Gray at South Service Road and Green Road.
- **Route 61 Beach:** Operates between Eastgate Terminal and Burlington GO via Beach Boulevard with connections to Confederation GO and Downtown Burlington.



- **Route 74 B Line East:** Operates between Eastgate Terminal and the new Winona Crossing Hub via Hwy 8 and Barton Street with connections to Stoney Creek Hub. This route serves as an extension of the existing Route 10 B Line Express and will connect to the future terminus of the LRT.

Route numbering adjustments

As indicated in the description of service changes, some routes will have the same route number as existing routes.

- Existing Route 12 Wentworth will be renumbered to 73 Wentworth to avoid duplication with the new Route 12 Barton East.

3.6.2 Hub Requirements

The following hubs must be constructed prior to Fall 2029:

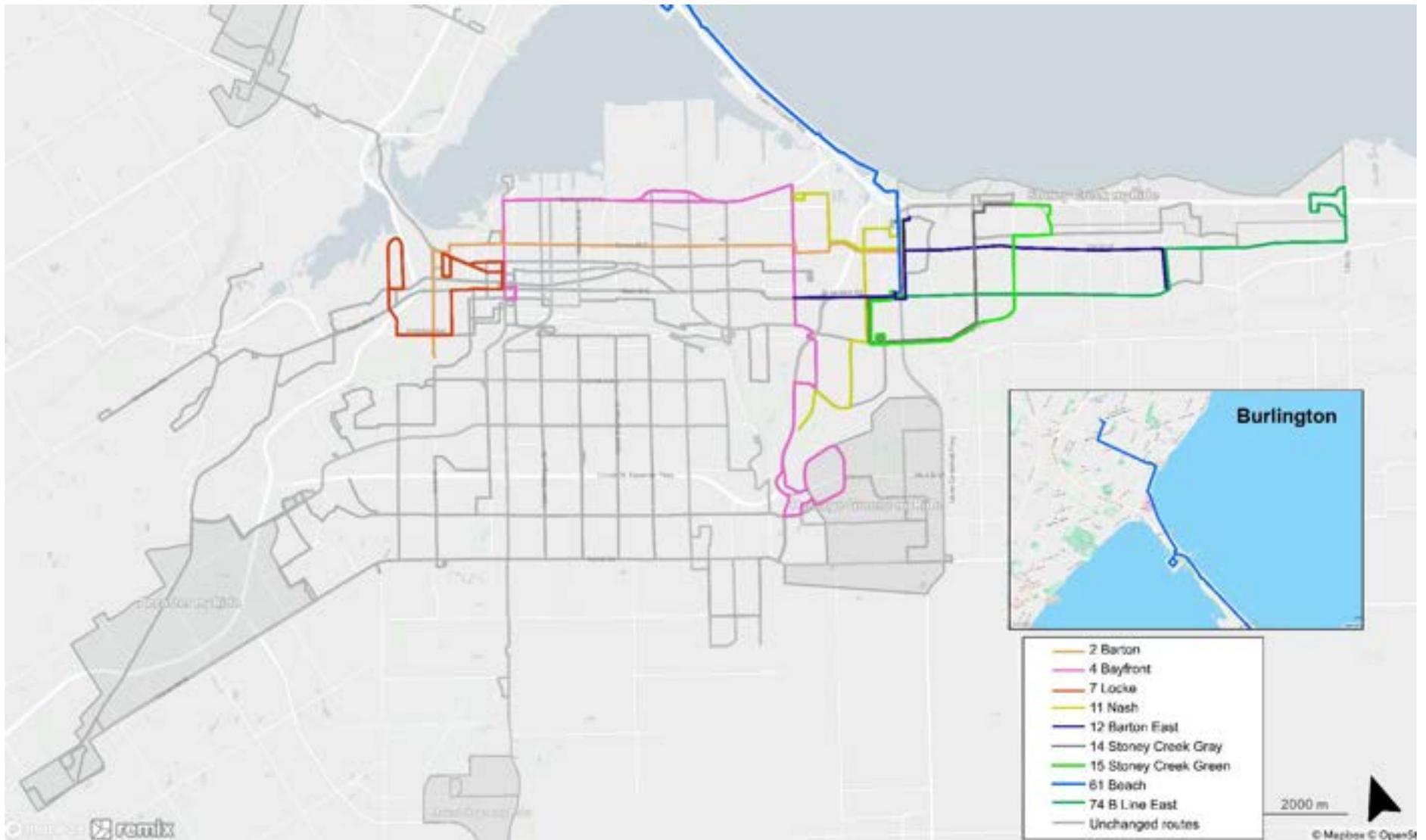
- **Downtown (James Street):** New on-street facility on James Street South between Main Street and King William Street. The Frank A. Cooke Transit Terminal will be decommissioned if it has not already been decommissioned due to LRT construction and all routes that serviced this location will be shifted to James Street.
- **Parkdale Terminal (remainder):** Expansion of on-street facility. The new routes 4 Bayfront and 12 Barton East will service this hub, in addition to existing routes.
- **Winona Crossing:** New on-street facility located on South Service Road at Winona Crossing. The new Route 74 B Line East will service this hub. Stoney Creek myRide will service this hub on a requested basis. Niagara Region Transit and Niagara Region's specialized transit service may operate at this hub as well. DARTS specialized service will share a layover bay with myRide service.

The following adjustments will be made to existing hubs in Fall 2029:

- **Eastgate Terminal:** Bay assignments within the existing terminal will be adjusted to accommodate routes 12 Barton East, 14 Stoney Creek Gray, 15 Stoney Creek Green, 61 Beach, and 74 B Line East.



Exhibit 3-5. Overview map of 2029 route changes





3.7 Year 5 (2030)

The main features of this year are interrelated routing adjustments in the lower city and Dundas, largely associated with establishing connections to the future LRT, as well as further implementing higher service levels on previously introduced routes.

3.7.1 Service Changes

The following routes are discontinued, to be replaced by other services:

- Route 1 King (except west of Hamilton GO)
- Route 3 Cannon
- Route 5 Delaware (except one part of route)
- Route 6 Aberdeen
- Route 8 York
- Route 73 Wentworth (formerly Route 12 Wentworth)
- Route 51 University
- Route 52 Dundas Local

The following routes and changes are introduced this year, to replace the above services, and increase overall service:

Rapid Routes

Modified

- **Route 30 S Line:** The route is now serviced by only 60-foot buses.
- **Route 40 E Line:** Peak service is increased from every 15 minutes to every 10 minutes. The route is serviced by a mixture of 40 and 60-foot buses.
- **Route 60 L Line:** Extended to operate between Cityview Park in Burlington and Centre on Barton via Waterdown, York Boulevard, Mohawk Road, and Kenilworth Avenue with connections to Mohawk College, St. Joseph's Hospital-Hamilton, and Lime Ridge Mall Terminal. Peak service levels are increased from every 30 minutes to every 20 minutes.

Collector Routes

Modified

- **Route 9 Rosedale:** Extended to operate between Tim Hortons Field and Parkdale Terminal via Gage Avenue and Kenilworth Avenue with connections to Centre on Barton.
- **Route 32 Fennell:** Extended to operate between McMaster University and Parkdale Terminal via Fennell Avenue with connections to Mohawk College and St. Joseph's Hospital-Hamilton.
- **Route 75 King:** Route 1A King is renumbered and truncated to operate between Hamilton GO and University Plaza. Service levels remain the same as the existing Route 1A King.
- **Route 76 Delaware:** Renumbered and truncated to operate between Downtown and Meadowlands Terminal via Sterling Street and Wilson Street. Service levels remain the same as the existing Route 5A Delaware.

New

- **Route 8 Central:** Operates between Hamilton GO and Tim Hortons Field via Wentworth Street and Sherman Avenue.



Local Routes

New

- **Route 1 Main:** Operates between Hamilton GO and Parkdale Terminal via Main Street and Cannon Street.
- **Route 3 Wilson:** Operates between Hamilton GO and Glendale Golf and Country Club via Wilson Street, Cannon Street, and King Street East with connections to Eastgate Terminal and St. Joseph's Hospital-King Campus.
- **Route 5 Queenston:** Operates between Lawrence Road at Gage Avenue and Stoney Creek Hub via King Street/Hwy 8 with connections to Parkdale Terminal and Eastgate Terminal.
- **Route 6 University:** Operates between West Hamilton Loop on Wilson and Longwood Road at Macklin Road via Whitney Avenue and King Street with connections to McMaster University.
- **Route 51 Dundas:** Operates between Hamilton GO and Governors Road at Pirie Drive via King Street, Whitney Avenue, and Governors Road with connections to McMaster University and Downtown Dundas.

myRide On-Demand

Modified

- **Heritage Green myRide:** 1 additional 30-foot vehicle for a total of 3 vehicles will be used to operate the service to reduce wait times.

New

- **Dundas myRide:** Service area providing coverage to Dundas.

Route numbering adjustments

As indicated in the description of service changes, several existing routes will be renumbered this year to eliminate duplicate route numbers.

- **Existing Route 1 King** will be renumbered to **75 King** to avoid duplication with the new **Route 1 Main**.
- **Existing remaining Route 5 Delaware** will be renumbered to **76 Delaware** to avoid duplication with the new **Route 5 Queenston**.

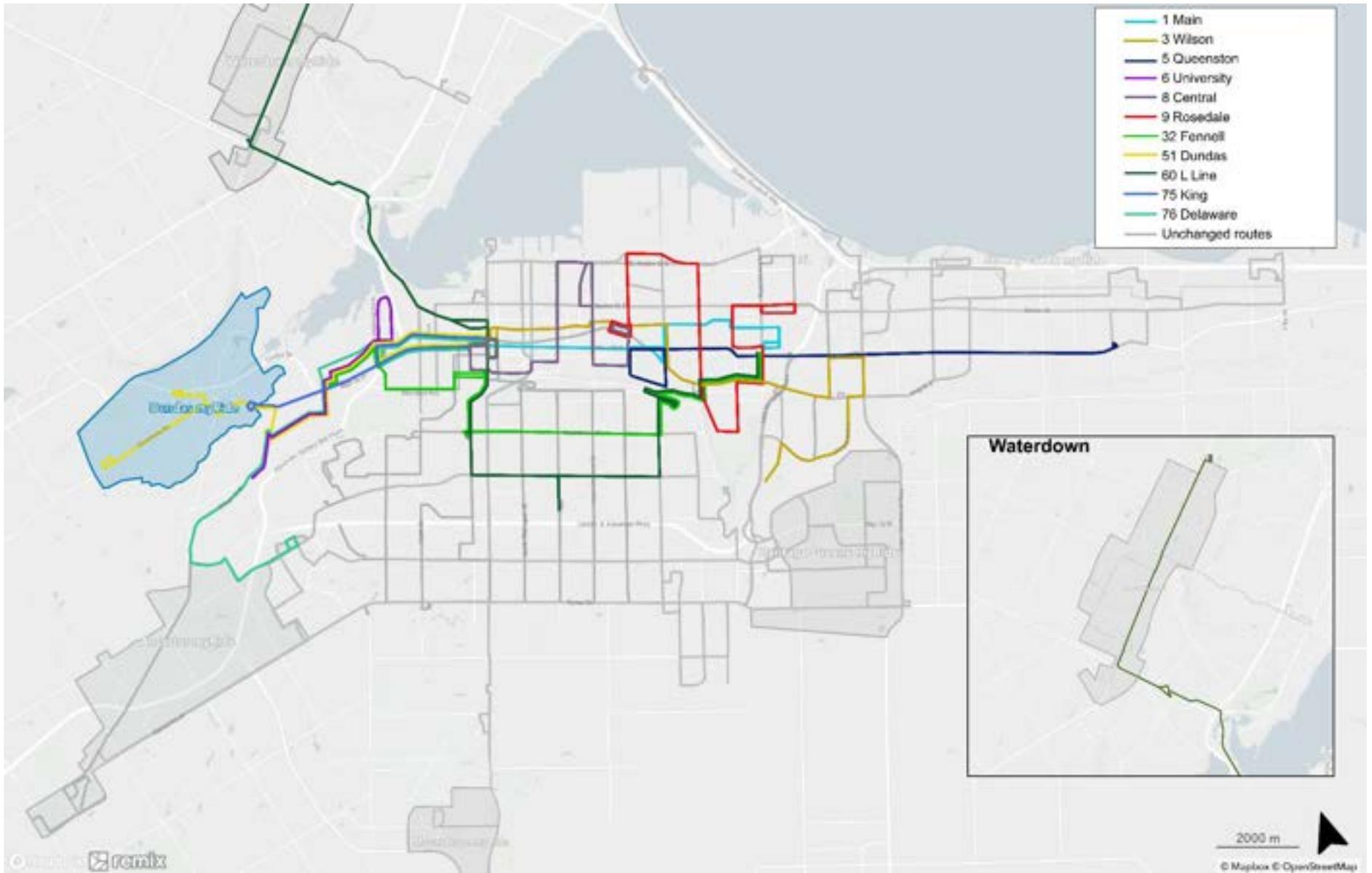
3.7.2 Hub Requirements

The following hubs must be constructed prior to Fall 2030:

- **Downtown Dundas:** New on-street facility on Market Street between King Street and Hatt Street. Route 51 Dundas and Dundas myRide will service this hub this year. DARTS specialized service will share a layover bay with myRide service.



Exhibit 3-6. Overview map of 2030 route change





3.8 Year 6 (2031)

The main features of this year include the extension of routes on the Mountain to West Harbour GO, as well as the introduction of a new on-demand myRide service area and minor vehicle reallocation.

3.8.1 Service Changes

The following routes are discontinued, to be replaced by other services:

- Route 35 College
- Remaining Glanbrook Trans-Cab service⁵

The following routes and changes are introduced this year, to replace the above services, and increase overall service:

Rapid Routes

Modified

- **Route 40 E Line:** Now serviced by only 60-foot buses.

Collector Routes

Modified

- **Route 21 Upper Paradise:** Modified to operate between Meadowlands Terminal and West Harbour GO via Upper Paradise Road and James Street with connections to Mohawk College, St. Joseph's Hospital-Hamilton, Hamilton GO, and Downtown.
- **Route 23 Upper Gage:** Extended to operate between West Harbour GO and the New Upper Sherman Hub via James Street and Upper Gage Avenue with connections to Hamilton GO and Downtown.
- **Route 24 Upper Sherman:** Extended to operate between West Harbour GO and the New Upper Sherman Hub via James Street and Upper Sherman Avenue with connections to Lime Ridge Mall Terminal, Hamilton GO, and Downtown.
- **Route 25 Upper Wentworth:** Extended to operate between West Harbour GO and the New Upper Sherman Hub via James Street and Upper Wentworth Street with connections to Lime Ridge Mall Terminal, Hamilton GO, and Downtown.
- **Route 26 Wellington:** Removed from Upper Wentworth Street and extended to operate between West Harbour GO and the Mountain Transit Centre via James Street and Upper Wellington Street with connections to Hamilton GO and Downtown.

New

- **Route 28 West 5th:** Operates between Hamilton District Christian High School on Glancaster Road and West Harbour GO via James Street and West 5th Street with connections to Mohawk College, St. Joseph's Hospital-Hamilton, Hamilton GO, and Downtown.
- **Route 29 Garth:** Operates between the Mountain Transit Centre and West Harbour GO via Garth Street and Queen Street.

⁵ Alternatives may be used in earlier years to discontinue Trans-Cab along Twenty Road between Glancaster Road and Upper James Street such as temporary expansion of Ancaster myRide or removal of 21 Upper Paradise from Upper Horning Road before full route change and using resources to extend temporarily along Twenty Road.



Local Routes

Modified

- **Route 33 Sanatorium:** Modified to operate between Meadowlands Terminal and Mohawk College via Sanatorium Road and West 5th Street. Service levels are also adjusted.

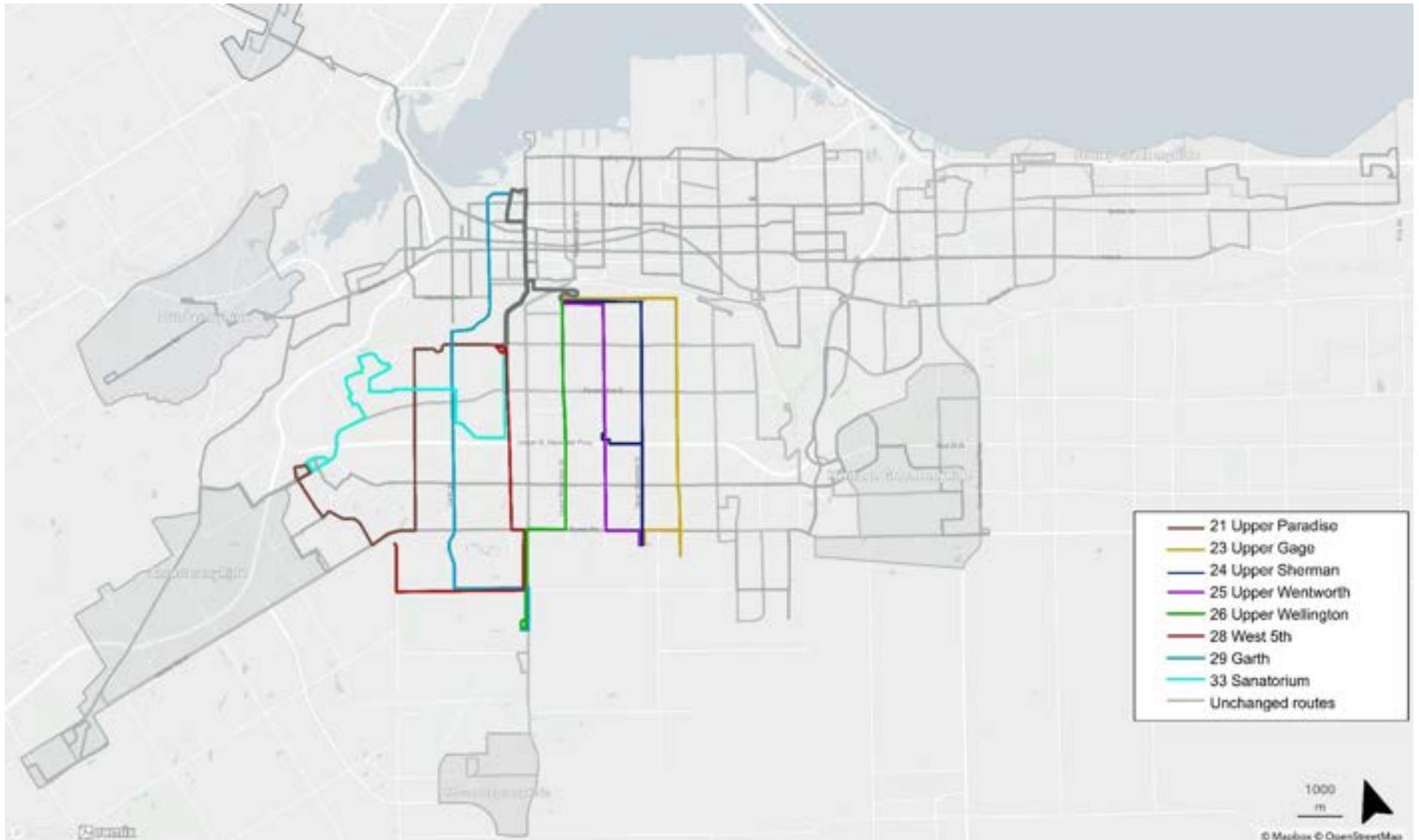
3.6.2 Hub Requirements

The following hubs must be constructed prior to Fall 2031:

- **Meadowlands Terminal:** New on-street expansion of the existing terminal. The new routes 21 Upper Paradise and 33 Sanatorium will begin operating out of this terminal in addition to existing routes. DARTS specialized service will share a layover bay with myRide service.
- **Upper Sherman Hub:** New off-street facility located adjacent to Nora Henderson Secondary School on Upper Sherman Avenue. The new routes 23 Upper Gage, 24 Upper Sherman, and 25 Upper Wentworth will service this hub. DARTS specialized service has its own layover bay.
- **West Harbour GO:** All planned routes will begin operation out of West Harbour GO. If the bus area expansion has not been completed at this time, alternative arrangements will be made to accommodate the many routes terminating at this location on Stuart Street.



Exhibit 3-7. Overview map of 2031 route change





3.9 Year 7 (2032)

2032 is the assumed year that the B Line LRT will begin operations. However, if the LRT is delayed, the implementation of the HSR network will need to be adjusted this year. Therefore, there are two implementation plans in this section – one with LRT and one without. The other main features of this year include the implementation of the final rapid route (either fully or partial depending on the scenario), one additional route, and minor routing adjustments.

3.9.1 Service Changes

LRT Scenario

The following routes are discontinued, to be replaced by other services:

- Route 10 B Line Express
- Route 75 King (formerly 1/1A King)
- Route 76 Delaware (formerly 5 Delaware)

The following routes and changes are introduced this year, to replace the above services, and increase overall service:

Rapid Routes

New

- **Route 50 T Line:** Operates between Downtown Dundas and Heritage Greene Terminal via Wilson Street and Mohawk Road with connections to McMaster University, Meadowlands Terminal, and Lime Ridge Mall Terminal.

Collector Routes

Modified

- **Route 22 Upper Ottawa:** Removed from Unsworth Drive, Hempstead Drive, and Nebo Road north of Rymal Road. These roads will be serviced by the new Route 41 Red Hill.

New

- **Route 41 Red Hill:** Operates between Barton Street at Woodward Avenue and Red Hill Loop via Parkdale Avenue, Redhill Valley Parkway, and Nebo Road with connections to Parkdale Terminal and Heritage Greene Terminal.

B Line LRT

- The LRT begins operation this year, operating between McMaster University and Eastgate Terminal via Main Street and King Street. More than 20 routes cross the LRT corridor, providing direct connections from throughout the city.

No LRT Scenario

The following routes are discontinued, to be replaced by other services:

- Route 76 Delaware (formerly 5 Delaware)

The following routes and changes are introduced this year, to replace the above services, and increase overall service:

Rapid Routes

New

- **Route 50 T Line:** This is a new rapid route that operates between Downtown Dundas and Lime Ridge Mall Terminal via Wilson Street and Mohawk Road with connections to McMaster University and Meadowlands Terminal as a temporary routing and operating every 15-minutes all day except evenings (weekday and Saturday) and Sundays that



operate every 20 to 30 minutes. This route will be extended, and service levels increased either when the LRT is introduced, or as deemed appropriate by HSR staff. The introduction of the full route prior to LRT introduction will require additional vehicles and service hours that would be discontinued after LRT is operational.

Collector Routes

Modified

- **Route 22 Upper Ottawa:** Removed from Unsworth Drive, Hempstead Drive, and Nebo Road north of Rymal Road. Also removed from Twenty Road east of Dartnall Road and Glover Road. These roads will be serviced by the new Route 41 Red Hill.

New

- **Route 41 Red Hill:** Operates between Barton Street at Woodward Avenue and Red Hill Loop via Parkdale Avenue, Redhill Valley Parkway, and Nebo Road with connections to Parkdale Terminal and Heritage Greene Terminal.

3.9.2 Hub Requirements

There are no new hubs or hub expansions to be completed this year. In the LRT scenario, McMaster University and Eastgate Terminal will be completed and operational. In the No LRT scenario, these hubs may not be in service at this time and alternatives will need to be considered.



Exhibit 3-8. Overview map of 2032 route change with LRT

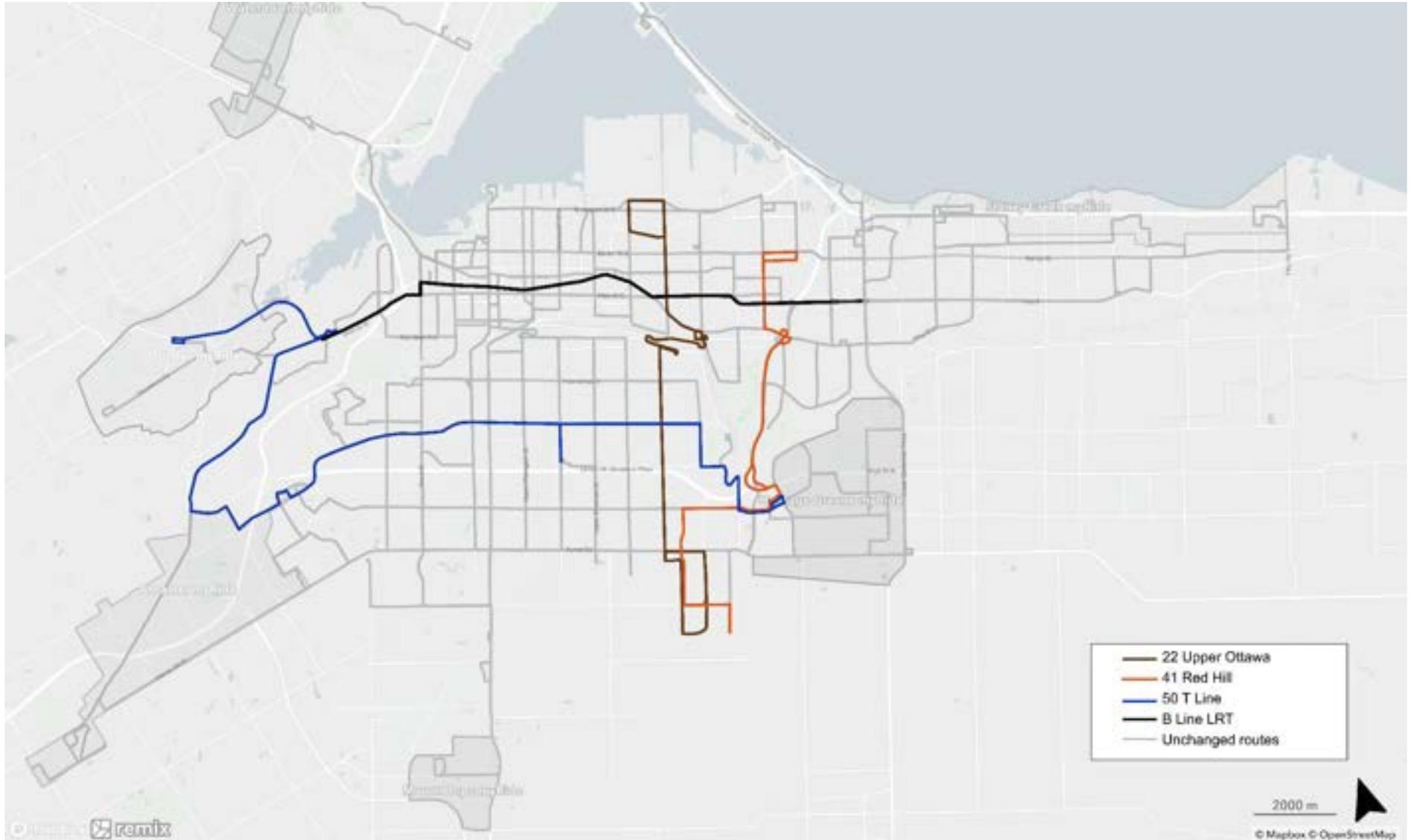




Exhibit 3-9. Overview map of 2032 route change without LRT





Section 4: Infrastructure and Resource Requirements

4.1 Service Hour Requirements

A summary of each year's annual service hour increase requirements is provided below in Exhibit 4-1. These service hours are the net increase each year from the discontinuation of existing routes and the implementation of new or modified routes, as outlined in the previous chapter and costs could not be more evenly spread out due to the interrelation between certain service changes. This is most notable in 2027 and 2028 and is associated with the introduction of two rapid routes. It should be noted that the increase from 2025 to 2026 does not include the new services that will be introduced as part of Year 9 of the 10 YLTS, resulting in the net increase being less than is shown. However, the actual breakdown is not yet available to account for schedule and route changes that will dictate the net increase in 2026.

Operating cost and revenue impacts begin in September of each year. As a result, the first year of the plan only accounts for four months of additional service, or a 3.5% increase, as compared to subsequent years. The average percent increase in service each year is similar to increases in 2022 and 2023 that saw service growth approaching 10%. It should also be noted that the final year of the plan does not account for annualized costs for the final service changes. The following year (2033) would have total annual service hours of 1,608,150 in the LRT scenario and 1,640,900 in the no LRT scenario, assuming no other service changes would be made that year.

Exhibit 4-5. Summary of service increases from 2026 to 2032

Year	Total Service Hours	Service Hour Increase
1 (2026)	1,060,200	35,680 (+3.5%)
2 (2027)	1,170,050	109,850 (+10.3%)
3 (2028)	1,279,850	109,810 (+9.4%)
4 (2029)	1,371,620	91,770 (+7.2%)
5 (2030)	1,451,840	80,230 (+5.9%)
6 (2031)	1,535,560	83,720 (+5.8%)
7 (2032)	1,596,610	61,050 (+4%)
7 (2032) no LRT	1,607,750	72,190 (+4.7%)
NET INCREASE	-	572,090 (+55.8%)
NET INCREASE (no LRT scenario)	-	583,240 (+56.9%)

4.2 Fleet Requirements

A summary of each year's annual fleet expansion requirements is provided below in Exhibit 4-2. These vehicles are the net increase each year in required vehicles in service and spares, accounting for reallocation of existing fleet where routes are discontinued. **Vehicle approvals and purchase orders must occur in Q1 of the year prior to the bus beginning revenue service as the delivery time is approximately 18 months.** As well, 14 additional 40-foot buses will be delivered and placed into revenue service in late 2025. This results in no additional 40-foot expansion vehicles required throughout the life of the plan. Expansion vehicles include additional spare vehicles to maintain a 20% spare ratio. This summary does not include lifecycle replacement vehicles.



Exhibit 4-2. Net Annual Increase in Total Fleet Requirements

Delivery Year	30-Foot CNG Bus	40-Foot CNG Bus	60-Foot CNG Bus
2026	4	0	3
2027	4	0	17
2028	11	0	10
2029	15	0	1
2030	3	0	1
2031	0	0	1
2032	0	0	9
NET INCREASE	37	0	42

4.3 Transit Hub Requirements

A summary of each year's new/expanded transit hubs to operate service is provided below in Exhibit 4.3. An overview of each year and each hub is also provided, including the concept design and estimated capital costs. Off-street transit hub costs provided, with the exception of Mohawk College Terminal, have been calculated by BTY Group as "Order of Magnitude" estimates, with the estimate falling within plus or minus 15 to 20%. On-street hubs and Mohawk College Terminal capital costs provided have been calculated using itemized 2024 costs for laybys, sidewalk and curb work, shelters and shelter installation, and washrooms as provided by BTY Group, with escalation included for these costs based on the year of construction.

All planned hubs will be fully accessible in compliance with the AODA. LRT terminus hubs (Eastgate Terminal and McMaster University Terminal) are assumed to be constructed by 2032 and the capital requirements are not part of this implementation plan. The alternative for West Harbour GO if the bus area expansion is not complete by 2031 is also provided for reference.

Exhibit 4-3. Summary of new/expanded hubs from 2026 to 2032

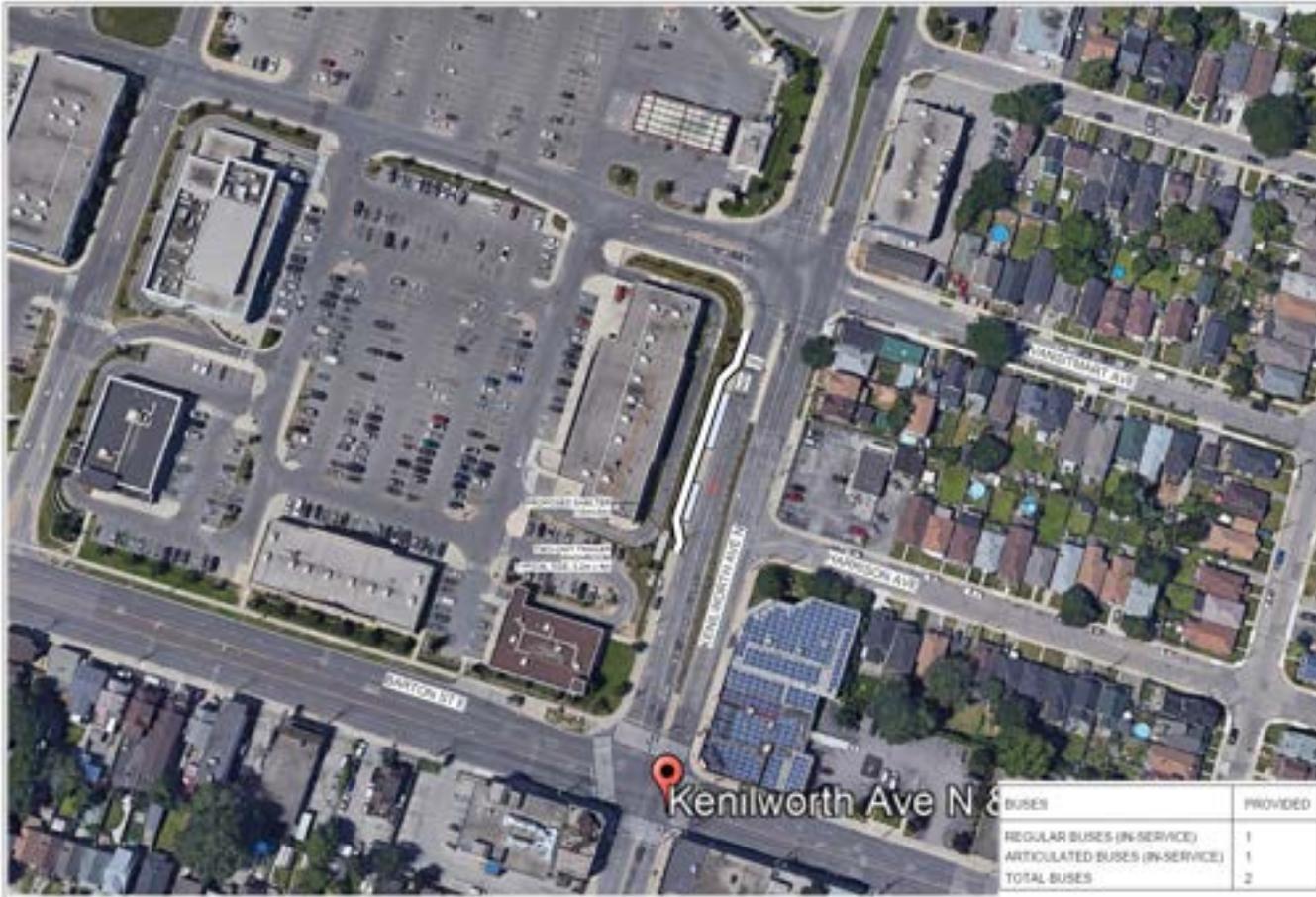
Opening Year	New Hubs	Expanded Hubs
2026	<ul style="list-style-type: none"> Centre on Barton Parkdale (partial) Red Hill Loop 	<ul style="list-style-type: none"> N/A
2027	<ul style="list-style-type: none"> Ancaster Gateway Elfrida Gateway 	<ul style="list-style-type: none"> Heritage Greene Terminal
2028	<ul style="list-style-type: none"> Stoney Creek 	<ul style="list-style-type: none"> Mohawk College Terminal
2029	<ul style="list-style-type: none"> Downtown (James Street) Winona Crossing 	<ul style="list-style-type: none"> Parkdale
2030	<ul style="list-style-type: none"> Downtown Dundas 	<ul style="list-style-type: none"> N/A
2031	<ul style="list-style-type: none"> Upper Sherman 	<ul style="list-style-type: none"> Meadowlands
2032	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> N/A



4.3.1 2026

Exhibit 4-4. Centre on Barton Concept Design

CENTRE ON BARTON

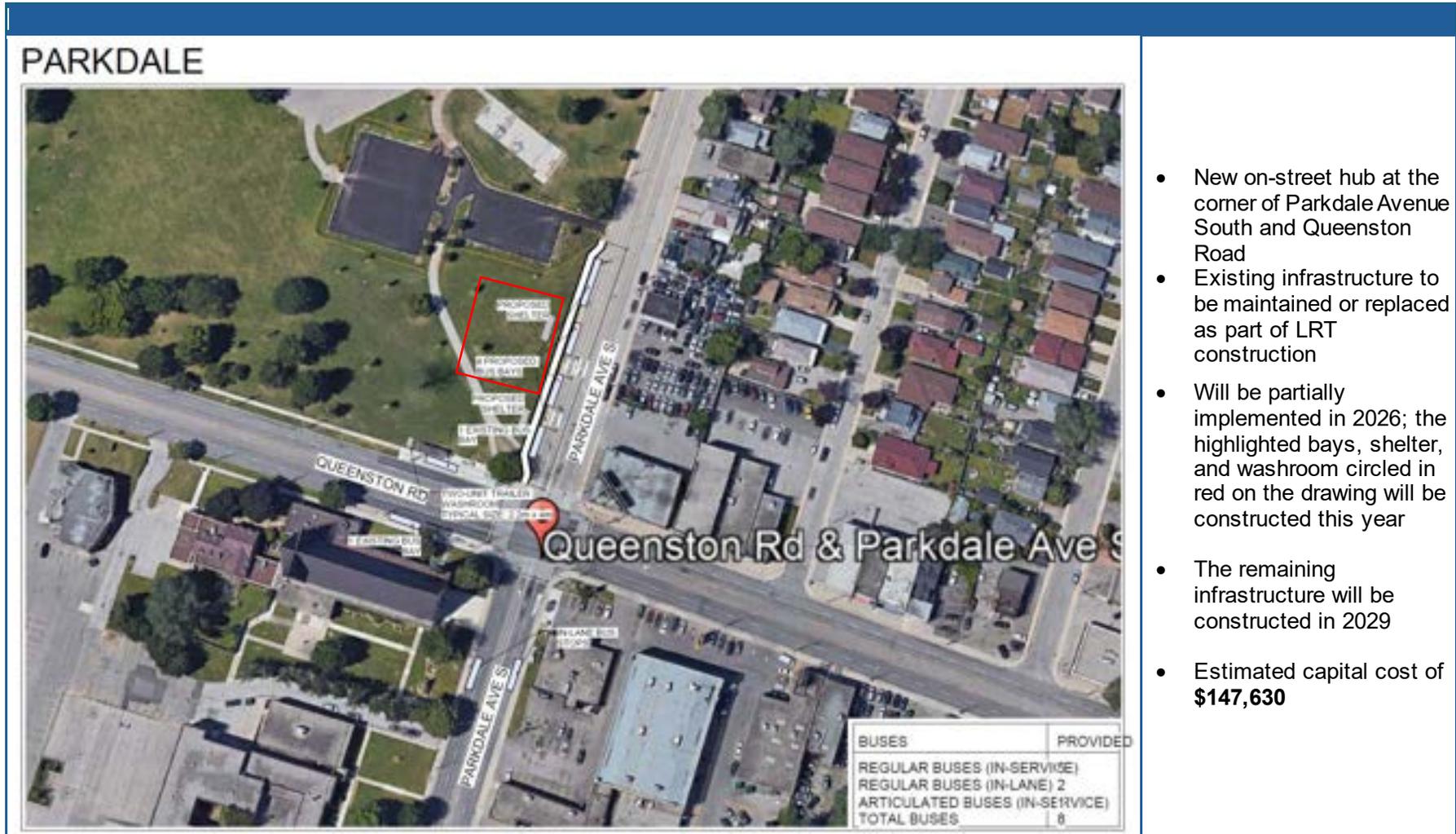


- New on-street hub at the corner of Barton Street East and Kenilworth Avenue East
- Estimated capital cost of **\$101,750**



Section 4: Infrastructure and Resource Requirements

Exhibit 4-5. Parkdale Concept Design - partial implementation.



- New on-street hub at the corner of Parkdale Avenue South and Queenston Road
- Existing infrastructure to be maintained or replaced as part of LRT construction
- Will be partially implemented in 2026; the highlighted bays, shelter, and washroom circled in red on the drawing will be constructed this year
- The remaining infrastructure will be constructed in 2029
- Estimated capital cost of **\$147,630**



Exhibit 4-6. Red Hill Loop Concept Design.

RED HILL LOOP

- New off-street hub at the corner of Dartnall Road and Twenty Road East
- Estimated capital cost of **\$2,904,100**

BUSES	PROVIDED
REGULAR BUSES (IN-SERVICE)	2
TOTAL BUSES	2



4.3.2 2027

Exhibit 4-7. Ancaster Gateway Concept Design

ANCASTER GATEWAY

BUSES	PROVIDED
REGULAR BUSES (IN-SERVICE)	2
ARTICULATED BUSES (IN-SERVICE)	2
TOTAL BUSES	4

- New off-street hub near the corner of Trinity Road South and Wilson Street West
- Exact location has not been confirmed
- Estimated capital cost of **\$4,421,400**



Exhibit 4-8. Elfrida Gateway Concept Design

ELFRIDA GATEWAY

BUSES	PROVIDED
REGULAR BUSES (IN-SERVICE)	2
ARTICULATED BUSES (IN-SERVICE)	2
TOTAL BUSES	4

- New off-street hub near the corner of Rymal Road East and Upper Centennial Parkway
- Estimated capital cost of **\$4,627,100**



Section 4: Infrastructure and Resource Requirements

Exhibit 4-9. Heritage Greene Concept Design

HERITAGE-GREENE



- Expanded on-street hub along Upper Mount Albion Road
- Estimated capital cost of **\$186,880**

BUSES	PROVIDED
SMALLER BUSES (IN-SERVICE)	
REGULAR BUSES (IN-SERVICE)	
REGULAR BUSES (LAY-BY)	4
ARTICULATED BUSES (IN-SERVICE)	
TOTAL BUSES	12



4.3.3 2028

Exhibit 4-10. Stoney Creek Concept Design

STONEY CREEK

- Expanded off-street hub at the corner of Hwy 8 and Jones Road
- Estimated capital cost of **\$3,457,800**

BUSES	PROVIDED
REGULAR BUSES (IN SERVICE)	4
TOTAL BUSES	4



Exhibit 4-11. Mohawk College Terminal Concept Design





4.3.4 2029

Exhibit 4-12. Downtown (James Street) Concept Design

- New on-street hub along James Street accommodated within existing street configuration
- Bay assignments shown are not final and shown for conceptual purposes only
- No additional capital costs required



Exhibit 4-13. Winona Crossing Concept Design

WINONA CROSSING

BUSES	PROVIDED
SMALLER BUSES (IN-SERVICE)	1
REGULAR BUSES (IN-SERVICE)	1
ARTICULATED BUSES (IN-SERVICE)	1
TOTAL BUSES	3

- New on-street hub at the corner of South Service Road and Fifty Road
- Estimated capital cost of **\$144,040**



Exhibit 4-14. Parkdale Concept Design - remaining implementation



- Remaining construction of on-street hub
- The highlighted stops and shelter circled in red on the drawing will be constructed this year
- Estimated capital cost of **\$67,580**



4.3.5 2030

Exhibit 4-15. Downtown Dundas Concept Design

DOWNTOWN-DUNDAS



- New on-street hub at the corner of Hwy 8 and Market Street North
- Estimated capital cost of **\$201,270**



4.3.6 2031

Exhibit 4-16. Meadowlands Concept Design

MEADOWLANDS

BUSES	PROVIDED
SMALLER BUSES (IN-SERVICE)	1
REGULAR BUSES (IN-SERVICE)	5
ARTICULATED BUSES (IN-SERVICE)	1
TOTAL BUSES	7

- Expanded on-street hub along Martindale Crescent
- Estimated capital cost of **\$295,220**



Exhibit 4-17. Upper Sherman Concept Design

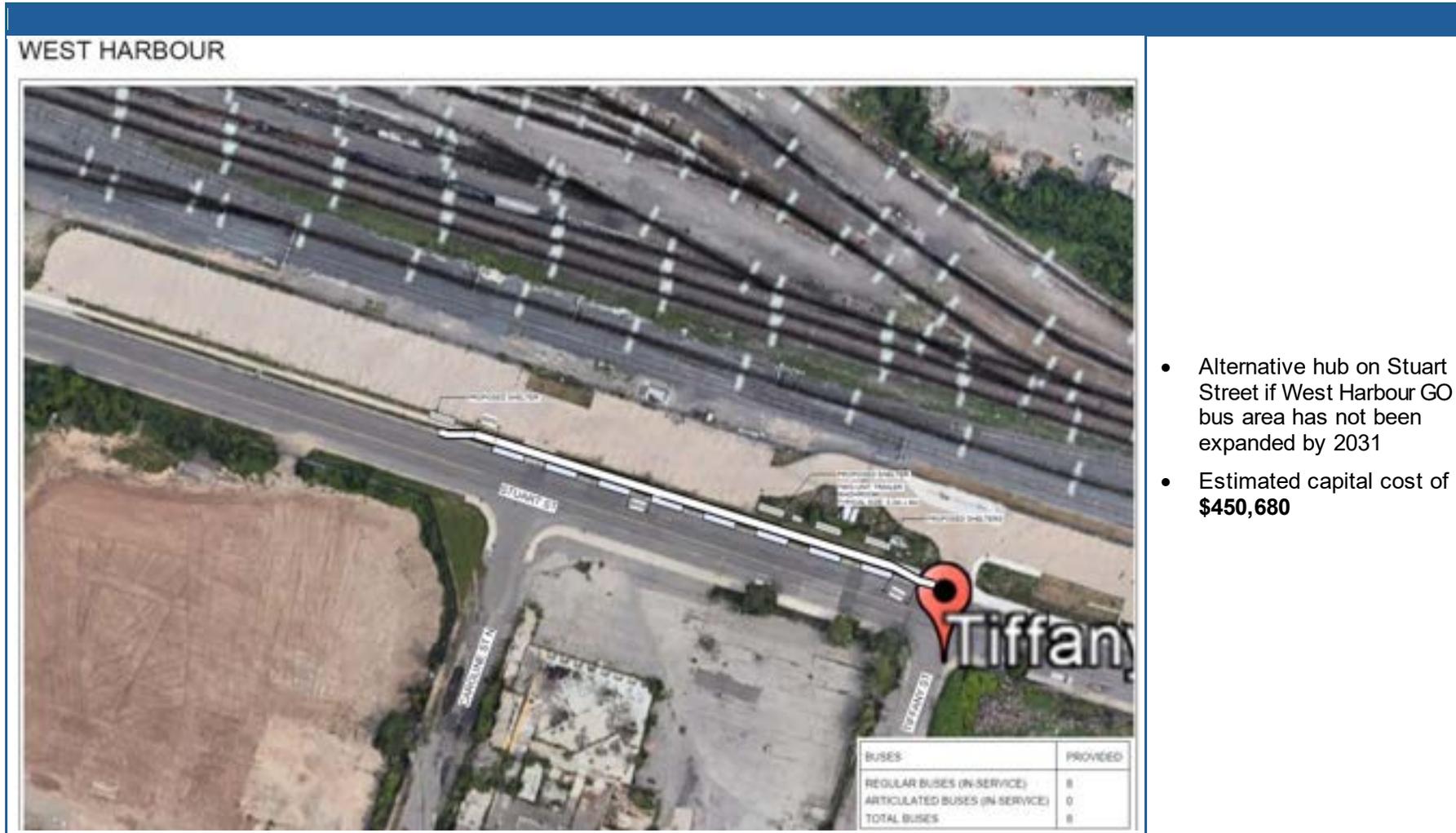
UPPER SHERMAN

- New off-street hub near the corner of Upper Sherman Avenue and Rymal Road East
- Estimated capital cost of **\$4,817,600**

BUSES	PROVIDED
REGULAR BUSES (IN-SERVICE)	
TOTAL BUSES	4



Exhibit 4-18. West Harbour GO alternative hub on Stuart Street



- Alternative hub on Stuart Street if West Harbour GO bus area has not been expanded by 2031
- Estimated capital cost of **\$450,680**



4.4 Ridership Forecast

A summary of forecasted yearly ridership (linked trips⁶) is provided in Exhibit 4-19. Forecasted linked trips account for population growth as well as the associated growth from service adjustments and increases, with the major driver being the significant increase in service, although this is a conservative forecast. Additional externalities and factors will impact the actual ridership achieved beyond population growth and service increases. This includes the placement of new growth, enrolment in post-secondary institutions, transit fares, and other socio-economic factors. Uncertainties around the LRT also warrant a conservative estimate to offset any impacts associated with construction, delays, and detours.

The full realization of ridership also does not occur the same year that service increases occur as it takes time for people to shift their travel habits, and the introduction of changes occurs in the Fall of each year. There will be fluctuations in ridership as services change and will likely settle as changes are finalized. The increase in service represents a long-term investment in building a transit system that will continue to grow over time and encourage residents to shift to transit as their mode of choice. Current service provides 1.7 service hours per capita, which is similar to agencies of comparable size and characteristics. The final year of this plan provides 2.5 hours per capita.

The ridership forecast used for budgeting purposes, being a conservative estimate, assumes a low ridership elasticity rate in relation to service increases, and similar urban development patterns to the present. Under optimal circumstances, such as significant and well-located new growth, and greater ridership elasticity in relation to service increases (i.e. greater modal shift), the forecasted ridership could be up to 50% greater in the final year of the plan (38,727,000 linked trips in 2032 or 23.6 riders per hour). This would bring Hamilton's ridership productivity more in line with comparators such as Brampton, that had a 2022 productivity rate of 26.5 riders per hour.

Exhibit 4-19. Forecasted yearly linked trips.

Year	Forecasted Total Yearly Linked Trip	Linked Trips Increase
1 (2026)	22,138,000	224,000
2 (2027)	22,815,000	677,000
3 (2028)	23,477,000	662,000
4 (2029)	24,069,000	592,000
5 (2030)	24,617,000	548,000
6 (2031)	25,198,000	581,000
7 (2032) LRT and no LRT	25,711,000	514,000
NET INCREASE	-	3,797,000

⁶ An origin to destination transit trip where all transfers are considered one trip



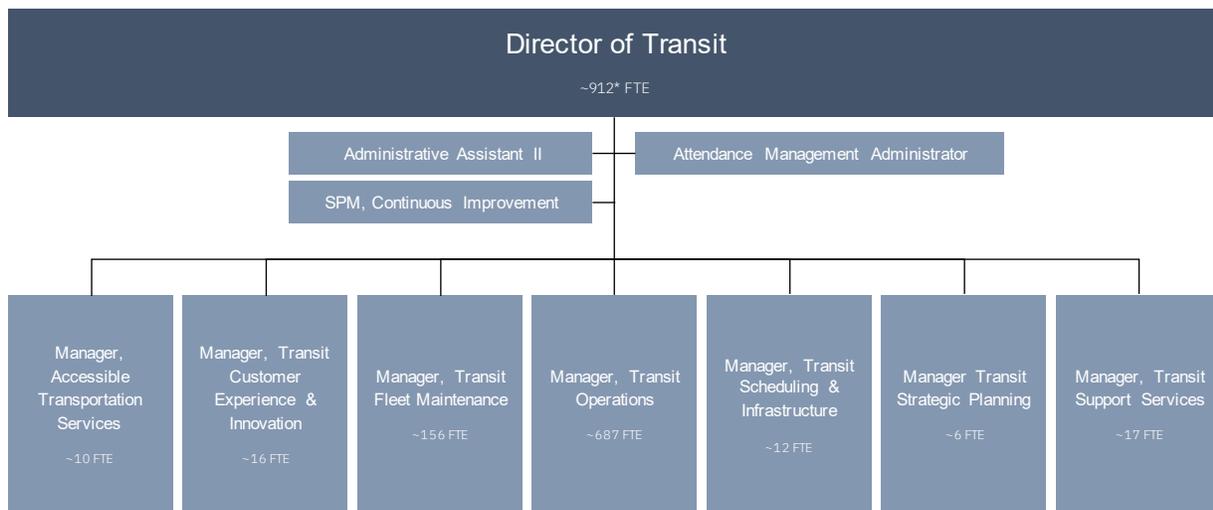
Section 5: Organizational Structure Review

A review of HSR’s current organizational structure was conducted to identify how the structure can be adjusted to align with this implementation plan as well as industry standards. A synthesis of the current and proposed organizational structure is provided in the following sections.

5.1 Current Structure

HSR is a division within the City of Hamilton that sits within the Department of Public Works. HSR delivers nearly all transit services and activities in-house, although accessible transportation services are delivered by a contractor and LRT development is led by Metrolinx. It has the largest capital budget within the Public Works Department and comprises 33% of its operating budget, per 2024 budget documents. HSR also has nearly half of the Public Works Department’s FTE at 912, and last year increased its frontline FTE by 5% to support Council’s transit priorities. HSR has been on a growth trajectory for several years now, adding 43% more frontline staff, but not growing management aligned with expansion. An overview of HSR’s organizational structure is provided below in Exhibit 5-1.

Exhibit 5-1. HSR Organizational Structure (Director and direct reports only)



There are seven organizational sections of varying degrees of size and scope, each overseen by managers. They include:

- Transit Operations
- Fleet Maintenance
- Customer Experience and Innovation
- Accessible Transportation Services
- Support Services
- Scheduling and Infrastructure
- Strategic Planning

IT services, procurement, Human Resources and Finance services are currently provided through the City of Hamilton in a business partner format.



HSR has a range of management and supervisory roles, which include:

- 11 Senior Project Managers
- 19 Superintendents
- 3 Supervisors
- 7 Managers (Fleet/Operations/Scheduling and Infrastructure)
- 1 Director
- Inspectors (no direct reports as per Collective Agreement)

5.2 Staffing Expansion Plan

The review of the current organizational structure identified key observations, challenges, and recommendations for a staffing expansion and reorganization plan.

The key observations as part of this review are:

- The new garage, expanded on-demand transit, and the LRT are not explicitly accounted for within the current organizational structure but are all elements the HSR Next Plan.
- Manager roles have significantly different scopes, from being responsible for multi-million-dollar budgets and hundreds of staff to having a scope that is very small, with few staff and without any direct budget responsibilities. Better aligning titles and levels with responsibilities and accountabilities can improve the attraction and retention of talent.
- The HSR Director scope and responsibilities appear to be much greater than many of the directors within the Public Works Department, in terms of budget, FTE, the nature of service provided to Hamiltonians, and the 24/7 operating model for operating and maintaining transit service.
- The Director has more direct reports than several managers which is typically not the case in transit organizations. The Superintendent and Supervisor ranges of control are quite wide. Senior Project Managers have a low average span of control, and a few have no direct reports.

The current and anticipated challenges of HSR's organizational structure identified are:

- Front-line FTE is growing quickly, but there are no established ratios to grow management with front-line staff. There has been significant growth in the last three years with 250 employees added, yet the management team increased by one manager. The middle management layer in Transit Operations is complex, as noted previously, and the ratio of senior staff to front line staff is high in some cases. With additional fleet, transition to dual garages, the opening of Birch Avenue garage in 2026, and FTE increasing 60-70% over the next 7-8 years, HSR will need to have guidelines to scale HR support, training, and management accordingly.
- There is no established plan for HSR and LRT organizational integration. It was noted that under the current structure there is no management capacity to add the LRT to the scope of HSR's operations at this time. The ongoing broader organizational design project being completed by the City will likely touch on the future of the LRT within the City's structure.

The high-level recommendations for HSR's future organizational structure are:

- Develop a new, simpler structure that can scale with consistency as HSR grows rapidly, enables sufficient senior level oversight and aligns better with HSR's priorities.
- Introduce a new structure for the Transit Division that includes appropriate sectional oversight to support scope of operations broken into functional areas: Business Initiatives, Transit Operations and Fleet Maintenance.
- Establish span of control criteria and policies to apply now and as HSR scales operations.



Section 6: Capital and Operating Costs

Assumptions for the budgets and forecasts below are as follows:

- Costs cover all recommendations contained in this report, unless otherwise noted.
- All costs have been provided by HSR with the exception of on- and off-street hub construction that were based on the consultant's best judgement.
- Service changes occur in September of each year. Cost and revenue impacts begin at this time. However, actual changes may take place through the year as board periods allow.
- Fare revenue is a function of forecasted linked trips and average fares.
- Development charges have not been considered in revenues. Additional growth associated with increased transit service and new transit hubs will likely impact development charges.
- 2032 capital costs do not vary between scenarios with or without the LRT in operation.

Additional costs that are and are not included in budget forecasts are outlined in Exhibit 6-1 and 6-2, respectively.

Exhibit 6-1. Costs and assumptions included in budget forecasts.

Cost	Assumption
General Escalation	2025 escalation of 2.3% 2% per annum in subsequent years
On-Street Hub Construction Cost Escalation	5% per annum
Annual Fare Increase	\$0.03 flat rate increase to average fare ⁷
Growth Bus Costs	All-in costs (ie. Purchase, fareboxes, retrofitting, etc)
On-Street Hub Maintenance and Amenities	Standardized furniture and amenities and their maintenance
New Stop Costs	Concrete bus pads and stop poles
New Management Positions	2 new management positions in 2025

Excluded Cost	Assumption
Design, engineering, and property costs for hub construction	These costs will be determined through procurement and detailed design
Yearly capital improvements for existing stops	These costs will be part of existing budgets
Funding from partner governments	New funding sources may be determined at a later date
Eastgate and McMaster Terminals construction	These costs will be incorporated into LRT construction
On-Street Hub Customization	Any additional placemaking or customized amenities will increase overall capital and maintenance costs

⁷ Greater fare increases than \$0.03 are likely, but due to the application of this increase to the average fare, a more comprehensive analysis of fares and impacts to ridership will be required to determine the appropriate increase.



The Seven-year Capital Budget is provided below in Exhibit 6-3.

Exhibit 6-3. Seven-Year Capital Budget for Transit (Dollars in Thousands)

	2026	2027	2028	2029	2030	2031	2032
CAPITAL DETAILS							
Growth CNG Bus – 30-foot	8	11	15	3	0	0	0
Growth CNG Bus – 40-foot	0	0	0	0	0	0	0
Growth CNG Bus – 60-foot	20	10	1	1	1	9	0
Bus Signposts	51	33	26	139	8	43	0
Bus Concrete Pads for new stops*	51	33	26	139	8	43	0
On-Street Hub Construction	1	1	2	1	1	0	0
Off-Street Hub Construction	2	1	0	0	1	0	0
CAPITAL COSTS							
Growth CNG Bus – 30-foot	\$5,960	\$8,359	\$11,627	\$2,371	\$0	\$0	\$0
Growth CNG Bus – 40-foot	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Growth CNG Bus – 60-foot	\$27,460	\$14,004	\$1,429	\$2,914	\$1,457	\$13,643	\$0
Bus Signposts	\$31	\$20	\$16	\$83	\$5	\$26	\$0
Bus Concrete Pads for new stops*	\$1,040	\$687	\$552	\$3,009	\$177	\$969	\$0
On-Street Hub Construction	\$449	\$101	\$144	\$269	\$295	\$0	\$0
Off-Street Hub Construction	\$11,952	\$3,458	\$0	\$0	\$4,818	\$0	\$0
TOTAL	\$46,892	\$26,629	\$13,768	\$8,673	\$6,752	\$14,638	\$0

*Does not include annual costs for pads at existing stop.

Note: There are alternative plans for bus layovers in 2031 if expansion of the West Harbour GO bus area is not completed as expansion plans are in the concept stage. An on-street layover area would be constructed on Stuart Street. This would cost HSR an additional \$384,000 in capital costs that are not included in the table above.



Section 6: Capital and Operating Costs

The Seven-year Operating Budget is provided below in Exhibit 6-4.

Exhibit 6-4. Seven-Year Capital Budget for Transit (Dollars in Thousands)

	2026	2027	2028	2029	2030	2031	2032
Population	618,838	625,215	631,591	637,967	644,343	653,823	657,095
Service Hours (000s)	1,060	1,170	1,280	1,372	1,452	1,536	1,597
Total Linked Trips Forecast (000s)	22,138	22,814	23,477	24,069	24,617	25,198	25,711
Net New Transit Division Staff (FTEs)	30	94	93	72	48	65	41
OPERATING REVENUES							
Fare Revenue	\$54,658	\$56,831	\$59,012	\$61,071	\$63,065	\$65,169	\$67,147
Provincial Gas Tax	\$15,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000
Advertising Revenue	\$950	\$950	\$1,008	\$1,028	\$1,049	\$1,070	\$1,091
Shelter Advertising Revenue	\$417	\$431	\$445	\$479	\$490	\$509	\$512
TOTAL	\$71,025	\$70,212	\$72,465	\$74,579	\$76,604	\$78,747	\$80,750
OPERATING COSTS							
Direct Costs	\$134,999	\$151,967	\$169,553	\$185,345	\$200,109	\$215,880	\$228,953
Indirect Costs	\$9,607	\$9,799	\$9,995	\$10,195	\$10,399	\$10,607	\$10,819
Second Garage Operating Costs	\$6,630	\$6,763	\$6,898	\$7,036	\$7,177	\$7,320	\$7,467
Fuel	\$8,886	\$10,613	\$12,239	\$13,353	\$14,465	\$14,822	\$15,693
Transfer to Reserve for Bus Replacement	\$15,606	\$18,658	\$20,872	\$22,375	\$23,139	\$23,724	\$25,313
Transfer to Reserve for 30-foot bus expansion	\$487	\$683	\$950	\$194	\$132	\$0	\$0
Transfer to Reserve for 40-foot bus expansion	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Transfer to Reserve for 60-foot bus expansion	\$2,243	\$1,144	\$117	\$119	\$121	\$1,115	\$0
TOTAL	\$175,729	\$197,799	\$219,557	\$238,303	\$255,289	\$272,353	\$288,244



	2026	2027	2028	2029	2030	2031	2032
NET OPERATING SPENDING							
Net Municipal Spend	\$104,704	\$127,587	\$147,092	\$163,724	\$178,684	\$193,607	\$207,495
Per Capita⁸	\$169	\$204	\$233	\$257	\$277	\$296	\$316
Cost Recovery Ratio	40%	35%	33%	31%	30%	29%	28%

⁸ Dollars are not in thousands



Section 7:

Transit Service Guidelines

Service guidelines provide a clear and consistent means to assess transit services and provide guidance when developing service plans. As part of this plan, HSR's existing service guidelines have been updated to reflect the new network and to modernize guidelines in line with evolving transportation planning principles. Guidelines have been developed through a review of peer agency service standards and analysis of industry research, and through alignment with HSR's long-term goals for transit. To achieve these goals while still considering costs of providing services, these service guidelines will provide an objective method to measure trade-offs that are consistent with agency operations and are easily quantifiable and reproduced.

These guidelines are outlined below.

Service Classifications

HSR Next operates four types of service, not including paratransit services:

- **Rapid Routes:** Rapid Routes enable hub-to-hub direct and fast trips with higher frequencies and limited stops.
- **Collector Routes:** Collector Routes provide hub-to-hub connectivity, although with higher coverage and more stops than Rapid Routes.
- **Local Routes:** Local Routes serve as feeders to hubs, Collector Routes, and Rapid Routes, as well as the LRT to provide increased first mile/last mile accessibility.
- **On-Demand Service:** On-Demand Service does not operate a fixed route or schedule and instead is a stop-to-stop service that dynamically adjusts its route as customers request to be picked up within a defined service area.

Service Proximity and Connectivity

HSR provides several service proximity and connectivity targets to ensure nearby service is provided to residents. These targets have been updated to incorporate on-demand services and expands the measure of proximity to regional transit. Note that distances indicated are a buffer as-the-crow-flies and do not account for barriers impacting walk distances:

- **90% of all population and employment** within the urban transit area to be within 400m (about a 5-minute walk) of a bus stop or within an on-demand service area.
- **95% of all population and employment** within the urban transit area is within 800m (about 10-minute walk) of any bus stop or within an on-demand service area.
- **100% of routes** will provide a connection to a GO Train station by one or less transfers.



Minimum Service Frequencies and Span of Service

The following tables present the minimum service frequencies and service spans by route type. These are only minimum values, and service frequencies may be higher and service spans may be longer if demand warrants it. Current standards for minimum frequencies are universal for all routes in the system. The updated frequencies account for different route types and recommend higher overall frequencies to improve the customer experience.

Exhibit 7-1. Maximum Headways by Route Classification

	Headway (mins)		
	Rapid	Collector	Local
Weekday Peak	10	15	20
Weekday Midday	15	20	20
Weekday Early Evening	15	20	30
Weekday Late Evening	20	30	30
Saturday AM	20	30	30
Saturday Day	15	20	30
Saturday Evening	20	30	30

*Peak periods are defined as 7:00am – 10:00am and 3:00pm – 8:00pm.

Exhibit 7-2. Minimum Service Span

	Fixed Route	On-Demand
Weekday	5:00am – 2:00am	5:00am – 2:00am
Saturday	5:00am – 2:00am	5:00am – 2:00am
Sunday	6:00am – 1:00am	6:00am – 12:00am

Stop Spacing

Each route classification provides a different level of travel speed, largely influenced by the number of stops along the route. This is a new metric for the transit network and the recommended stop spacing is provided below. These values may vary on a route-by-route basis to achieve the service proximity targets.

Exhibit 7-3. Recommended Stop Spacing

	Rapid	Collector	Local
Average spacing	800m	300m	250m
Minimum spacing	500m	250m	150m
Maximum spacing	Major destinations*	500m	400m

*Major destinations may include post-secondary institutions, regional and local transit hubs, arenas and community centres, etc.

Passenger Loads

Average vehicle loads identify if overcrowding is an issue on a route. Overcrowding can cause schedule adherence issues and passenger discomfort. Overcrowding may only occur along a portion of a route, therefore, crowding standards are applied as an average during peak and off-peak periods to assess a route as a whole. Crowding is assessed through the analysis of “seated loads” – the number of on-board passengers in relation to the number of seats on the vehicle. This value will vary between vehicle types. It is instead represented as a percentage of the seated capacity. Load values provided in this section have been developed partially through evaluation of peer transit service providers that measure



this metric (Brampton, Halifax) and HSR's current standards. As well, in general, routes that travel longer distances should have lower levels of standees to avoid having passengers stand for a long period of time. Therefore, Rapid Routes have a lower peak load maximum than other fixed route types as they provide cross-city travel.

Where overcrowding is occurring, additional services such as extra buses or increased frequencies may be warranted to improve passenger comfort on-board. While crowding standards are assessed as an average value, if overcrowding is only occurring on a minor portion of the route – particularly when passengers are being left behind – additional services will still be considered. The values below have been updated from current standards to account for different route types.

Exhibit 7-4. Maximum passenger loads

	Rapid	Collector	Local	On-Demand
Peak	125%	150%	150%	100%
Off-Peak	100%	100%	100%	100%

Service Utilization

The number of passengers using a service at a given time can provide insight into how the route is performing. This is typically measured as passengers per revenue vehicle hour. The following table presents the recommended minimum average passengers per revenue vehicle hour that should be achieved by different route classes at different times, as well as the recommended average passengers per revenue vehicle hour that should be achieved. If these minimum values are not being achieved, then measures should be taken to make the service more productive or efficient. The values below have been updated from current standards to account for different route types.

Exhibit 7-5. Minimum service utilization rates – Passengers per revenue vehicle hour

	Rapid		Collector		Local		On-Demand	
	Minimum	Target	Minimum	Target	Minimum	Target	Minimum	Target
Peak	50	60	35	45	15	30	5	7
Off-Peak	40	50	25	35	10	25	3	7

On-Time Performance

On-time performance guidelines define schedule adherence targets. The updated on-time performance targets for HSR require a greater degree of schedule adherence than the current target, which is intended to provide service that is more reliable for customers. Where on-time performance targets are not achieved, it is indicative of a need to adjust the schedule or mitigate delays, and the updated targets will be more sensitive to on-time performance issues. HSR's on-time performance targets are:

- Buses shall be no more than 1 minute early and no more than 5 minutes late to arrive at published timing points, 90% of the time.
- A bus will never depart early from a terminal or hub.



Equity

Equity is a significant consideration under discussion within many aspects of transit planning. However, measures of equity in transportation are often difficult to quantify and monitor, and few transit providers incorporate defined equity metrics within their service guidelines. The guidelines outlined below represent metrics that can be easily calculated and replicated but are not comprehensive. Additional innovative equity metrics may be considered in future through a comprehensive equity analysis. The metrics below may be expanded to all equity-deserving groups, but these groups will need to be properly identified prior to being able to measure them.

- **Low Income Neighbourhood Productivity:** Census dissemination areas with more than 50% of its population below the low-income cut-off rate within the urban boundary to be subject to additional analysis if service utilization targets are not met. Service adjustments will be considered before service cuts.
- **Low Income Neighbourhood Accessibility:** Census dissemination areas with more than 30% of its population below the low-income cut-off rate within the urban boundary that are currently outside a 400m walk will be provided transit service, even if the population and employment density is not what is typically considered transit-supportive.



Section 8: Next Steps

Following approval of this implementation plan for HSR Next, additional steps are required to implement the first year of the new network and subsequent years. These are outlined below. It should be noted that due to the expected delivery timeframe for a new bus, and works required prior to new hub construction, the first year of changes may not be achievable by Fall 2026. If these key actions are not achieved in time, contingencies are in place and are outlined within their respective sections below.

8.1 Detailed Design and Construction of Hubs

Detailed design must be completed prior to construction of new and expanded transit hubs, and construction must occur before the start of Fall service when they are required. Detailed design should occur in the year prior to its scheduled opening. Therefore, detailed design will be required in 2025 for the following hubs:

- Centre on Barton
- Parkdale (partial implementation)
- Red Hill Loop

Procurement to construct these hubs will occur following detailed design. These same steps will need to be undertaken each subsequent year of the plan. If the above three hubs cannot be completed for Fall 2026, service changes may either be deferred to Winter 2027, or alternative layover locations may be explored. These alternatives are as follows:

- Centre on Barton: Explore laying over Route 9 Rosedale on-street adjacent to Bernie Morelli Recreation Centre. Impacts to traffic would need to be assessed. Alternatively, explore truncating Route 32 Fennell at the Kenilworth Access roundabout and interline with Route 9 Rosedale, using Mohawk College for end-of-line functions. Route 9 Rosedale service would need to be reduced to match Route 32 Fennell until the routes can be separated.
- Parkdale: Do not layover Route 32 Fennell in eastern end of route, using Mohawk College for end-of-line functions. There is also the potential to interline with Route 9 Rosedale as outlined above.
- Red Hill Loop: Explore laying over on-street along Upper Ottawa adjacent to a commercial plaza. There are many commercial plazas along this route and impacts to traffic would need to be assessed.

8.2 Purchase of Required Buses

The current anticipated delivery time for a new bus is 18 months. Therefore, all growth buses must be purchased no later than 18 months in advance of being placed in revenue service. The purchase year of each vehicle is indicated in Exhibit 8-1 below. If the required vehicles for Fall 2026 will not be delivered in time, service changes may either be deferred to Winter 2027, or a combination of deferrals and temporarily reducing the spare vehicle ratio may be explored.



Exhibit 8-1. Annual Vehicle Purchases

Purchase Year	Revenue Service Year	30-Foot CNG Bus	40-Foot CNG Bus	60-Foot CNG Bus
2026	2027	8	0	20
2027	2028	11	0	10
2028	2029	15	0	1
2029	2030	3	0	1
2030	2031	0	0	1
2031	2032	0	0	9

8.3 Hiring and Training of Required Operators/FTEs

Sufficient time must be provided to hire and train the required operators and other FTEs for increased service. As per the staffing expansion plan, additional superintendents will need to be hired, both to address the growth in overall operators, and to bring the ratio of Superintendents to Operators down to 1:100. As well, additional mechanics (Truck & Coach Technician) will be required as fleet size increases. The required operators, superintendents, and mechanics to hire each year are outlined below in Exhibit 8-2. The new positions to hire as part of the first phase of the new HSR organizational structure must be hired within the next few years, alongside the opening of the new transit garage. The new management positions to hire and train are outlined in Exhibit 8-3 below.

Exhibit 8-2. Annual Increase in FTEs

Year of hire	New Operators	New Superintendents	New Mechanics	New Fleet Service Line/Technical	New Ancillary FTE
2026	12	0	6	4	8
2027	68	5	5	3	13
2028	71	5	4	2	11
2029	61	4	0	0	7
2030	38	2	0	0	8
2031	53	4	2	1	5
2032	34	2	0	0	5
TOTAL	337	22	17	10	57



8.4 Bus Stop and Infrastructure Changes

Bus stops and related infrastructure may need to be added, altered, and/or removed prior to each year's service changes. An annual inventory of required bus stop poles and signs for new stops, any relocated shelters or benches, signage at bus stops to be closed, and other details as necessary will need to be prepared by staff prior to service implementation.

8.5 Communications and Promotions Plan

A communications and promotions plan will be required that outlines how changes will be communicated to the public each year. A series of campaigns will need to be employed to ensure the changes are communicated to diverse audiences, regardless of age, income, or circumstance. Part of the plan should incorporate identifying demographic groups that may be harder to contact and strategies to reach them. Information communicated will need to be easy to understand, timely, and accessible. Given the complexity of changes, a communications consultant may be warranted to assist in the development of this plan. The items to be communicated may include routes being discontinued, renumbered routes, new routings, new schedules, bus stop changes, hub openings and locations, and the order of phasing the new network.

Potential communications and promotions channels may include, but are not limited to:

- Signage at stops throughout the network
- Advertisements on buses
- Social media
- Direct mail
- Website updates including an FAQ section
- Outreach events
- Newsletters
- Ambassadors at major stops to identify impacts to customers before and during changes



8.6 Additional clarifications

Additional clarification will be required on the following items to ensure the effective implementation of the new network. These considerations are largely out of HSR's control. However, HSR's plans may be adapted to best mitigate any impacts from these considerations through early identification of constraints and risks. HSR will need to work closely with Metrolinx to confirm these items as they are primarily led by Metrolinx.

Confirmed construction timing and opening date of the Hamilton LRT, including Eastgate Terminal and McMaster Terminal

At the time of completing this implementation plan, detailed scheduling/phasing/construction for the Hamilton LRT is not available and could not be fully incorporated into the plan. The opening date of the LRT will impact the final year of the phasing plan due to the reallocation of resources required from discontinuing the 10 B Line Express. Additionally, Eastgate Terminal and McMaster University Terminal provide major transfer locations for the new network. Particularly, the additional capacity provided at Eastgate is essential to operate the numerous routes terminating and connecting to this location. Any delays will impact multiple routes.

Impacts of LRT construction on bus operations on-street

Detours will be required during LRT construction. This may require additional buses and operators to accommodate any additional travel time associated with the detour. Timing and impacts to the streetscape will determine the required resources. HSR should work with Metrolinx to determine the best construction phasing to minimize the number of required detours as well as the length and complexity of detours.

Finalized timing of the two-way conversion of Main Street

Several routes are assumed to operate in both directions along Main Street. If Main Street has not been converted to two-way traffic by the time these routes are introduced, alternative routings that utilize King Street will be required.

Confirmed timing of the bus area expansion of Confederation GO and West Harbour GO

The bus facilities at Confederation GO and West Harbour GO are planned to be expanded but are in the concept stage only. This would be a Metrolinx funded project with collaboration from HSR. However, if the bus areas have not been expanded by the time more routes will be servicing them, alternatives will need to be considered. Alternate layover locations may be required, which may result in additional capital costs.



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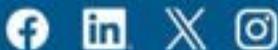
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Report Contact:



David Forsey, P.Eng.
Project Manager,
Arcadis
T: +1 (416) 596 1930 ext 61062
E: david.forsey@arcadis.com

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Appendix A:

Route Maps and Service Levels for New/Modified Routes for 7-Year Implementation



Appendix A

Route Maps and Service Levels for New/Modified Routes for 7-Year Implementation

Year 1 (2026)

Rapid Routes

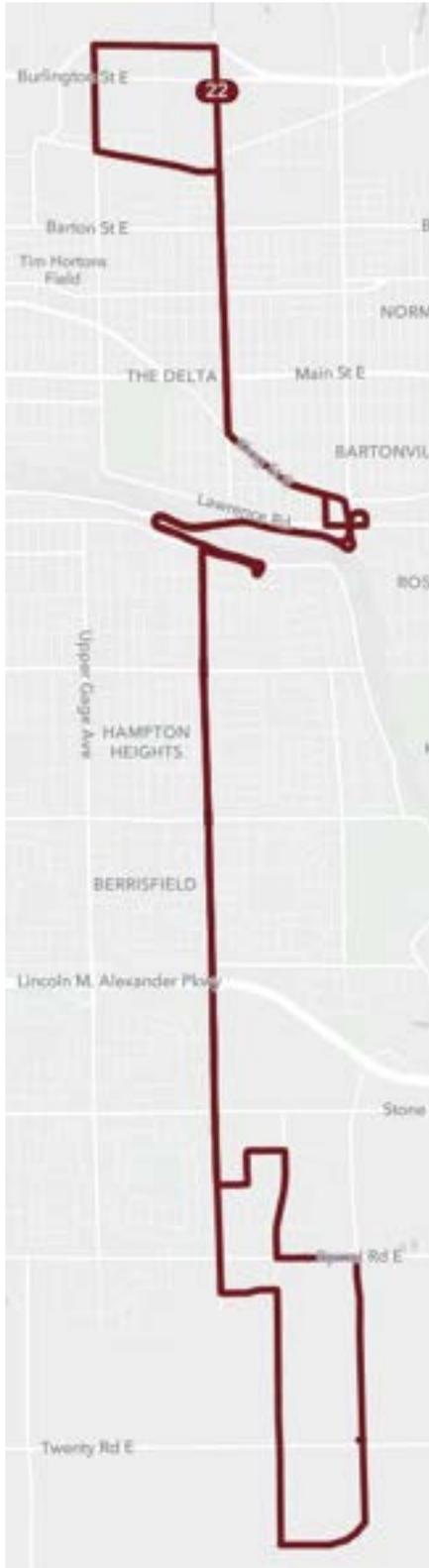
Route 20 A Line Express	From	To	Every
<p>55,750 service hours, 13 60-foot peak vehicles</p> <p>Routing unchanged from present routing</p>	Weekday		
	5:00am	7:00am	15 minutes
	7:00am	10:00am	10 minutes
	10:00am	3:00pm	15 minutes
	3:00pm	8:00pm	10 minutes
	8:00pm	10:00pm	15 minutes
	10:00pm	2:00am	20 minutes
	5:00am	7:00am	15 minutes
	Saturday		
	2:00am	5:00am	30 minutes
	5:00am	7:00am	20 minutes
	7:00am	8:00pm	15 minutes
	8:00pm	2:00am	20 minutes
	Sunday		
	1:00am	6:00am	60 minutes
	6:00am	1:00am	30 minutes

Collector Routes

Route 9 Rosedale (short-turn)	From	To	Every
24,195 service hours, 4 40-foot peak vehicles	Weekday		
	5:00am	10:00pm	15 minutes
	10:00pm	2:00am	20 minutes
	Saturday		
	5:00am	2:00am	20 minutes
	Sunday		
6:00am	1:00am	20 minutes	

Route 22 Upper Ottawa

39,175 service hours, 8 40-foot peak vehicles



From	To	Every
Weekday		
5:00am	7:00am	20 minutes
7:00am	10:00am	15 minutes
10:00am	3:00pm	20 minutes
3:00pm	8:00pm	15 minutes
8:00pm	10:00pm	20 minutes
10:00pm	2:00am	30 minutes
Saturday		
5:00am	7:00am	30 minutes
7:00am	10:00pm	20 minutes
10:00pm	2:00am	30 minutes
Sunday		
6:00am	1:00am	30 minutes

Route 27 Upper James

37,700 service hours, 8 40-foot peak vehicles

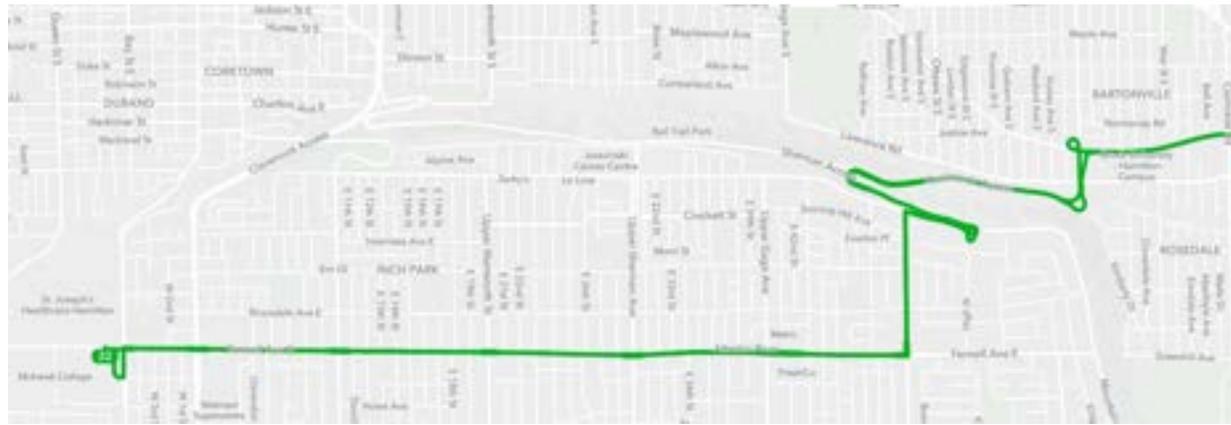


From	To	Every
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Weekday		
5:00am	7:00am	20 minutes
7:00am	10:00am	15 minutes
10:00am	3:00pm	20 minutes
3:00pm	8:00pm	15 minutes
8:00pm	10:00pm	20 minutes
10:00pm	2:00am	30 minutes
Saturday		
5:00am	7:00am	30 minutes
7:00am	10:00pm	20 minutes
10:00pm	2:00am	30 minutes
Sunday		
6:00am	1:00am	30 minutes

Route 32 Fennell (short-turn)

29,250 service hours, 6 40-foot peak vehicles



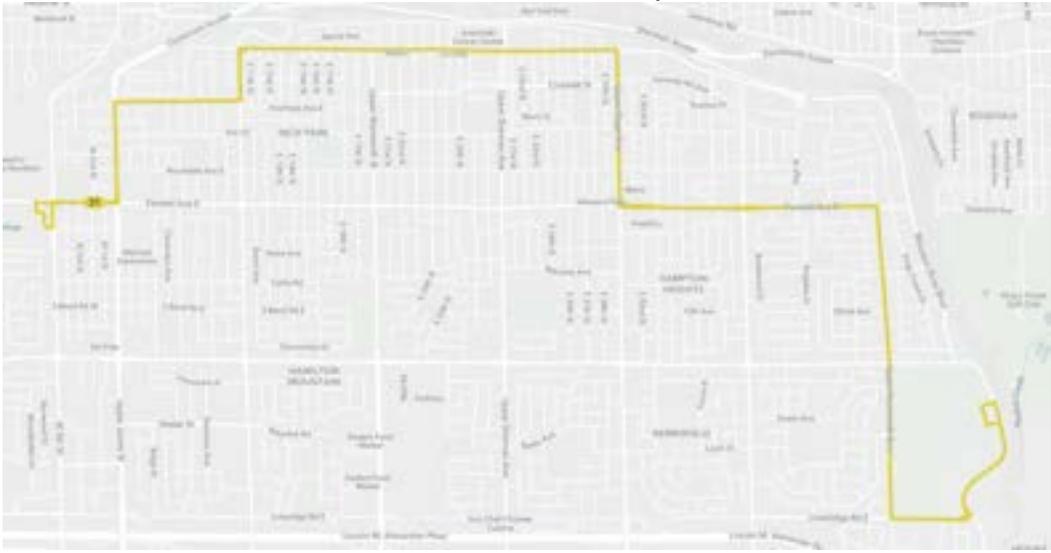
From	To	Every
Weekday		
5:00am	7:00am	20 minutes
7:00am	10:00am	15 minutes
10:00am	3:00pm	20 minutes
3:00pm	8:00pm	15 minutes
8:00pm	10:00pm	20 minutes
10:00pm	2:00am	30 minutes
Saturday		
5:00am	7:00am	30 minutes
7:00am	10:00pm	20 minutes
10:00pm	2:00am	30 minutes
Sunday		
6:00am	1:00am	30 minutes

Route 43 Stone Church

Service levels unchanged from present

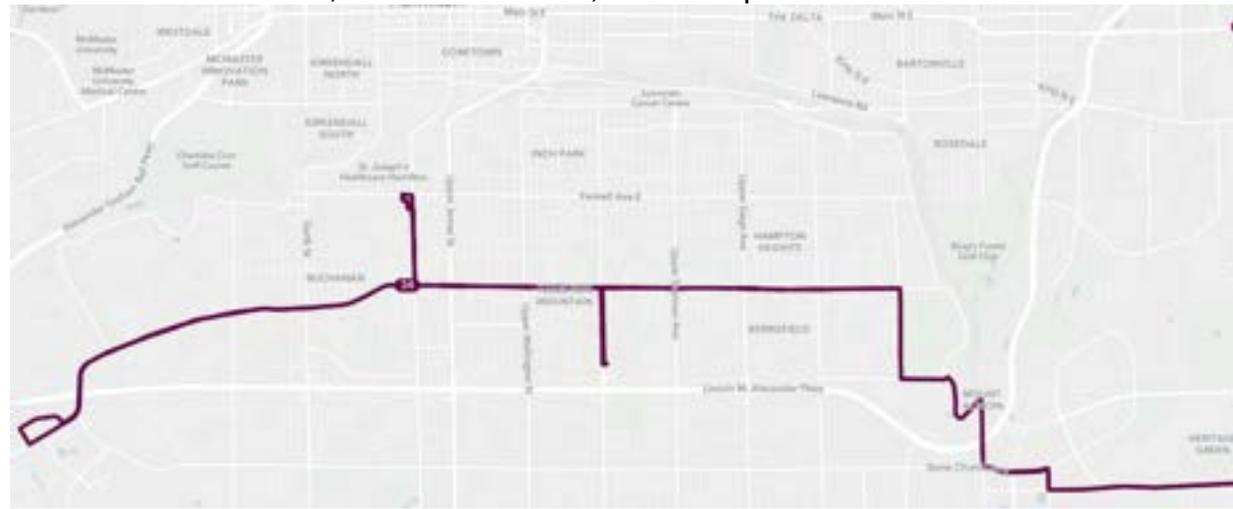


Local Routes

Route 31 Concession		
23,715 service hours, 4 40-foot peak vehicles		
		
From	To	Every
Weekday		
5:00am	8:00pm	20 minutes
8:00pm	2:00am	30 minutes
Saturday		
5:00am	2:00am	30 minutes
Sunday		
6:00am	1:00am	30 minutes

Route 34 Mohawk

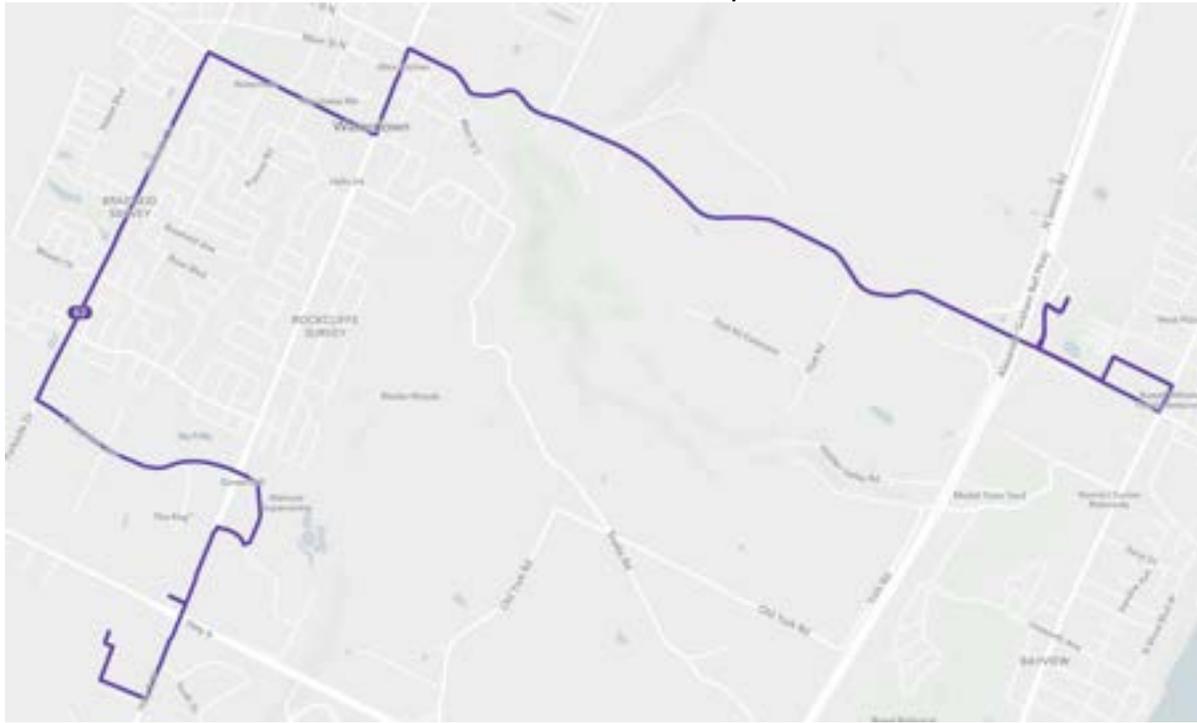
23,715 service hours, 4 40-foot peak vehicles



From	To	Every
Weekday		
5:00am	8:00pm	20 minutes
8:00pm	2:00am	30 minutes
Saturday		
5:00am	2:00am	30 minutes
Sunday		
6:00am	1:00am	30 minutes

Route 62 Waterdown Mountaineer

20,182 service hours, 5 30-foot peak vehicles



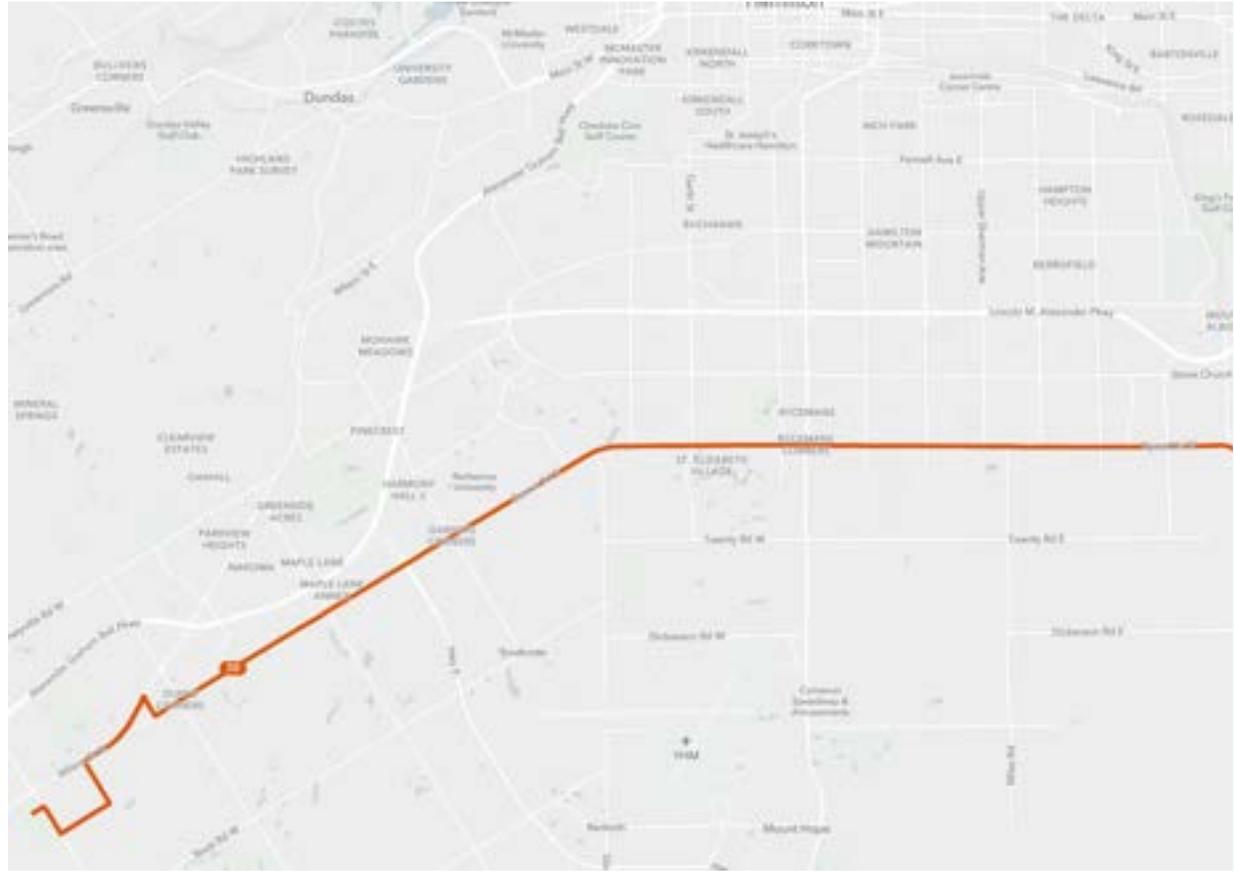
From	To	Every
Weekday		
5:00am	8:00pm	20 minutes
8:00pm	2:00am	30 minutes
Saturday		
5:00am	2:00am	30 minutes
Sunday		
6:00am	1:00am	30 minutes

Year 2 (2027)

Rapid Routes

Route 30 S Line (partial service levels)

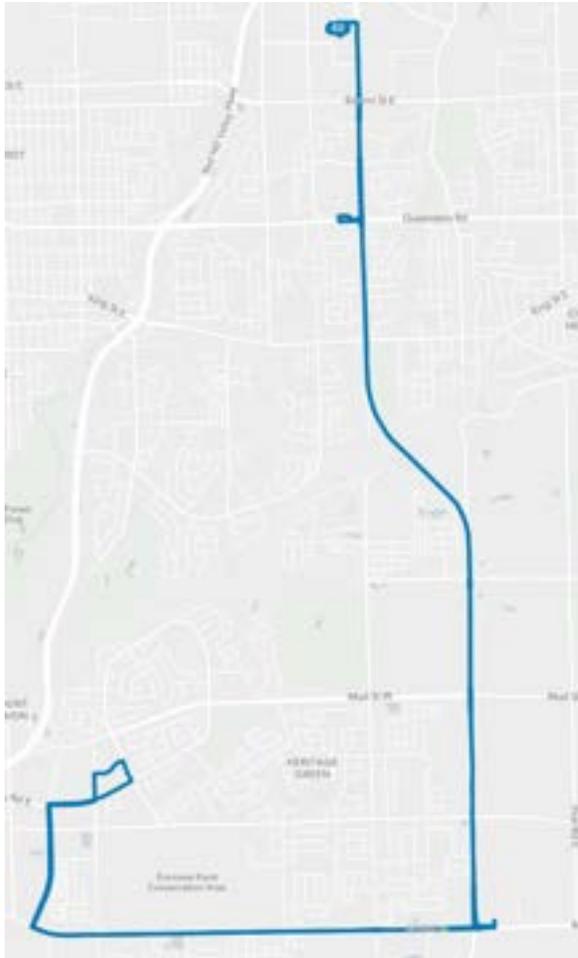
58,032 service hours, 9 60-foot peak vehicles



From	To	Every
Weekday		
5:00am	11:00pm	15 minutes
11:00pm	2:00am	20 minutes
Saturday		
5:00am	7:00am	20 minutes
7:00am	8:00pm	15 minutes
8:00pm	2:00am	20 minutes
Sunday		
6:00am	1:00am	30 minutes

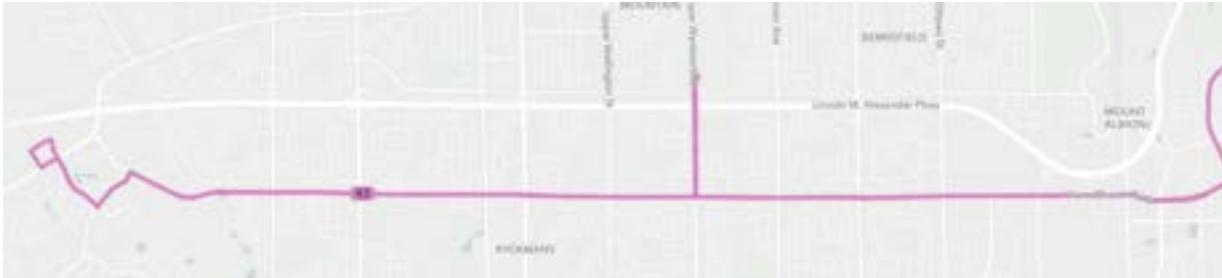
Route 40 E Line (partial service levels)

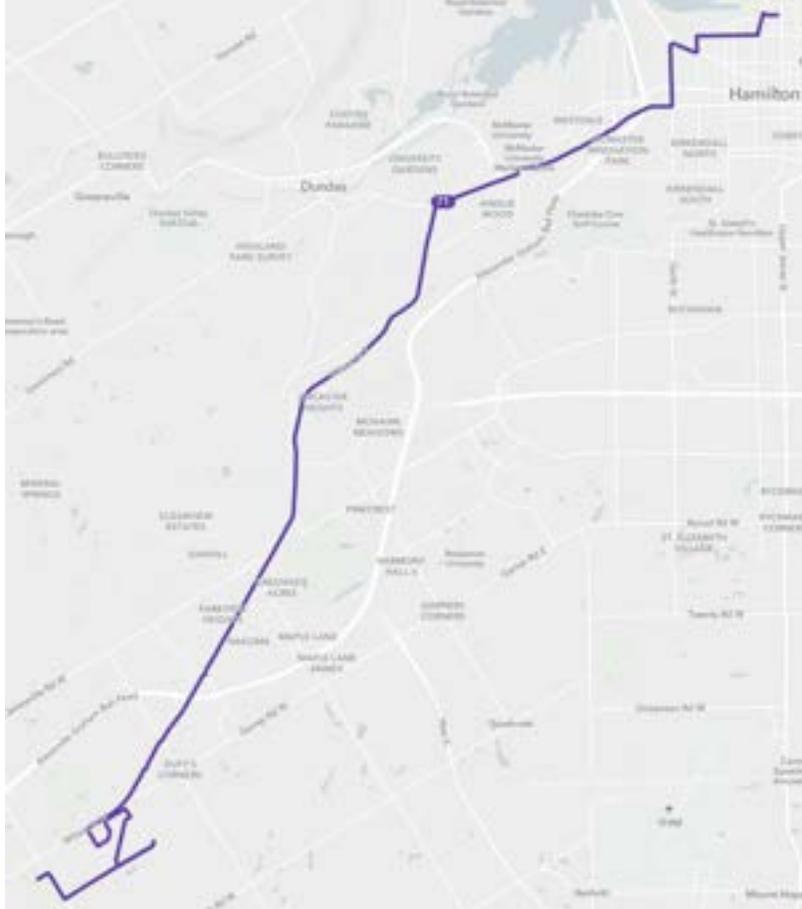
34,655 service hours, 4 60-foot peak vehicles, 2 40-foot peak vehicles



From	To	Every
Weekday		
5:00am	11:00pm	15 minutes
11:00pm	2:00am	20 minutes
Saturday		
5:00am	7:00am	20 minutes
7:00am	8:00pm	15 minutes
8:00pm	2:00am	20 minutes
Sunday		
6:00am	1:00am	30 minutes

Collector Routes

Route 43 Stone Church (partial service levels)		
35,274 service hours, 8 40-foot peak vehicles		
		
From	To	Every
Weekday		
5:00am	7:00am	20 minutes
7:00am	10:00am	15 minutes
10:00am	3:00pm	30 minutes
3:00pm	8:00pm	15 minutes
8:00pm	10:00pm	20 minutes
10:00pm	2:00am	30 minutes
Saturday		
5:00am	7:00am	30 minutes
7:00am	10:00pm	20 minutes
10:00pm	2:00am	30 minutes
Sunday		
6:00am	1:00am	30 minutes

Route 71 Ancaster Wilson (partial service levels)	From	To	Every
42,151 service hours, 7 40-foot peak vehicles	Weekdays		
	5:00am	10:00pm	20 minutes
	10:00pm	2:00am	30 minutes
	Saturday		
	5:00am	7:00am	30 minutes
	7:00am	10:00pm	20 minutes
	10:00pm	2:00am	30 minutes
Sunday			
6:00am	1:00am	30 minutes	

Route 36 Rymal (partial service levels)

38,656 service hours, 7 40-foot peak vehicles



From	To	Every
Weekday		
5:00am	10:00am	20 minutes
10:00am	3:00pm	30 minutes
3:00pm	8:00pm	20 minutes
8:00pm	2:00am	30 minutes
Saturday		
5:00am	2:00am	30 minutes
Sunday		
6:00am	1:00am	30 minutes

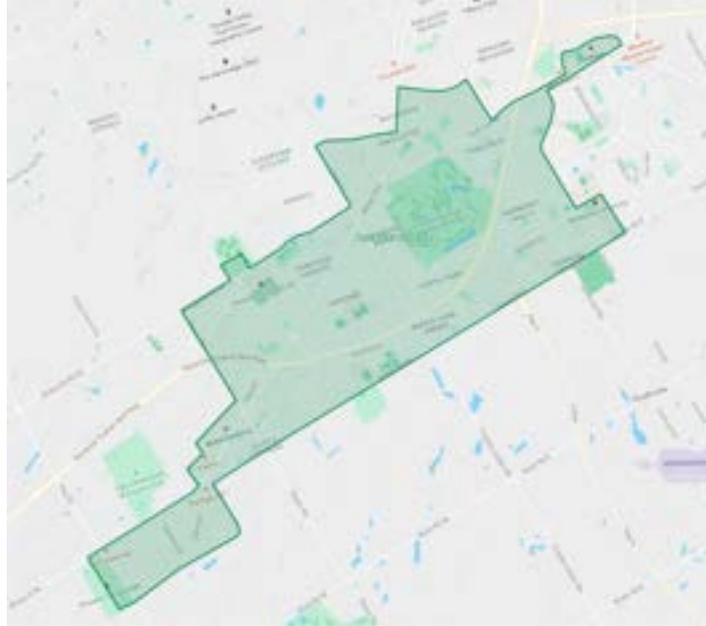
myRide On-Demand

Ancaster (partial service levels)

10,735 service hours, up to 2 30-foot vehicles

Operating Hours:

Weekdays & Saturdays 5am-2am; Sundays 6am-1am

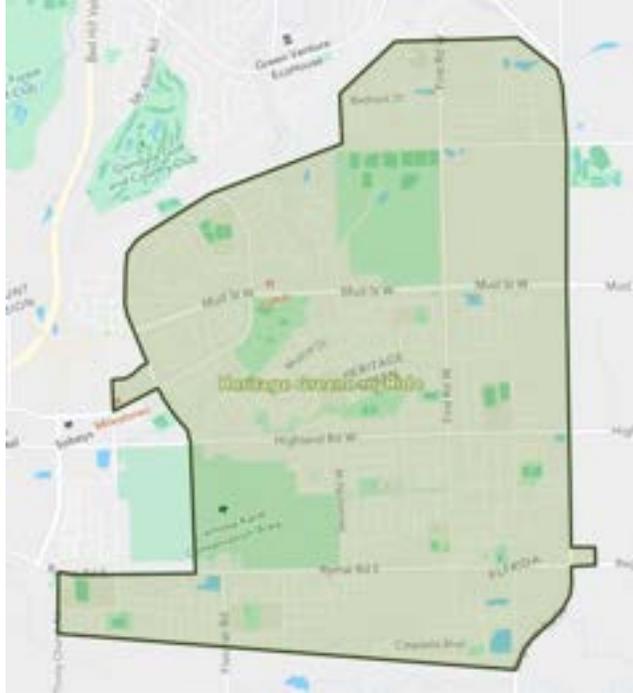


Heritage Green (partial service levels)

14,313 service hours, up to 2 30-foot vehicles

Operating Hours:

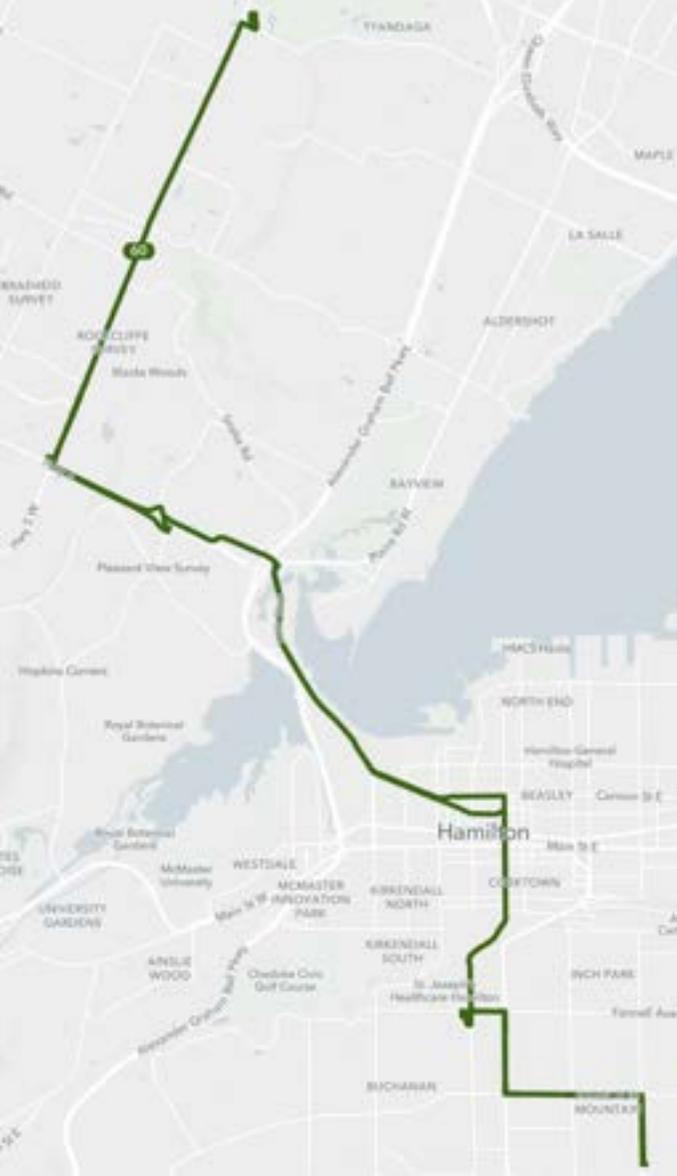
Weekdays & Saturdays 5am-2am; Sundays 6am-1am



Year 3 (2028)

Rapid Routes

Route 40 E Line (partial service levels)	Service
2 additional 60-foot vehicles to replace 40-foot vehicles for a total of 6 60-foot vehicles	No change in service levels

Route 60 L Line (partial service levels, short-turn)	From	To	Every
33,422 service hours, 5 60-foot peak vehicles	Weekday		
	5:00am	2:00am	30 minutes
	Saturday		
	5:00am	2:00am	30 minutes
Sunday			
	6:00am	1:00am	30 minutes

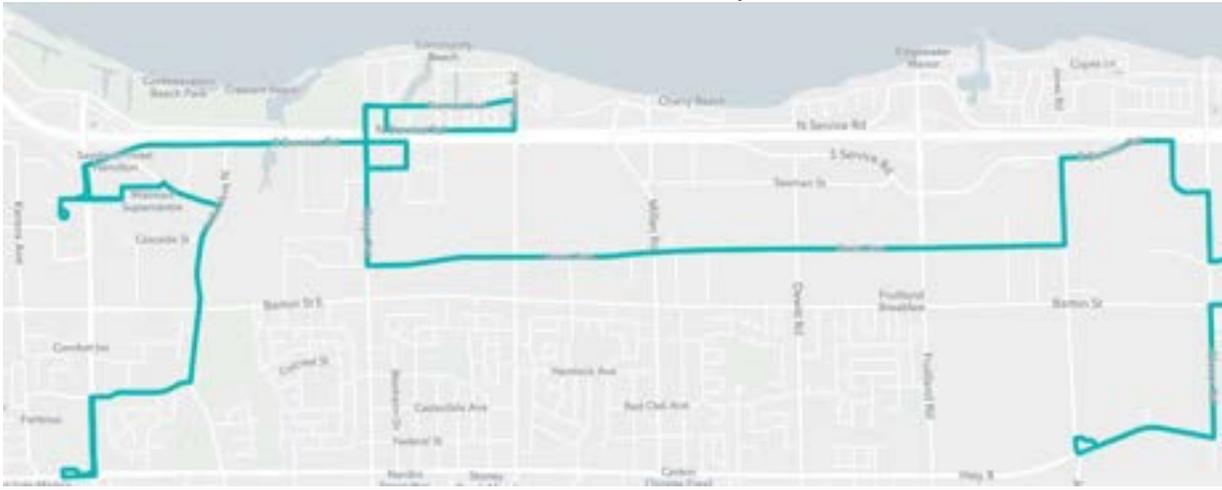
Collector Routes

Route 43 Stone Church (full service levels)		
39,802 service hours, 8 40-foot peak vehicles		
No change to routing		
From	To	Every
Weekday		
5:00am	7:00am	20 minutes
7:00am	10:00am	15 minutes
10:00am	3:00pm	20 minutes
3:00pm	8:00pm	15 minutes
8:00pm	10:00pm	20 minutes
10:00pm	2:00am	30 minutes
Saturday		
5:00am	7:00am	30 minutes
7:00am	10:00pm	20 minutes
10:00pm	2:00am	30 minutes
Sunday		
6:00am	1:00am	30 minutes

Route 71 Ancaster Wilson (full service levels)	From	To	Every
47,191 service hours, 8 40-foot peak vehicles			
No change to routing			
	Weekday		
	5:00am	7:00am	20 minutes
	7:00am	10:00am	15 minutes
	10:00am	3:00pm	20 minutes
	3:00pm	10:00pm	15 minutes
	10:00pm	2:00am	20 minutes
	Saturday		
	5:00am	7:00am	30 minutes
	7:00am	10:00pm	20 minutes
	10:00pm	2:00am	30 minutes
	Sunday		

	6:00am	1:00am	30 minutes
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Local Routes

Route 13 Lake		
37,211 service hours, 6 30-foot peak vehicles		
		
From	To	Every
Weekday		
5:00am	8:00pm	20 minutes
8:00pm	2:00am	30 minutes
Saturday		
5:00am	2:00am	30 minutes
Sunday		
6:00am	1:00am	30 minutes

Route 36 Rymal (full service levels)		
39,731 service hours, 7 40-foot peak vehicles No change to routing		
From	To	Every
Weekday		
5:00am	8:00pm	20 minutes
8:00pm	2:00am	30 minutes
Saturday		
5:00am	2:00am	30 minutes
Sunday		
6:00am	1:00am	30 minutes

myRide On-Demand

Ancaster (full service levels)
21,348 service hours, up to 4 30-foot vehicles No change to service area or service span

Waterdown (full service levels)
21,470 service hours, up to 3 30-foot vehicles No change to service area or service span

Year 4 (2029)

Rapid Routes

Route 30 S Line (full service levels)		
70,438 service hours, 11 60-foot peak vehicles, 3 40-foot peak vehicles		
No change to routing		
From	To	Every
Weekday		
5:00am	7:00am	15 minutes
7:00am	10:00am	10 minutes
10:00am	3:00pm	15 minutes
3:00pm	8:00pm	10 minutes
8:00pm	11:00pm	15 minutes
11:00pm	2:00am	20 minutes
Saturday		
5:00am	7:00am	20 minutes
7:00am	8:00pm	15 minutes
8:00pm	2:00am	20 minutes
Sunday		
6:00am	1:00am	30 minutes

Collector Routes

Route 2 Barton		
52,438 service hours, 10 40-foot peak vehicles		
		
From	To	Every
Weekday		
5:00am	7:00am	20 minutes
7:00am	10:00am	15 minutes
10:00am	3:00pm	30 minutes
3:00pm	8:00pm	15 minutes
8:00pm	10:00pm	20 minutes
10:00pm	2:00am	30 minutes
Saturday		
5:00am	7:00am	30 minutes
7:00am	10:00pm	20 minutes
10:00pm	2:00am	30 minutes
Sunday		
6:00am	1:00am	30 minutes

Route 5 Delaware

Service removed east of St. Joseph's Healthcare Hamilton – King Campus
Service levels vary across branches – buses per hour and service span remain the same as present.



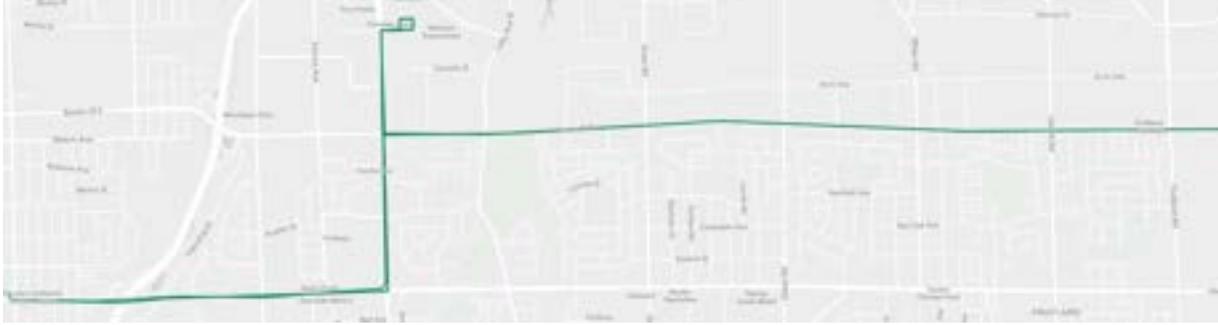
Local Routes

Route 4 Bayfront

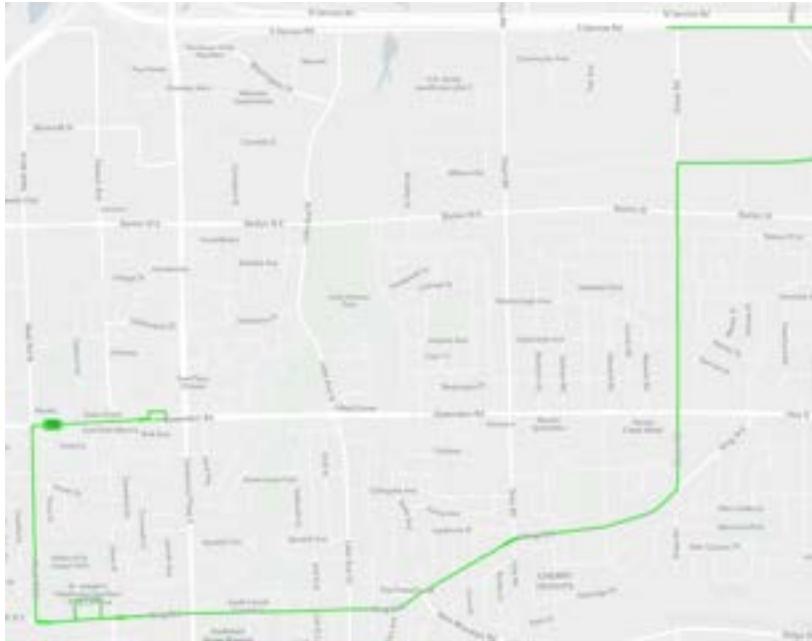
40,893 service hours, 6 40-foot peak vehicles

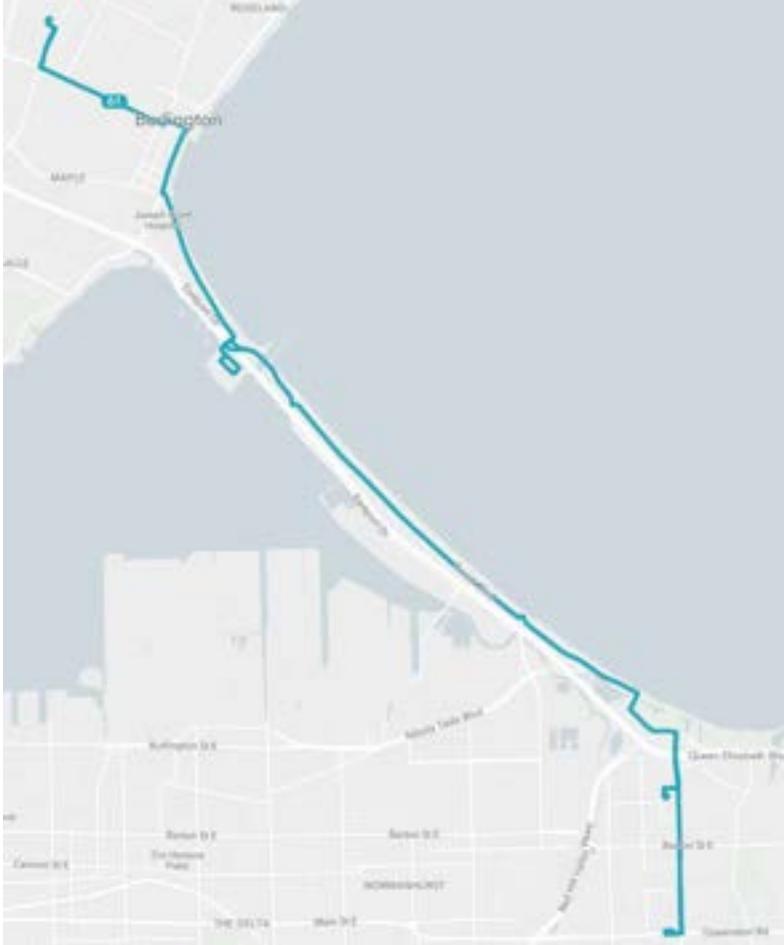


From	To	Every
Weekday		
5:00am	8:00pm	20 minutes
8:00pm	2:00am	30 minutes
Saturday		
5:00am	2:00am	30 minutes
Sunday		
6:00am	1:00am	30 minutes

Route 12 Barton East		
25,454 service hours, 5 40-foot peak vehicles		
		
From	To	Every
Weekday		
5:00am	8:00pm	20 minutes
8:00pm	2:00am	30 minutes
Saturday		
5:00am	2:00am	30 minutes
Sunday		
6:00am	1:00am	30 minutes

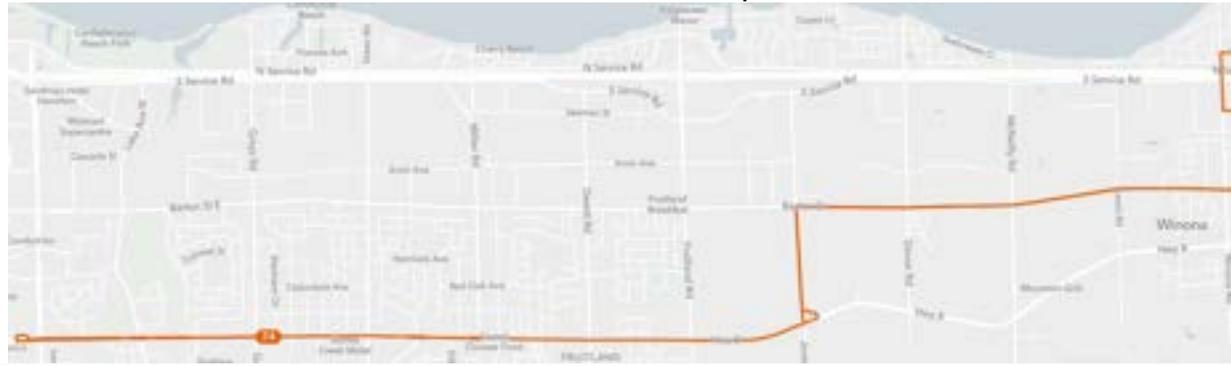
Route 14 Stoney Creek Gray		
16,338 service hours, 3 30-foot peak vehicles		
		
From	To	Every
Weekday		
5:00am	8:00pm	20 minutes
8:00pm	2:00am	30 minutes
Saturday		
5:00am	2:00am	30 minutes
Sunday		
6:00am	1:00am	30 minutes

Route 15 Stoney Creek Green	From	To	Every
19,611 service hours, 4 30-foot peak vehicles	Weekda		
	5:00am	8:00p	20
		m	minute
			s
	8:00pm	2:00a	30
		m	minute
			s
Saturda			
	y		
	5:00am	2:00a	30
		m	minute
			s
Sunday			
	6:00am	1:00a	30
		m	minute
			s

Route 61 Beach	From	To	Every
27,572 service hours, 5 40-foot peak vehicles	Weekday		
	5:00am	8:00pm	20 minutes
	8:00pm	2:00am	30 minutes
	Saturday		
	5:00am	2:00am	30 minutes
	Sunday		
	6:00am	1:00am	30 minutes

Route 74 B Line East

27,659 service hours, 5 60-foot peak vehicles



From	To	Every
Weekday		
5:00am	8:00pm	20 minutes
8:00pm	2:00am	30 minutes
Saturday		
5:00am	2:00am	30 minutes
Sunday		
6:00am	1:00am	30 minutes

Year 5 (2030)

Rapid Routes

Route 30 S Line	Service
3 additional 60-foot vehicles to replace 40-foot vehicles for a total of 14 60-foot vehicles	No change in service levels

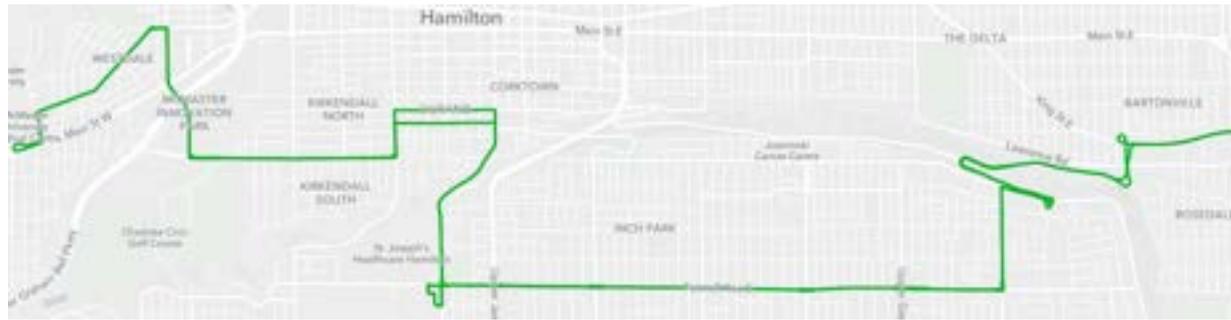
Route 40 E Line (full service levels)		
46,589 service hours, 6 60-foot peak vehicles, 3 40-foot peak vehicles		
No change to routing		
From	To	Every
Weekday		
5:00am	7:00am	15 minutes
7:00am	10:00am	10 minutes
10:00am	3:00pm	15 minutes
3:00pm	8:00pm	10 minutes
8:00pm	11:00pm	15 minutes
11:00pm	2:00am	20 minutes
Saturday		
5:00am	7:00am	20 minutes
7:00am	8:00pm	15 minutes
8:00pm	2:00am	20 minutes
Sunday		
6:00am	1:00am	30 minutes

Collector Routes

Route 9 Rosedale (short-turn)	From	To	Every
24,195 service hours, 4 40-foot peak vehicles	Weekday		
	5:00am	10:00pm	15 minutes
	10:00pm	2:00am	20 minutes
	Saturday		
	5:00am	2:00am	20 minutes
	Sunday		
	6:00am	1:00am	20 minutes

Route 32 Fennell (extended)

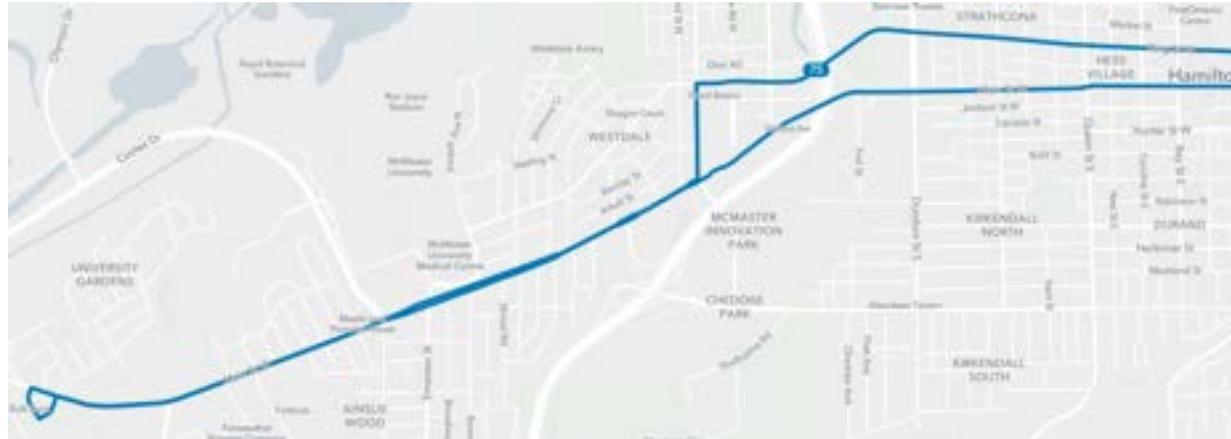
50,314 service hours, 10 40-foot peak vehicles



From	To	Every
Weekday		
5:00am	7:00am	20 minutes
7:00am	10:00am	15 minutes
10:00am	3:00pm	20 minutes
3:00pm	8:00pm	15 minutes
8:00pm	10:00pm	20 minutes
10:00pm	2:00am	30 minutes
Saturday		
5:00am	7:00am	30 minutes
7:00am	10:00pm	20 minutes
10:00pm	2:00am	30 minutes
Sunday		
6:00am	1:00am	30 minutes

Route 75 King

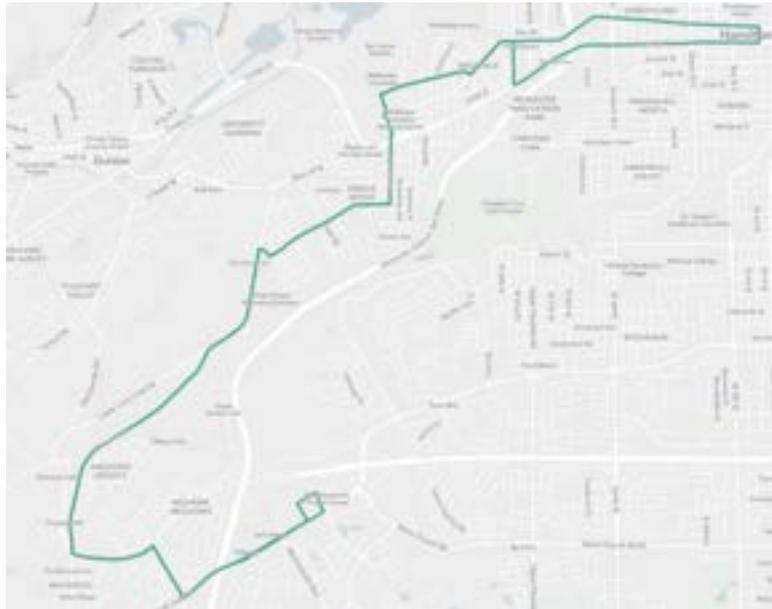
14,971 service hours, 6 40-foot peak vehicles



From	To	Every
Weekday		
5:00am	7:00pm	15 minutes
7:00pm	1:00am	30 minutes

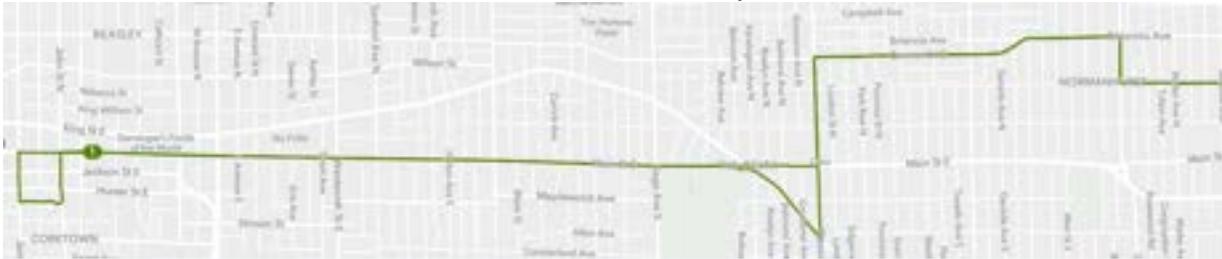
Route 76 Delaware

40,653 service hours, 8 40-foot peak vehicles



From	To	Every
Weekday		
5:00am	7:00am	30 minutes
7:00am	10:00am	15 minutes
10:00am	3:00pm	30 minutes
3:00pm	8:00pm	15 minutes
8:00pm	10:00pm	20 minutes
10:00pm	2:00am	30 minutes
Saturday		
5:00am	2:00am	30 minutes
Sunday		
6:00am	1:00am	30 minutes

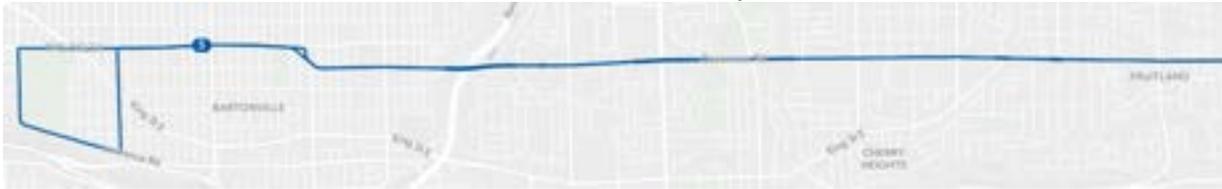
Local Routes

Route 1 Main		
40,893 service hours, 6 40-foot peak vehicles		
		
From	To	Every
Weekday		
5:00am	8:00pm	20 minutes
8:00pm	2:00am	30 minutes
Saturday		
5:00am	2:00am	30 minutes
Sunday		
6:00am	1:00am	30 minutes

Route 3 Wilson		
44,666 service hours, 7 40-foot peak vehicles		
		
From	To	Every
Weekday		
5:00am	8:00pm	20 minutes
8:00pm	2:00am	30 minutes
Saturday		
5:00am	2:00am	30 minutes
Sunday		

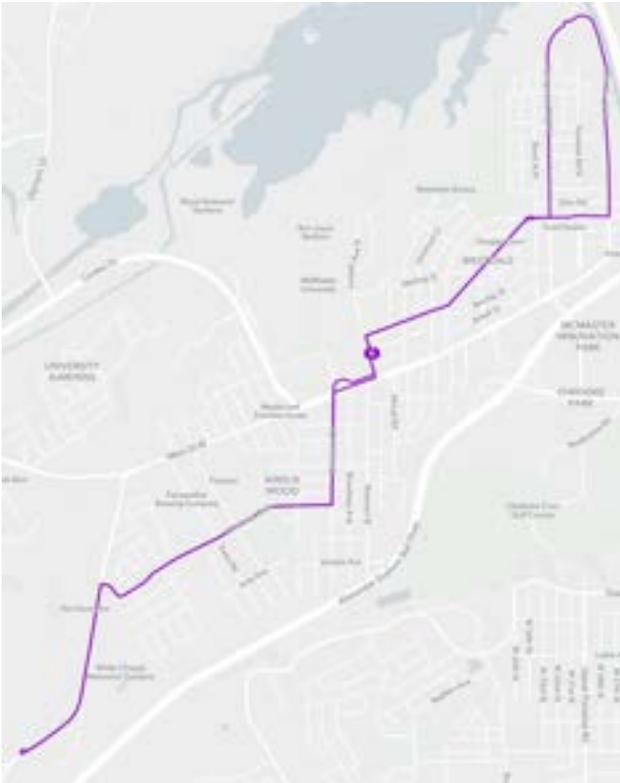
6:00am	1:00am	30 minutes
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Route 5 Queenston
33,347 service hours, 7 40-foot peak vehicles



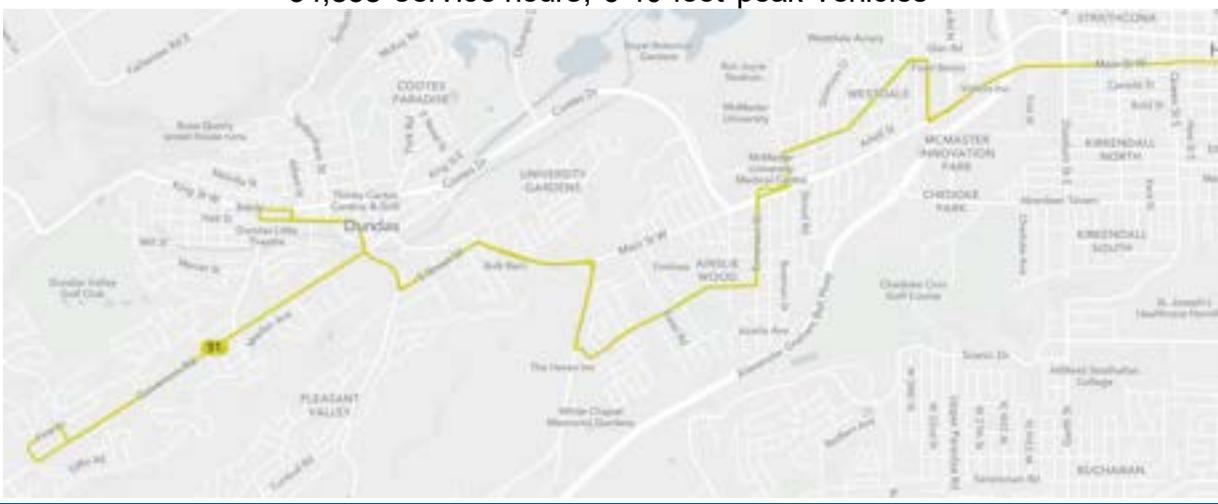
From	To	Every
Weekday		
5:00am	8:00pm	20 minutes
8:00pm	2:00am	30 minutes
Saturday		
5:00am	2:00am	30 minutes
Sunday		
6:00am	1:00am	30 minutes

Route 6 University
17,247 service hours, 4 60-foot peak vehicles



From	To	Every
Weekday		
5:00am	8:00pm	20 minutes
8:00pm	2:00am	30 minutes
Saturday		
5:00am	2:00am	30 minutes
Sunday		
6:00am	1:00am	30 minutes

Route 8 Central		From	To	Every
40,141 service hours, 7 40-foot peak vehicles		Weekday		
	5:00am	8:00pm	15 minutes	
	8:00pm	2:00am	20 minutes	
		Saturday		
	5:00am	2:00am	20 minutes	
		Sunday		
	6:00am	1:00am	20 minutes	

Route 51 Dundas		From	To	Every
34,838 service hours, 6 40-foot peak vehicles		Weekday		
	5:00am	8:00pm	20 minutes	
	8:00pm	2:00am	30 minutes	
		Saturday		
	5:00am	2:00am	30 minutes	
		Sunday		

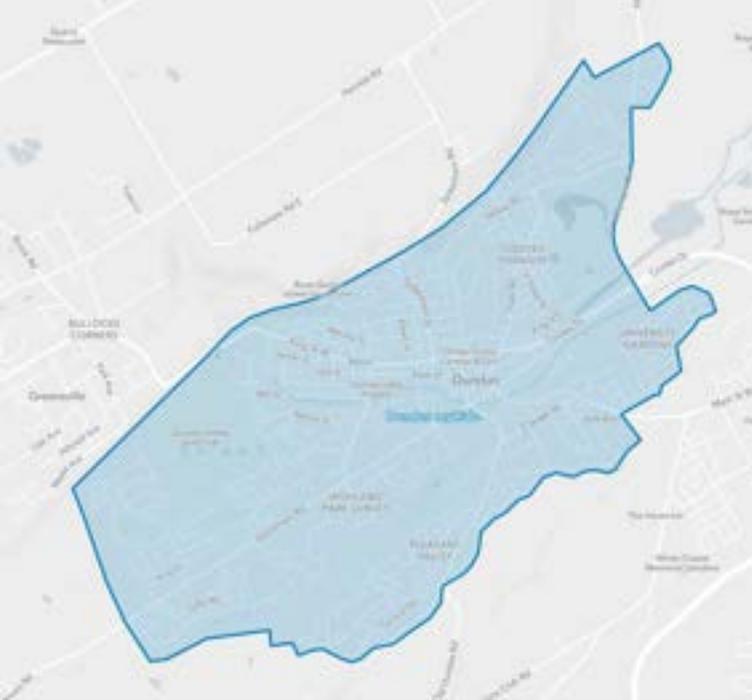
6:00am	1:00am	30 minutes
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myRide On-Demand

Dundas

14,678 service hours, up to 2 30-foot vehicles

Operating Hours:
Weekdays & Saturdays 5am-2am; Sundays 6am-1am



The map displays the geographic service area for Dundas, which is highlighted in a light blue color. The area is irregularly shaped, covering a central portion of the city. Surrounding areas are shown in a light grey color with street names and landmarks visible. The highlighted area includes major thoroughfares and extends to the city limits in several directions.

Heritage Green (full service levels)

21,470 service hours, up to 3 30-foot vehicles

No change to service area or service span

Year 6 (2031)

Rapid Routes

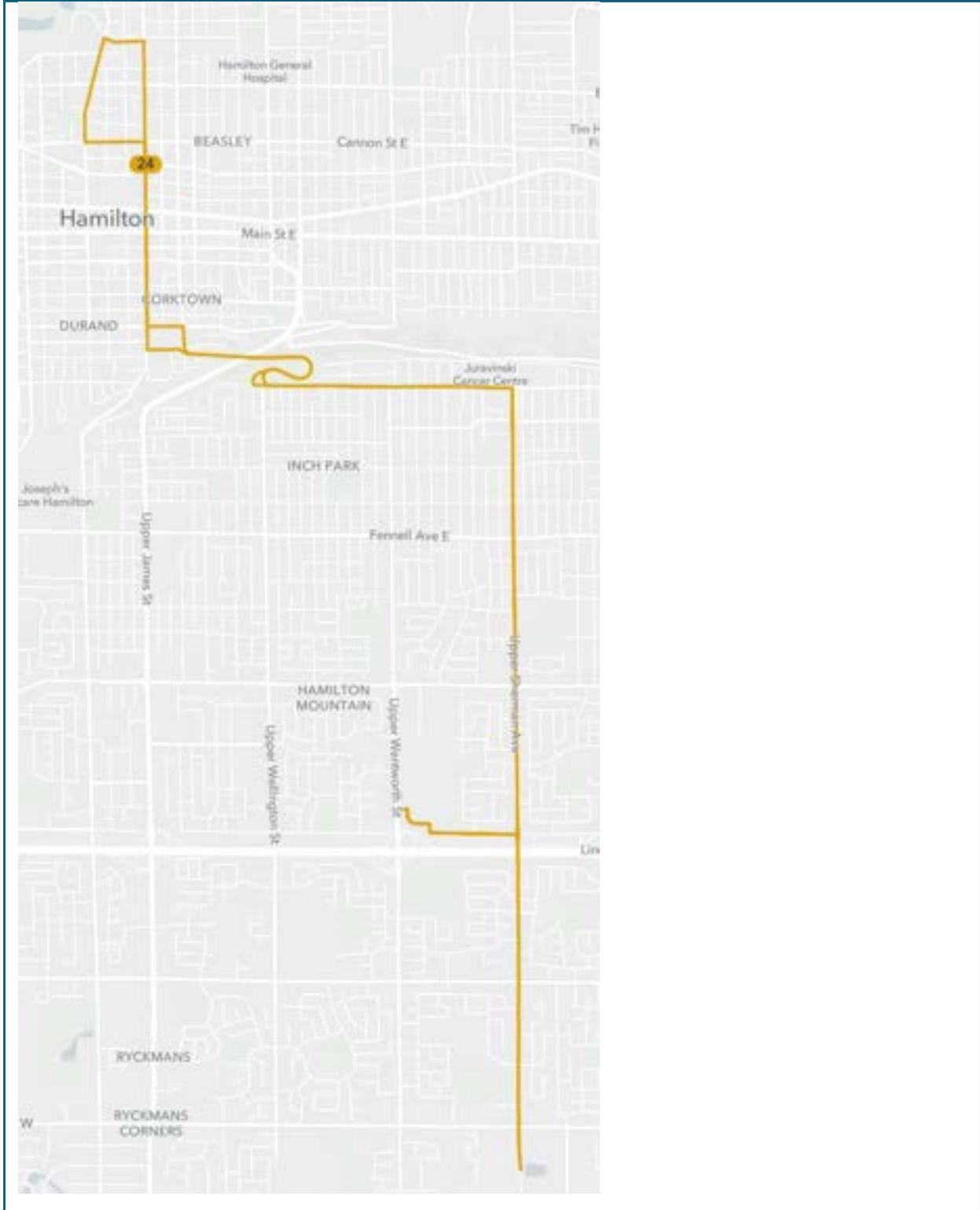
Route 40 E Line	Service
3 additional 60-foot vehicles to replace 40-foot vehicles for a total of 9 60-foot vehicles	No change in service levels

Collector Routes

Route 21 Upper Paradise	From	To	Every	
31,534 service hours, 7 40-foot peak vehicles	Weekday			
	5:00am	7:00am	20 minutes	
		7:00am	10:00am	15 minutes
	10:00am	3:00pm	20 minutes	
	3:00pm	8:00pm	15 minutes	
	8:00pm	10:00pm	20 minutes	
	10:00pm	2:00am	30 minutes	
	Saturday			
	5:00am	7:00am	30 minutes	
	7:00am	10:00pm	20 minutes	
	10:00pm	2:00am	30 minutes	
Sunday				

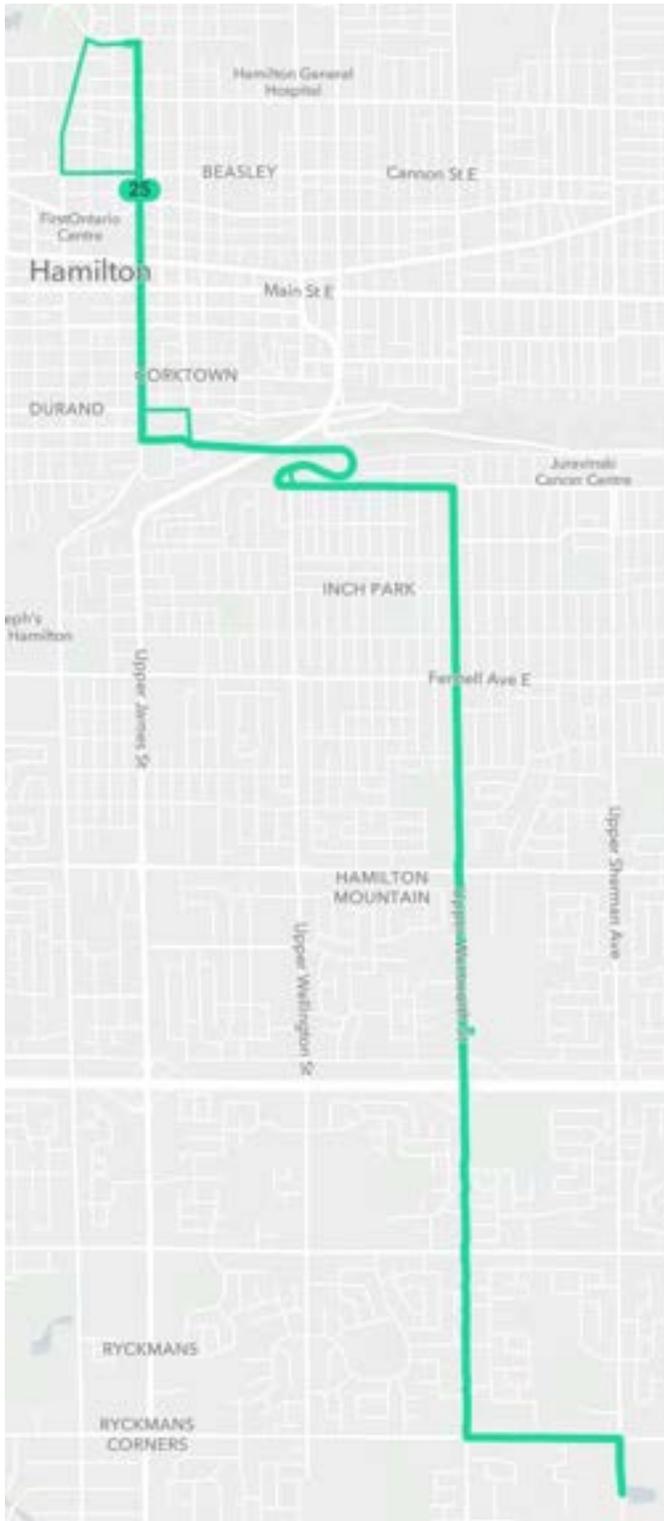
	6:00am	1:00am	30 minute s
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Route 24 Upper Sherman	From	To	Every
31,852 service hours, 7 40-foot peak vehicles	Weekday		
	5:00am	7:00am	20 minutes
	7:00am	10:00am	15 minutes
	10:00am	3:00pm	20 minutes
	3:00pm	8:00pm	15 minutes
	8:00pm	10:00pm	20 minutes
	10:00pm	2:00am	30 minutes
	Saturday		
	5:00am	7:00am	30 minutes
	7:00am	10:00pm	20 minutes
	10:00pm	2:00am	30 minutes
	Sunday		
	6:00am	1:00am	30 minutes



Route 25 Upper Wentworth	From	To	Every
	Weekday		

28,176 service hours, 6 40-foot peak vehicles



5:00am	7:00am	20 minutes
7:00am	10:00am	15 minutes
10:00am	3:00pm	20 minutes
3:00pm	8:00pm	15 minutes
8:00pm	10:00pm	20 minutes
10:00pm	2:00am	30 minutes
Saturday		
5:00am	7:00am	30 minutes
7:00am	10:00pm	20 minutes
10:00pm	2:00am	30 minutes
Sunday		
6:00am	1:00am	30 minutes

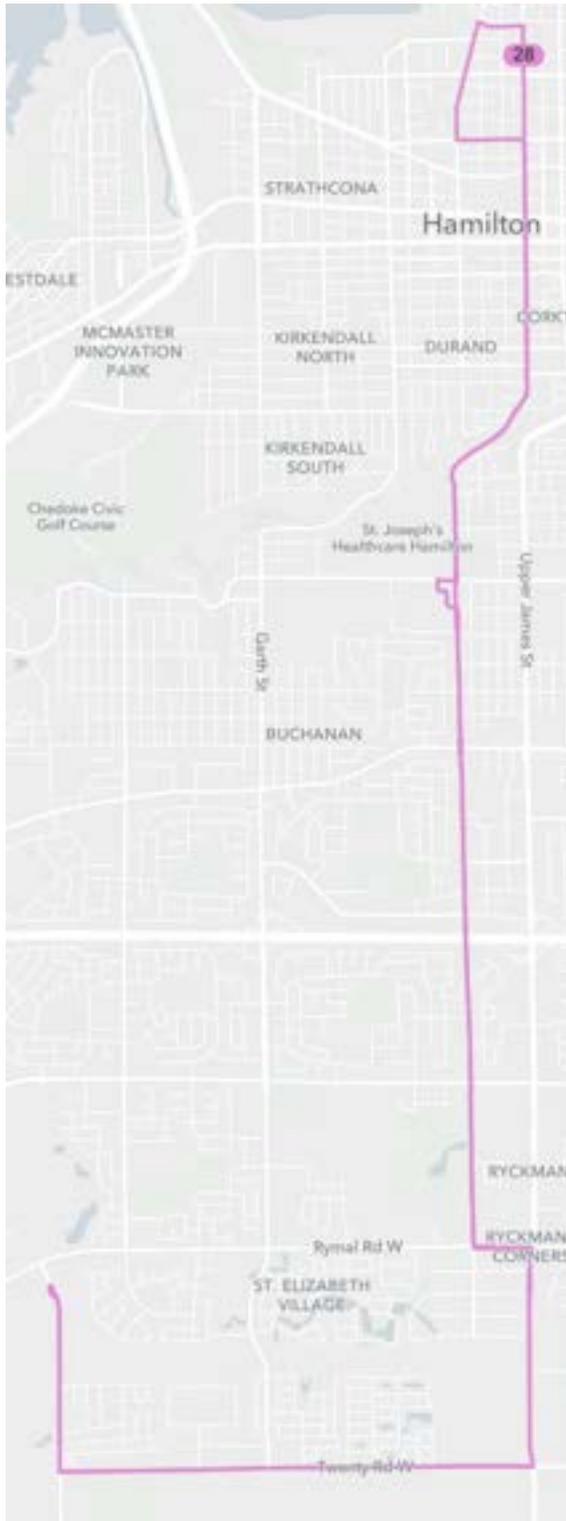
Route 26 Upper Wellington	From	To	Every
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28,845 service hours, 6 40-foot peak vehicles



Weekday		
5:00am	7:00am	20 minutes
7:00am	10:00am	15 minutes
10:00am	3:00pm	20 minutes
3:00pm	8:00pm	15 minutes
8:00pm	10:00pm	20 minutes
10:00pm	2:00am	30 minutes
Saturday		
5:00am	7:00am	30 minutes
7:00am	10:00pm	20 minutes
10:00pm	2:00am	30 minutes
Sunday		
6:00am	1:00am	30 minutes

38,100 service hours, 8 40-foot peak vehicles



Weekday

5:00am	7:00am	20 minutes
7:00am	10:00am	15 minutes
10:00am	3:00pm	20 minutes
3:00pm	8:00pm	15 minutes
8:00pm	10:00pm	20 minutes
10:00pm	2:00am	30 minutes

Saturday

5:00am	7:00am	30 minutes
7:00am	10:00pm	20 minutes
10:00pm	2:00am	30 minutes

Sunday

6:00am	1:00am	30 minutes
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Route 29 Garth	From	To	Every
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31,228 service hours, 7 40-foot peak vehicles



Weekday

5:00am	7:00am	20 minutes
7:00am	10:00am	15 minutes
10:00am	3:00pm	20 minutes
3:00pm	8:00pm	15 minutes
8:00pm	10:00pm	20 minutes
10:00pm	2:00am	30 minutes

Saturday

5:00am	7:00am	30 minutes
7:00am	10:00pm	20 minutes
10:00pm	2:00am	30 minutes

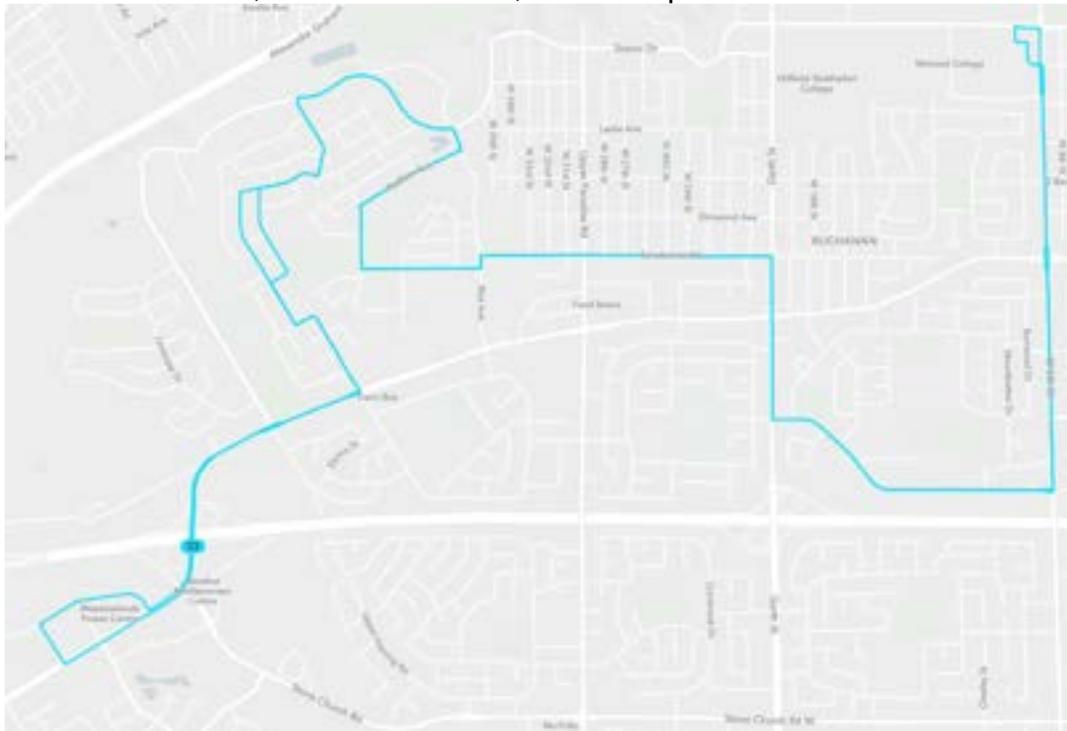
Sunday

6:00am	1:00am	30 minutes
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Local Routes

Route 33 Sanatorium

23,162 service hours, 4 40-foot peak vehicles



From	To	Every
Weekday		
5:00am	8:00pm	20 minutes
8:00pm	2:00am	30 minutes
Saturday		
5:00am	2:00am	30 minutes
Sunday		
6:00am	1:00am	30 minutes

Year 7 (2032) – with LRT

Rapid Routes

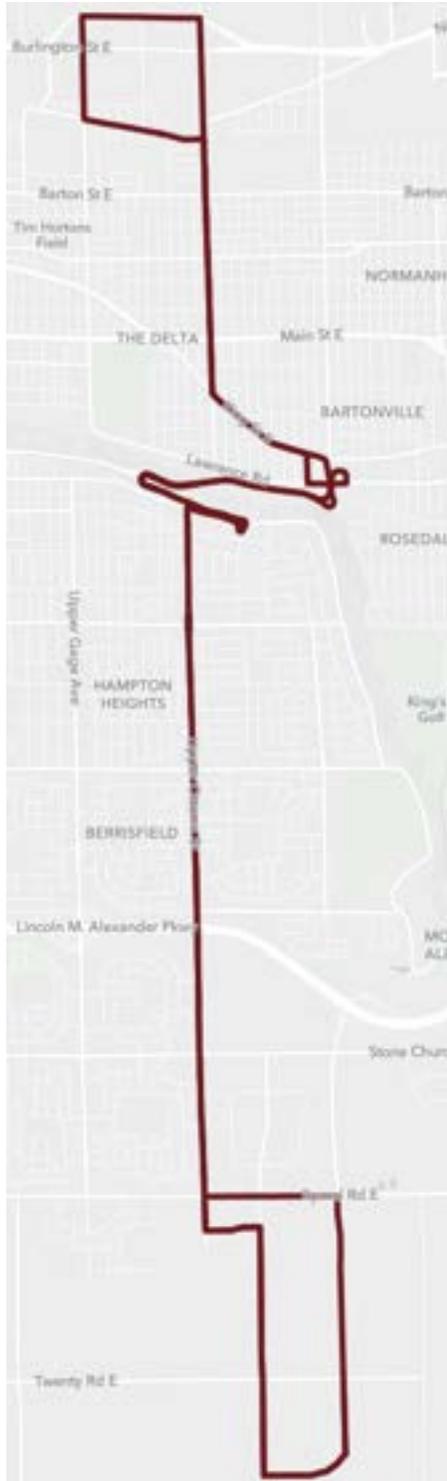
Route 50 T Line		
94,827 service hours, 19 60-foot peak vehicles		
From	To	Every
Weekday		
5:00am	7:00am	15 minutes
7:00am	10:00am	10 minutes
10:00am	3:00pm	15 minutes
3:00pm	8:00pm	10 minutes
8:00pm	11:00pm	15 minutes
11:00pm	2:00am	20 minutes
Saturday		
5:00am	7:00am	20 minutes
7:00am	8:00pm	15 minutes
8:00pm	2:00am	20 minutes
Sunday		
6:00am	1:00am	30 minutes

Collector Routes

Route 22 Upper Ottawa

39,175 service hours, 8 40-foot peak vehicles

No change in service levels



Route 41 Red Hill

29,378 service hours, 6 40-foot peak vehicles

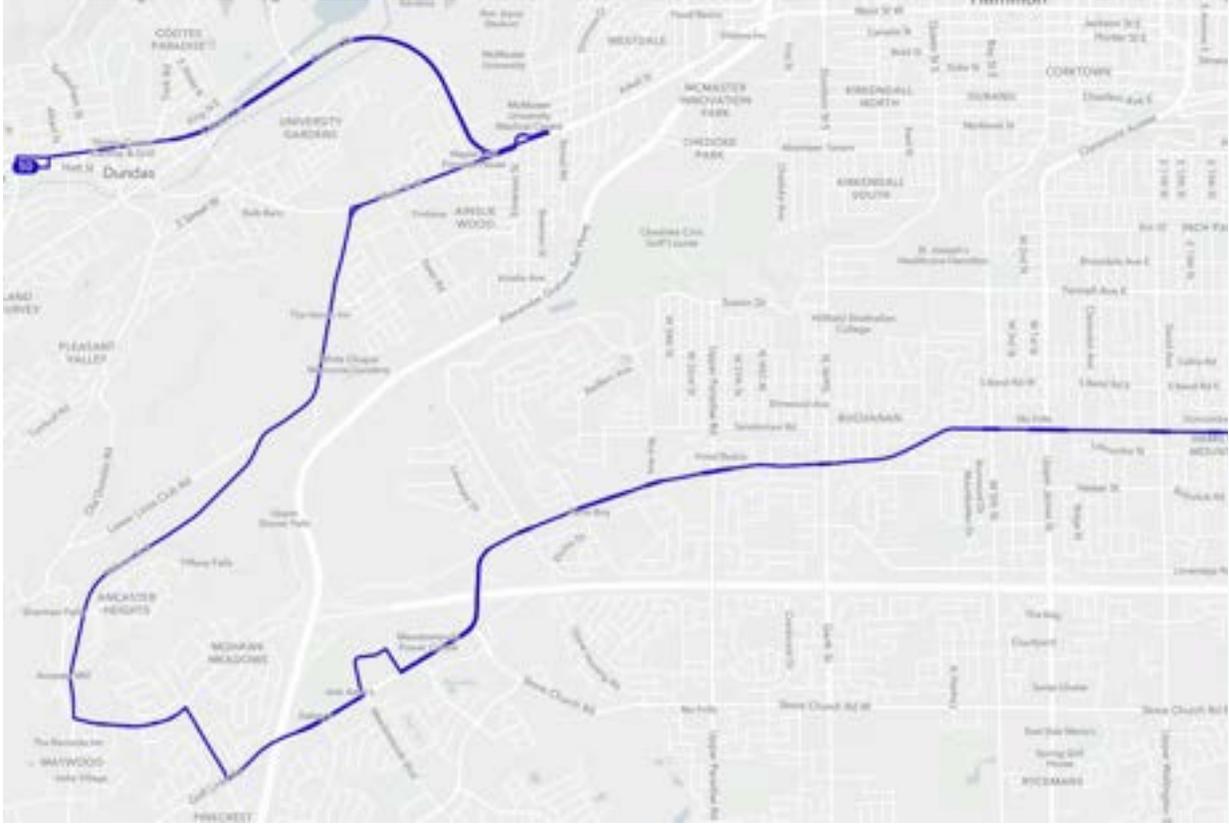


From	To	Every
Weekday		
5:00am	7:00am	20 minutes
7:00am	10:00am	15 minutes
10:00am	3:00pm	20 minutes
3:00pm	8:00pm	15 minutes
8:00pm	10:00pm	20 minutes
10:00pm	2:00am	30 minutes
Saturday		
5:00am	7:00am	30 minutes
7:00am	10:00pm	20 minutes
10:00pm	2:00am	30 minutes
Sunday		
6:00am	1:00am	30 minutes

Year 7 (2032) – no LRT

Rapid Routes

Route 50 T Line
60,424 service hours, 8 60-foot peak vehicles, 2 40-foot peak vehicles



From	To	Every
Weekday		
7:00am	11:00pm	15 minutes
11:00pm	2:00am	20 minutes
Saturday		
5:00am	7:00am	20 minutes
7:00am	8:00pm	15 minutes
8:00pm	2:00am	20 minutes
Sunday		
6:00am	1:00am	30 minutes

Collector Routes

Route 22 Upper Ottawa and Route 41 Red Hill routings and service levels identical to LRT scenario.